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Mapping Of Private Higher Education Strategies In Formulating Strengthening Competitiveness With Swot Analysis Approach (Strents, Weakness, Opportunities, Threats)

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Abstract

The competitiveness of private tertiary institutions is interpreted as the provision of higher education services for the community (public) that are of superior quality, competitive and able to satisfy all stakeholders.The competitiveness of Higher Education is sexy and interesting to be studied, because this unit plays an important role in producing professional Human Resources to enter the world of work. At the same time, universities must be successful in implementing the tridharma of Private Higher Education in the form of teaching, research, and community service. So that the community really enjoys the existence of these tertiary institutions to raise the standard of living of the community. The competitiveness of private tertiary institutions provides a moral message that strength creates excellence, or there is a difference based on production quality, the tridharma services of tertiary institutions must be the best. The meaning of power must be interpreted by State Universities and Private Universities in order to make the resources owned superior to other Universities in certain aspects. SWOT analysis (Strength, Weakness,

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Opportunity, Threats) is a process of identifying or in-depth study of various factors systematically to formulate various organizational strategies, for example universities in maximizing strengths and opportunities, as well as minimizing weaknesses and threats (threats) that may occur and be faced by the various work units within it in order to evaluate the various output products produced and the tridharma services provided as well as by competitors of similar tertiary institutions.

Keywords: Competitiveness, Private Higher Education, SWOT

INTRODUCTION

InIn the midst of the problem of disparities in the quality of education faced by our nation, of course there are many doubts about the readiness of educational institutions to face global competition. This is quite a big homework for educational institutions, especially the government to realize the amendments to the 1945 Constitution concerning the intellectual life of the nation. (Ahmad Syukri, 2020). In this regard, efforts to implement programs to improve education quality and competitiveness in order to realize and realize goals that have been well designed and conceptualized by an educational institution. Of course, these efforts are inseparable from various kinds of problems and problems that can confront at any time, both from within and from outside the institution. To analyze more deeply about the strengths, weaknesses, opportunities and threats for an institution, a manager must be able to identify internal and external factors that can influence it. (Nur, Irawan, 2017)

Improving the competitiveness of tertiary institutions, especially private tertiary institutions, with all the resources they have so that they have comparative and competitive advantages with their competitors. Implemented strategic policiesbecause there are some lecturers who have not contributed significantly to achieving the goals of Private Higher Education (PTS) to produce quality alumni through the process of education and teaching, producing goods and services in the form of research, community service that is able to improve living standards and the dignity of society. Including encouraging work innovation is a requirement that must be inflamed, if it stops then it is a sign of death and organizational decline has occurred. (Wiwit, 2017)

In increasing the competitiveness of a tertiary institution, especially private tertiary institutions (PTS) to formulate a vision, mission, goals and organizational strategy, it is carried out collectively which is able to provide congregational awareness to continue to innovate and increase personal and institutional competitiveness, so that it can compete at the national level. internationally with various

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universities in the world.Therefore it is necessary to Mapping Strategy for Private Higher Education (PTS) in formulating Strengthening Competitiveness with a SWOT Analysis Approach (Strengths, Weaknesses, Opportunities, Threats).

DISCUSSION

Strategy Mapping

According to Zainiyati, Strategy is one of the important components used to obtain success or success in achieving a goal. (Zainiyati, 2010) According to Sena, formulating a strategy should be based on a thorough analysis of the influence of various external and internal environmental factors. (Sena Atmaja, 2018) In the external environment, changes can usually come very quickly, giving birth to various opportunities and threats. both coming from the main competitors and from the business climate which is constantly changing from time to time. (Muyassarah, 2019) With changes from external factors, of course, they can affect the internal factors of the institution which require them to change the composition that was well planned beforehand.

Private Higher Education (PTS) in Strengthening Competitiveness

Competition or competition between private tertiary institutions (PTS) is very important in order to encourage success, otherwise there will be a failure. For this reason, the efforts required to win the competition from time to time are getting tougher. Therefore, private universities are encouraged to have the ability to read opportunities from their competitiveness. In the research conducted by Surachman, he stated that competitiveness is a potential or advantage that is utilized in facing competition in the global market. PTS competitiveness management must be implemented by carrying out continuous development in all PTS internal lines, especially in the PTS tridharma section. (Surachman, 2007)

The competitiveness of tertiary institutions, both PTN and PTS, is usually seen through the ranking results issued by QS World. The benchmark of the QS World index is a proxy for competitive advantagePTS because this institution has been trusted globally with consideration of the process it carries out in a measurable, in-depth way to university quality using several parameters, including; 1) the number of students, 2) the number of study programs, and 3) the results of research and publications that have been indexed by internationally reputable journals and symposiums. (Linda, 2012)

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Higher Education competitiveness, both PTN and PTS refers to what is determined by the Ministry of Research, Technology and Higher Education in terms of; 1) quality management, 2) student activities, 3) lecturer research towards a world-class university. In addition, quantitatively the competitiveness of higher education institutions can be seen from aspects, first, the growth of higher education institutions consists of: a) the stability of a single tuition fee (UKT),b) the quality of graduates, secondly the quality of higher education infrastructure, thirdly community participation in higher education can be seen from the literacy age of higher education. With the competitiveness of PT, it shows public trust and government attention is very high. (Linda, 2012)

Adapting Michael Porter's thinking, in measuring the competitiveness of PTs there are things that must be assessed from aPT is said to have competitive advantages, among others; 1) application of technology, 2) entrepreneurship culture, 3) high productivity towards the tridharma of PT, 4) quality of quality education programs (program quality) offered and produce quality products (input-process-output-outcome), 5) the cost (unit cost) of educational services offered is in accordance with the costs incurred. Cost is not a matter of whether it is expensive or cheap, but the meaning is compatibility between quality and costs that must be incurred so that costs and benefits are in a balanced state, 6) widespread, aggressive promotion and institutional reputation (reputation) that continues to be cared for and maintained take care, because the existence of a good image and good reputation in the eyes of the public is the result of both external and internal assessments of PT. Leading a positive image of PT requires a long time so it is not an easy matter. Vice versa, a bad image of a PT will be difficult to clean up and gain trust from the community again. Therefore, the image of the university requires commitment to continue to be maintained and improved, 7) good technical and non-technical services (graduate quality control), 8) well-qualified lecturers and educational staff who have competence and meet predetermined requirements, commitment to work serving students in a quality manner, 9) good work innovation, 10) educational program differentiation (uniqueness program), services or products produced and offered are different from competing PTs. Not only different but also the program can exist and be needed in the future, 11) having adequate and sufficient facilities and infrastructure for standard needs, 12) distribution network of graduates through extensive, strong networking from the alumni corps and recipients of graduates both domestically and abroad which has been well organized, 13) systemized service process with just-in-time (JIT) so that the PT can provide the best service to its stakeholders. (Kuncoro, 2011)

The 4.0 industrial revolution guides and forces PTS to be more adaptive, interactive in order to

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increase their competitiveness against various competitor PTS (competitors). This competitive condition is an attraction, and a bonus for current students, prospective new students and the community of users of graduates. Increasing the competitiveness of PTS is closely related to the level of speed and accuracy of PTS in socializing and achieving the promised vision and program. The target in the vision and work program is the output of service products and the added value of PTS existence. Increasing the competitiveness of PTS is influenced by various aspects, including strategic management policies, innovation in HR work, and the use of renewable technology. (Edward Sallis, 2007)

The dynamics of competitive power between PTs is very decisiveintensity of competitiveness in governance, and the mostwill determine the point of view of strategic management formulation of PT. There are five competitive strengths of PTs that move each other and are interactive, including; 1) the threat of new higher education entrants (threat of new higher education entrants), foreign PTs establishing branches in Indonesia, 2) the strength of educational products or services provided by competing PTs is more promising (bargaining power of suppliers), for example the presence of new departments/study programs by Competitor PTs attract the interest of prospective students, parents and users of graduates, and increase the ranking of higher quality old PTs, 3) Threat of substitute products of higher education for stakeholders, in the form of changes and dynamics of the needs of the community users of PT graduates. For example, the presence of distance learning programs offered by various PTN/PTS, 4) bargaining power of users (bargaining position of users) to high schools (SMA/SMK and equivalent) as suppliers of graduates entering PTs, in the form of changes in mindset and mindset of prospective students regarding the types and services of PTs that are of interest according to needs, current and future conditions, 5) competition between universities or existing competitors (rivalry among competitive higher education) at various national and/or international levels, including threats from existing universities supported by economic, financial stability and good governance. (Syaiful Anwar, 2009) Of the five PT competitions, of course it benefits stakeholders in terms of costs incurred, quality of service, variety of services, and so on. current and future conditions, 5) competition between universities or existing competitors (rivalry among competitive higher education) at various national and/or international levels, including threats from existing universities supported by economic, financial stability and good governance. (Syaiful Anwar, 2009) Of the five PT competitions, of course it benefits stakeholders in terms of costs incurred, quality of service, variety of services, and so on. current and future conditions, 5) competition between universities or existing competitors (rivalry among competitive higher education) at

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College SWOT (Strength, Weakness, Opportunity, Threats) analysis

SWOT analysis (Strength, Weakness, Opportunity, Threats) is a process of identifying or in-depth study of various factors systematically to formulate various organizational strategies, for example universities in maximizing strengths and opportunities, as well as minimizing weaknesses and threats (threats) that may occur and be faced by the various work units within it in order to evaluate the various output products produced and the tridharma services provided as well as by competitorsPT like.

PT SWOT analysis is also understood as a model for analyzing the environment or situation and condition (sikon) of PT which is descriptive in nature, meaning that it can provide information or an overview of PT currently in a position, what kind of competitors, and future targets can also be projected. The results of the analysis show that the input factors consist of conditions and situations, then after that they are grouped according to their contribution respectively, as follows;

- ✓ Strength (Strenght/S), namely analyzing every situation and condition where this is a strength of higher education organizations in the present. Therefore it is necessary to carry out an analysis by each tertiary institution or organization where it is necessary to give a value to the potential strengths and weaknesses when compared to other competitors. For example, when the strength of higher education is technologically superior, then this can be empowered so that it is able to take over market segments where high quality and more advanced technology is urgently needed.
- ✓ Weaknesses (Weaknesses/W), namely analysis of weaknesses,where higher education organizations review a weakness regarding the current situation and conditions as a way to overcome serious obstacles in advancing a higher education institution.
- ✓ Opportunity/Opportunity (Opportunity/O), namely analysis of opportunities, by looking at conditions or circumstances related to tertiary institutions to see opportunities from outside the organization so that they have the opportunity to develop higher education institutions in the future. In this way, it is possible for a tertiary institution to make or find

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a breakthrough to develop in the future.

- ✓ Threats / Barriers (Threats / T), namely techniques in analyzingpotential threats or challenges that a tertiary institution will go through from various environmental factors that are not profitable, and have an influence on the decline of tertiary institutions. If this cannot be handled quickly, it will become a threat that prevents a university from developing well in the future. (Herman, 2006)

Strategy Mapping of Private Higher Education in Formulating Strengthening Competitiveness Using the SWOT Analysis Approach.

The potential for the competitiveness of higher education institutions or higher education institutions is interpreted as a dynamic ability that exceeds that of other universities which produces alumni who are superior and competitive than alumni of competing universities. The potential for the competitiveness of PTs, can be analyzed from the potential resources they have, including expertise (skills) starting from the chancellor, vice-chancellor, unit heads, teaching staff (lecturers), administrative staff (educational support staff), facilities and infrastructure, finance, cooperation, and others. The better the quality and potential of the resources it has, the easier it will be for the campus to determine and apply its strategic plan. (Suharto, 2015)

A PT has good quality competitiveness, usually marked by: 1) the ability to strengthen a wider stakeholder environment, 2) the ability to strengthen the market position of graduates and increasingly qualified tridharma services reaching a larger geographical area,3) the ability to connect (networking) between stakeholders, and 4) the ability to improve performance without stopping. (Sumihardjo, 2008) Therefore there are several factors that must be considered in order to guarantee and ensure an increase in the competitiveness of PT, including; 1) development of cooperation, 2) focus orientation on achieving clear objectives, 3). focus on satisfying service for service users, in this case student groups and PT stakeholders, 4). Lectures that take place on an ongoing basis are oriented towards solving problems and discovering new methods. (Mashadi, 2008)

David explained his main study on SWOT analysis, PT in depth related to potential threats (threats) and opportunities (opportunities) to measure the level of internal competence of PT according to and has similarities with the diversity of external factors. PT SWOT analysis has 4 strategies, including:

1. Strategy SO can be used to take advantage of opportunities that exist in the external

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environment of PT. PT internal policy makers will not waste the opportunity to harness the power to seize more promising opportunities.

2. The WO strategy aims to improve PT's internal weaknesses by taking advantage of opportunities from the outside environment of PT.
3. The ST strategy is used by the PT organization to avoid, at least reduce the impact of competitors' threats coming from outside the PT.
4. WT strategy, in the form of defense tactics directed at efforts to minimize internal weaknessesPT and avoid external PT threats. (Mirfani, 2012)

TABLE. SWOT strategy matrix table

	STRENGTHS 1. Susun daftar kekuatan 2. 3. 4.	**WEAKNESS** 1. Susun daftar kelemahan 2. 3. 4.
OPPORTUNITIES 1. Susun daftar peluang 2. 3. 4.	**STRATEGI S-O** 1. Pakai kekuatan untuk Memanfaatkan peluang 2. 3. 4.	**STRATEGI W-O** 1. Tanggulangi kelemahan dengan Memanfaatkan peluang 2. 3. 4.
THREATS 1. Susun daftar ancaman 2. 3. 4.	**STRATEGI S-T** 1. Pakai kekuatan untuk menghindari ancaman 2. 3. 4.	**STRATEGI W-T** 1. Perkecil kelemahan dan hindari ancaman 2. 3. 4.

Put forward a strategic approach that universities should choose by means of TOWS strategy analysis or often called a SWOT analysis, if broken down in more detail it will become a strategy:S–0; S–T; W–0; and W – T and the formulation of the SWOT analysis strategy can also be used as a plan or policy for higher education leaders starting from the chancellor, vice chancellor and other unit leaders. The strategy can be explained in more detail below.

a. S–O strategy, meaning maximizeS and O so that it becomes a productive and effective

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strategy.

b. S–T strategy, meaning maximizeS and reducing T so that it becomes a productive strategy.
c. W–O strategy, meaning minimizeW and maximize O so that it becomes a strategy that can take advantage of opportunities in an effort to achieve the vision and mission.
d. W–T strategy, meaning minimizeW and T or at least maintain W and T conditions if they can be reduced by this strategy. (Rahayu, 2008)

To increase the competitiveness of higher education institutions in Indonesia, a strategy is urgently needed to improve the quality of higher education services, through the implementation of continuous quality improvement (quality improvement continuously). In carrying out systematic, effective and efficient quality improvement in a sustainable manner, namely through the development of a quality culture in educational institutions, in this case the campus, by carrying out quality evaluations in the internal environment on an ongoing basis. In this context, it is carrying out an internal evaluation of various output factors from tertiary institutions, because an educational institution is principally a higher education service.

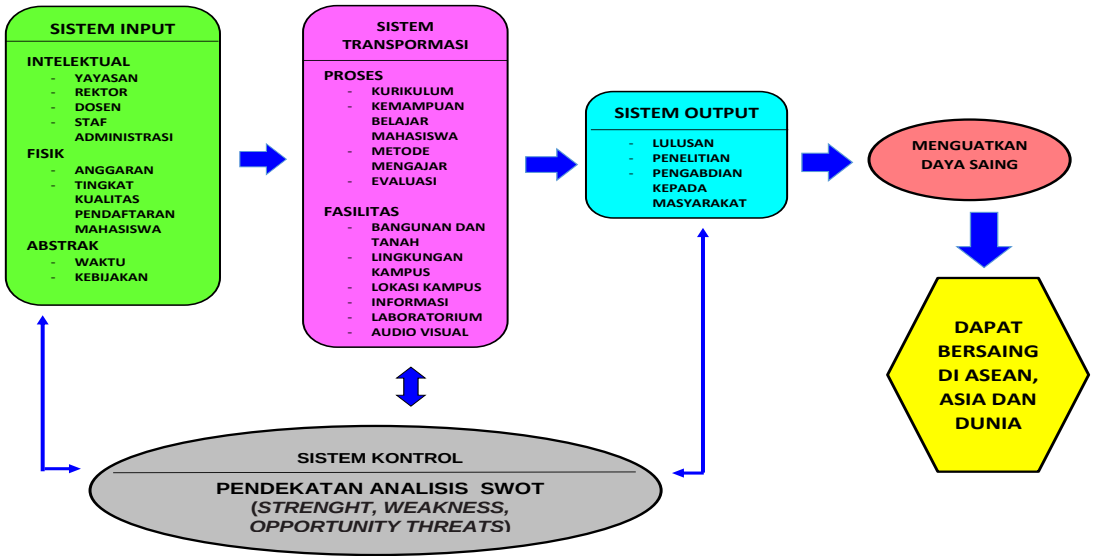


Figure 1 Private Higher Education Strategy Mapping Model in Formulating Strengthening Competitiveness Using the SWOT Analysis Approach

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CONCLUSION

SWOT analysis is seen as a way of strategic planningwhich is used to strengthen competitiveness against potential strengths (strengths) to turn into advantages (advantage) and be able to deal with existing threats (threats). How to overcome weaknesses (weaknesses) can turn into gain (advantage). Seeing the opportunities that exist, can be a strength (strengths). Overcoming weaknesses can turn into real threats or create a new threat for competitors. This process involves determining the specific goals of the PT and identifying factors from within and outside the organization that support and do not achieve the goals and targets. The principle in the PTS SWOT Analysis is to observe environmental changes from outside the PTS organization, because it will result in changes in characteristics PTS institutions thus giving rise to threats and opportunities. In carrying out a SWOT analysis for a PTS, apart from looking at changes in the environment of the organization, it is also mandatory to analyze the resource skills of the academic community. So that it will know the potential strengths and weaknesses in private higher education organizations.

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