

Reengineering Strategy; University Governance Challenges During the COVID-19 Pandemic (Case in Bekasi, West Java, Indonesia)

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Abstract

Pendemi COVID-19 is a challenge for every sector including the education sector. One of the Study Programs that is threatened in this case is the MM Study Program. On the other hand, the accreditation of 9 standards is also a challenge and needs to be socialized and adjusted for the study program. The aim of the research is to engineer the MM Study Program governance strategy, the research involves all stakeholders in the Study Program governance. Strategy development uses the EFAS / IFAS and SWOT matrix. Based on the results of the study there are five important things that can be optimized namely; firstly marketing and promotion, secondly improving Vision, thirdly managing and Human Resources, fourthly improving Lecturer performance and productivity (in the implementation of Tridarma) and fifthly improving curriculum to fit the needs of the labor market and the development of science and knowledge

Keywords: *Covid-19, reengineering strategy, management, University, Indonesia*

1. Introduction

Beginning in 2020, the world was shocked with new virus cases, namely a new type of coronavirus (SARS-CoV-2) and the disease was called Coronavirus disease 2019 (COVID-19) (Yuliana, 2020). Covid-19 had a massive impact on all aspects of life, this case only claimed thousands of lives but also changed the way of life of people throughout the world.

The Covid-19 Pendemi has a significant impact on all aspects of life around the world, not only the health aspect, but the Covid-19 pandemic has an impact on the education sector, national and international travel, and the world economy have all been

dramatically altered (Kondziolka et al., 2020). The same thing happened in Indonesia, one of which was in the trade sector, specifically exports and imports, raw materials and capital goods. Production falls, scarce goods and prices of goods continue to rise causing inflation. The increase in the price of goods accompanied by declining income is a fatal condition of people's purchasing power. Some raw materials for industry in Indonesia itself are still supplied from China which is experiencing production constraints due to quarantine in a number of regions to stem the Covid-19 pandemic (Semaun, 2020).

The declining productivity of the trade sector, which is accompanied by a decline in the economic level and a decline in demand for goods and services will give a very significant blow to the sustainability of the business sector. This also happened in the Education services business sector. It is feared that the economic downturn will result in a decrease in the number of students. Other than that, the global lockdown of education institutions is going to cause major (and likely unequal) interruption in students' learning; disruptions in internal assessments; and the cancellation of public assessments for qualifications or their replacement by an inferior alternative (Burgess & Sievertsen, 2020). Increasingly, universities across the continent are setting up institution-wide task forces to mitigate the impact of the pandemic (Tamrat & Teferra, 2020), and this is a challenge for the world of Education. The other way, education is one of human rights and the success of the state in opening access to education for its people is one measure of the success of sustainable development set in the country (Untari & Satria, 2020)

Bekasi has become a very interesting area for further study. Geographically, Bekasi is bordered by Jakarta, the capital of Indonesia. As a consequence, Bekasi developed as a metropolitan city with a high population and high social interaction (Ali et al., 2020). The high number of population becomes an opportunity for the development of the Education service business (Higher Education). Currently there are dozens of universities in Bekasi in the form of Academy, Institute or University. They compete with each other in their respective segments to seize market share and become superior universities. The high level of competition and challenges when the Covid-19 Pendemik makes this research important,

where each tertiary institution must develop an optimal governance strategy to maintain the sustainability of tertiary institutions.

2. Methodology

As a limitation, research is carried out at universities which have Master of Management Study Programs (MM). Two dimensions used are; Internal and External Aspects. Internal aspects consist of strengths and weaknesses, while external aspects consist of opportunities and threats. Internal aspect indicators are all matters related to MM Study Program governance and external aspect indicators are those related to the market, competition and regulation of education in Indonesia. The method used in the preparation of strategic alternatives is a qualitative method where there are three methods used. There are input method using matrix IFAS/EFAS (Nofrizal & Widayat, 2018; Rachmawati et al., 2019), and SWOT matrix (Untari, 2016). The research methodology describes the methods used by researchers in the aim of helping the research process resulting in a conclusion and recommendations. Process of this research described by researcher in the form of a flowchart (Figure 1) it also to help the reader to understand the execution of this research

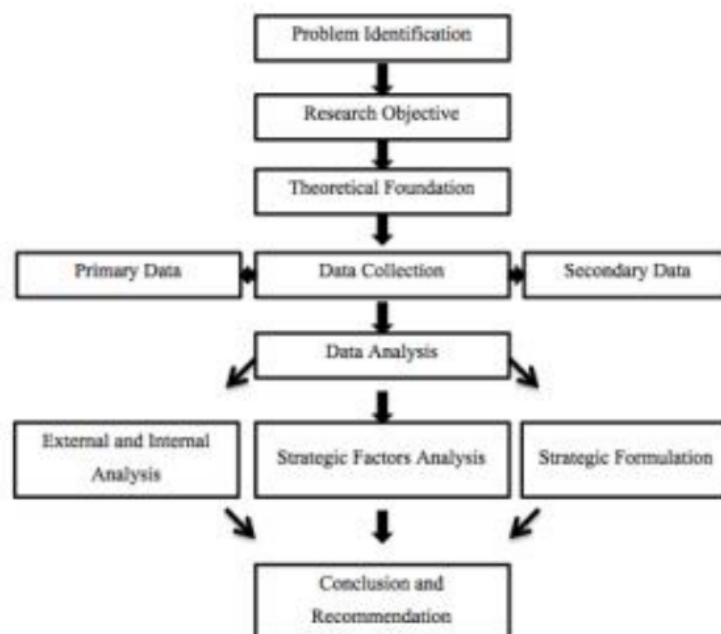


Figure 1. Research Methodology Flow Chart (Muhammad Gilang Perdana Hamim & Dwi Larso, 2016)

3. Result and Discussion

External and Internal Factors Analysis produce Strategic Factors Analysis Summary (SFAS). From the external environment scanning, it can be known the EFAS or External Factors Analysis Summary. The weight and rating are gain from student, community, competitor and the rules of the National-Higher Education Accreditation Agency (BAN-PT). The peer wise comparing used to set the weight of each key factors. Table 1 is the External Factors Analysis Summary (EFAS).

Table 1. Matrix EFAS

No	Opportunity	Weight	Rating	Total score
1	Bekasi is in a very potential market circle (industry and government agencies)	0,56	4	2,24
2	MM is one of the universal fields of science and is needed in every industry and government agency	0,31	4	1,24
3	Management Study Program (Bachelor) is the real market for MM	0,13	2	0,26
Total Score of Opportunities				3,74
No	Threats	Weight	Rating	Total score
1	MM competition in Bekasi is quite tight (Ubhara, Unisma, Unkris, UAI, Esaunggul, Unbor, STIE Mulia Pratama, Pelita Bangsa University, USNI)	0,33	4	1,32
2	Virtual promotion media on competitor campuses is quite intense	0,34	4	1,36
3	Accreditation with 9 standard, requires the consistency of publication; lecturers and student publications	0,33	4	1,32
Total score og Threats				4
Total Score of External Factors				7,74

Sources : Processed data, 2020

The peer wise comparing used to set the weight of each key factors, adapted by Analytical Hierarchy Process (AHP) Methode

Based on the EFAS matrix, it can be seen that in trying to engineer a strategy to maintain the existence and sustainability of the MM Study Program in Bekasi, the threat score is quite high, higher than the opportunity it has. This happened because so far the MM Study Program in Bekasi was aiming for the same target market and offering the same program, so the market became very saturated. In this case the MM study program must be able to make aiming fresher segments so as to create a new market niche. Market segmentation is one of the most widely accepted concepts in marketing. However, understanding the competitive circumstance in which segmentation strategy will work requires an understanding of the process of competition (D.Hunt & B.Arnett, 2004). This is true since targeting a market segment that is in line with expectations, preferences, and objectives gives a firm competitive advantage (Almgren, 2014).

Hasil pemetaan Faktor Eksternal dibandingkan dengan pemetaan Faktor Internal yang terdiri dari Strength and Weakness. The weight and rating are gain from all of Structural Officer in Study Program of MM, Dean and Vice Dean, students and alumni. The peer wise comparing used to set the weight of each key factors. Table 2 is the Internal Factors Analysis Summary (IFAS).

Table 2. Matrix IFAS

No	Strength	Weight	Rating	Total score
1	Lecturer Functional Position	0,11	2	0,22
2	Educational Infrastructure	0,19	3	0,57
3	Curriculum	0,21	4	0,84
4	Blended learning system, so students do not always have to be present	0,25	4	1,0
5	Personal service system	0,09	2	0,18
6	Support from the University	0,15	3	0,45
Total Score of Strength				3,26
No	Weakness	Weight	Rating	Total score

1	The vision is not yet on an international scale	0,09	3	0,27
2	The Lecturer Recruitment does not yet have a specific standard related to the Tridarma record	0,16	4	0,64
3	Student recruitment is not optimal	0,13	4	0,52
4	Number of students	0,12	3	0,36
5	The amount of research, publications and community service is very limited and the distribution is uneven Weak student publications	0,26	4	1,04
6	MM official turnover is quite high	0,08	3	0,24
7	Students graduating, more than 2 years	0,16	3	0,48
Total score of Weakness				3,55
Total Score of Internal Factors				6,81

Sources : Processed data, 2020

The peer wise comparing used to set the weight of each key factors, adapted by Analytical Hierarchy Process (AHP) Methode

Based on the IFAS matrix, score weakness is more dominant. This indicates that in general there are still many managerial potentials that can be explored and developed by the manager of the MM Study Program.

Based on the results of the mapping of key factors on the EFAS / IFAS matrix, then it is arranged in the form of a SWOT matrix. From the SWOT matrix there are several alternative strategies that are implemented in SO Strategic, Strategic WO, Strategic ST and Strategic WT (Table 3)

Table 3. ALternatif SWOT Strategic

SO	WO
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<ol style="list-style-type: none"> 1) Insert profile (minimalist) Lecturer in MM brochure (s1, o1, o2) 2) Inviting guest lecturers who are quite well-known in their fields (S1, S2, O1, O2) 3) Communicating the strengths related to curriculum and learning systems in each promotion below the line (s3, s4, s5, o1, o2) 4) Planning a fast tract program for S1 to S2 students (s2, s3, s4,o4) 5) The Dean provides SOPs, guidance and socializes for lecturers to improve service quality (s6, o1, o2) 6) Fully support the increase in Lecturer Jafung (S1, o1) 	<ol style="list-style-type: none"> 1) Representatives of MM study program participated in promoting MM (w4, o1,o2) 2) Maximizing the Cooperation function in the student recruitment process (w3, w4, o1, o2) 3) Planning a fast tract program for S1 to S2 students (w4, o4) 4) Disseminating registration information to the alumni group hopes that alumni will play a role in promoting MM 5) Mapping the needs and limitations of students, as well as mapping the problems of lecturers, thereby reducing friction that can reduce student productivity (w8, o1, o2) 6) Making a data processing workshop by involving Alumni (w8, o3) 7) Making a methodology workshop so students can get to know various models and methods in research (w3, o3)
ST	WT
<ol style="list-style-type: none"> 1) Put the profile (minimalist) of the Lecturer in the MM brochure (s1, t1, 2) Communicating strengths in the curriculum and learning system at 	<ol style="list-style-type: none"> 1) Reconstructing the Vision of MM so as to represent the internationality of MM study programs (w1, t3) 2) For existing MM lecturers, they are required to report publications and

<p>each promotion (below the line) (s2, s3, s4, s5, t1, t3)</p> <p>3) Documenting all MM special promotional activities for evidence in accreditation forms)</p>	<p>Abdimas which are conducted every semester, where the mandatory publications are in the Journal of International Reputation. If the lecturer does not fulfill the obligation within 1 year (2 semesters), the lecturer will be transferred to S1 Management and replaced with a S1 Management Lecturer with Doctorate Education qualification, Minimum Lector, and at least has a Publication in Sprott 2 journal and a good record of publication (w2 , t3)</p> <p>3) Students must include proof of acceptance from the International Journal when registering a Thesis Session, where the Manuscript to be published is part of the thesis and makes the Supervising Lecturer the 2nd and 3rd authors (w6, t3)</p> <p>4) MM study program representatives participate in promoting MM (w4, t1)</p> <p>5) Maximizing the role of social media and the internet in promotions above the line (w3, t2)</p> <p>6) Implement SOP for recruitment and MM system replacement</p>
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Sources : Processed data, 2020

Strategic SWOT alternatives are classified into 5 strategies. This classification is based on the urgency of MM Study Program needs and the needs of 9 standard accreditation forms (Table 4)

Table 4. The classification of strategies

Marketing and Promotion	Governance	Lecturer Resources	Student	Vission
1) Insert profile (minimalist) Lecturer in MM brochure (s1, o1, o2) 2) Inviting guest lecturers who are quite well-known in their fields (S1, S2, O1, O2) 3) MM study program representatives participate in promoting MM (w4, o1,o2) 4) Maximizing the Cooperation function in	1) Implementing the SOP of the recruitment and MM replacement system	1) For existing lecturers, they are required to report publications and Abdimas which are conducted every semester, where the mandatory publications are in the Journal of International Reputation. If the lecturer	1) Students must show the letter of acceptance from the International Journal when registering a Thesis Session, where the Manuscript to be published is part of the thesis and makes the Supervising Lecturer the 2nd and 3rd	1) Reconstructing the Vision of MM so as to represent the internationality of MM study programs (w1, t3)

<p>the student recruitment process (w3, w4, o1, o2)</p> <p>5) Planning a fast tract program for S1 to S2 students (w4, o4)</p> <p>6) Communicating strengths in the curriculum and learning system at each promotion (below the line) (s2, s3, s4, s5, t1, t3)</p> <p>7) Documenting all MM special promotional activities for evidence in accreditation forms)</p>		<p>does not fulfill the obligation within 1 year (2 semesters), the lecturer will be transferred to S1</p> <p>Management and replaced with a Management S1 Lecturer who is qualified as Doctoral Education, Minimum Lector, and at least has Publication in Spratt 2 journal and a good</p>	<p>authors (w6, t3)</p> <p>2) Inviting guest lecturers who are quite well-known in their fields (S1, S2, O1, O2)</p> <p>3) Planning a fast tract program for S1 to S2 students (s2, s3, s4, o4)</p> <p>4) Placing the needs and limitations of students and mapping the problems of lecturers</p>	
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8) Maximizing the role of social media and the internet in promotions above the line (w3, t2)		record of publication (w2 , t3) 2) Fully support the promotion of Lecturer Functional Position	5) Data processing workshop 6) Methodology workshop	
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Sources : Processed data, 2020

The first thing that must be addressed is the issue of promotion and marketing. Business exists when there is a market to serve or when there is a demand to be filled. Marketing is a key concept in any business. There are many aspects of marketing such marketing techniques. Businesses exist when there is a market to serve or when there is a demand to fill. Expansion for an existing market is a complex process much less starting from scratch. When deciding to choose a market, there are many considerations that have to be done on the manager's level and on the business level. Normally, a question on profitability will be made first (Almgren, 2014). For private Universities, almost 100 percent of their financial resources are from students tuition fees, so the efforts to increase the number of students is a top priority to maintain the existence and sustainability of MM Study Programs.

Differentiation in the key word for conquer the competition (Khalid Suidan Al Badi, 2018). Created aggressive competition led to the need for differentiation in terms of such products or services (Rafi Ashrafi & Murtaza, 2008). This differentiation can be achieved through a number of features introduced to gain the satisfaction of customers. And develop the intensive communication customers and also potential customers to recognize the features of the offered products and services via traditional media and electronic and internet (social media)(Untari et al., 2020).

A very important priority is to reconstruct the vision of the Study Program towards "The World Class University", this is in line with the aim of each University to become an Excellent University, where one of the conditions is to become a world class University.

Operational aspects of the study program, related to; lecturer resources, human resource management and curriculum, are the next priorities in engineering the university's governance strategy. The management of university organization have an extensive coverage. This includes the management of science, lecturers, human resources support, students, facilities and infrastructure of academic, academic programs, academic information on the three fundamental tasks of university (education, teaching and public services) (Risanty & Kesuma, 2019)

Alternative strategies that have been generated from the strategic management analysis using the matrix above, can be a reference for the management of the Study Program, especially at Universities in Bekasi (which generally are in the same market niche), to be able to survive during the Covid-19 epidemic. The period of the pandemic has indeed become a challenge for all sectors and businesses. But with the right engineering strategy, it is expected that the MM Study Program will survive.

Conclusion

Pendemi COVID-19 is a challenge for every sector including the education sector. One of the Study Programs that is threatened in this case is the MM Study Program. This is because, post graduate is not a primary need, so the Study Program needs to reengineer its governance strategy to maintain its performance and productivity. On the other hand, the accreditation of 9 standards is also a challenge, because the change from 7 standards to 9 standards requires a socialization and adjustment for the study program. Based on the results of the study there are five important things that can be optimized namely; firstly marketing and promotion, secondly improving Vision, thirdly managing and Human Resources, fourthly improving Lecturer performance and productivity (in the implementation of Tridarma) and fifthly improving curriculum to fit the needs of the labor market and the development of science and knowledge

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