

# Analysis Strategy of Kadiri University

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Keywords: Strength, Weaknes, Opportunity, Threat Analysis, *University*.

Abstract: To face the more competitive situation from strong competitors, the institution must analyze its strength, weakness, opportunity and threat. The method used is Focus Group Discussion (FGD) with the leaders of institution as resource persons. Then the data obtained were analyzed by Strenght, Weaknes, Opportunity, and Threat (SWOT) Analysis. The goal of this research is to evaluate the condition of Kadiri University by using SWOT Analysis. The research result showed that the strengths are consistency in applying organization's vision and mission, the leadership of university, partneship cooperation, community service, and the chance of students to develop themselves/ skill. While the weakness is the less of lecturers' qualification, the threats are the development of technology and the trust of society to private university. The benefit of this research is that Kadiri University gets 4 strategies namely SO Strategy, WO Strategy, ST Strategy, and WT Strategy which can be applied based on the situation and condition.

## 1 INTRODUCTION

Kaplan and Norton (49:2008) stated that “Once the external and internal analyses have been performed, the strategic planning participants conduct a Strenght Weaknes Opportunity Threat (SWOT) analysis”. To increase competency of college in globalization era, university as a pure institution for education changes to be independent and has autonomy to manage its own income by many ways such as build hotel, hospital, business center, or open branch in other cities to get more the students. Kadiri University (UNIK) is one of private universities in Kediri City East Java. It was founded in the first of October 1980 which is the oldest university in Kediri City. However, with the tight competition the right strategy is needed. So to know performance and quality of university's activities such as identify strength and weakness, threat and take advantage opportunity, it is enabled by using SWOT (Daniela, 2017).

Nowadays, schools and colleges change fast, the leader of institution deal with changes of recent facilities, innovation, the development of demography, wider conflicts, the increasing of cost and finance etcetera (Ch, Ahmad, & Khalil, 2016). Internal assessment to check all of organization aspects which include human resources development, facilities, location, study program and academic service. To identify external analysis includes aspects

of politics, social-economy, environment, technology and competition (Dyson, 2003). According to David (2012:177) the goal of SWOT is to empower internal factors, and also to develop limited opportunities of company or organization.

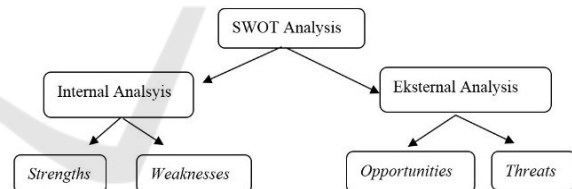


Figure 1: Diagram of SWOT Analysis.

Daft (214:2012) states “Business-level strategy pertains to each business unit or product line”. The success or the failure in obtaining organization's goal depends on strategy of business unit. Nowadays, organization operates in unpredictable environment, and the high demand to organization needs human resources who can face the changes flexibly (Beltrán-Martín, Roca-Puig, Escrig-Tena, & Bou-Llugar, 2008). This study will help the higher education sector, in targeting the issues regarding the institutional environments in public sectors.

Kadiri University is chosen as object of this research because there are competitions in gaining students. Based on the condition above, Kadiri

University needs to analyze many other things so the next it can compete with other universities to get more students. The tighter competition compels Kadiri University to analyze its strengths and weaknesses by considering external and internal situation. The flexible Strategy can anticipate the changes in the future, different preferences of customers, the competitor's movement, technology evolution, the economic tendency and also self reposition of the organization precisely (Santos-Vijande, López-Sánchez, & Trespalacios, 2012). The goal of this research is to evaluate the condition of Kadiri University by using SWOT Analysis.

## 2 RESEARCH METHOD

*The approach used in this research is qualitative approach. Qualitative Method in SWOT Analysis will give the best perception about personal experience and administration in managing university more widely (Cordes, Dunbar, & Gingerich, 2013).*

Primary data is the sources of data which give data directly to data collector. The primary Data were obtained directly by interview with key persons in Kadiri University as follows: The head or university/rector, Assistant I of the rector, Assistant II of the rector, Assistant III of the rector, Assistant IV of the rector, Director of LP3M, and the President of BEM (Executive Board of Students).

Before doing interview, the researcher did observation to Kadiri University. The approach to the leaders to get assumption or prior data, and to explain the benefit and research purpose to Kadiri University.

- 1) Analysis of Internal and External environment.  
Identification internal and external factors of Kadiri University is to analyze the result of interviews with each source person deal with internal and external condition of Kadiri University.
- 2). *Focus Group Discussion (FGD)*  
In filling/evaluation of questionnaire toward indicators in internal and external factors use *Focus Group Discussion (FGD)* in order the result obtained will be more objective and will be equal.

## 3 RESULT AND DISCUSSION

### A. Internal Factors which become strength :

Kadiri University makes cooperation with many institutions such as government institutions, private companies, and also the colleges and universities. The

variety of extracurricular through Student Activity Unit becomes opportunity of the students to develop their self-esteem and skill. The available Job Placement Center (JPC) can help the students and alumni to get appropriate job. The application of curriculum, teaching and learning process, and also academic atmosphere in Kadiri University are always updated with government rules via High Education Research and Technology Ministry.

The strength of the university becomes the main attraction to lure prospective students to determine the university. Universities also have to manage the power well, so the students can improve the quality of education.

### B. Internal Factors which become Weakness:

The weakness felt by the students is in academic division, It is because the lack of employees, and unsupported information system. The number of lecturers are in line with ratio which is ruled by the government. However, there are many lecturers who haven't position in functional academic. The availability of facilities and quality of library are the weaknesses because the students sometimes have difficulties to get the books needed.

Some of the things that become weaknesses and should be improved by Kadiri University are provide stimulation to lecture to continue their education and take care of academic positions. Cooperate with the company as an object of scientific research. Establish cooperation in efforts to improve teaching and learning facilities, procurement of books, laboratory equipment, and technology updates. Improve academic service through online process. Applying for accreditation for University institutions.

### C. External Factors which become Opportunities:

The opportunities owned by Kadiri University are the strategic location and good transportation access. Cooperation support from local companies deals with foundation of education facilities. The increasing of Economic fields also push people to get higher education. The more media for promoting are very helpful to introduce Kadiri University to public, especially outside of Kediri.

The growth of MSMEs in addition to a positive impact for the economy, but also raises the increasingly tight competition for the perpetrators of SMEs. In addition to the emergence of many competitors, the competition becomes increasingly tight with the emergence of the development of information technology very quickly (Putra & Heryanto, 2017). Such competitive conditions make

entrepreneurs want to increase their competence through high education.

D. External Factors which become Threat :

External obstacles are the factors that cannot be controlled. There are 16 colleges and universities in Kediri which give many choices to the candidate of students. The progress of Information and Technology which develop faster than the institution emerges the other problems. The output of graduations can be absorbed by the companies in Kediri and around, but it's still harder to compete with the graduation from the bigger universities especially state universities. The interest of society toward high education is big, but the trust toward private universities is still low. It often happens that private universities are only reserve if they are not accepted in state universities.

Similarly, Organizational Learning does not have a strategic equivalent and is difficult to replace in today's market. The inherent flexibility in organizational-oriented learning also enables them to rapidly re-allocate resources when detecting new market opportunities (Santos-Vijande et al., 2012). Kadiri University as providers of education services must also be flexible to the changes that occur, so it can still exist in the competition to get students

Based on changes in internal and external conditions that occur, and especially to face competition between universities in Kediri City in particular, then Kadiri University should focus on product development strategy. With product development strategy, Kadiri University can seek to increase interest and trust from prospective students to continue their education at Kadiri University.

To decide strategies, the leaders have very important roles. Competency of the leaders in transforming process of the organization is needed because it is to convince that individuals in the organization can accept the changing asked (Kavanagh, 2006). Negative feeling of employees which caused by organization's changes can push negative thought and then the intention to refuse changes. That's why it is hoped that the employees should think positively to push the company's performance (Chung, Su, & Su, 2012).

Based on interview which is formulated into SWOT Analysis, the leaders can decide a strategy which can be applied in the organization. SWOT Analysis is often presented as fast analysis method toward strategy chosen. However, before the strategy applied in organization, it is needed adequate test and analysis (Dyson, 2003). With the cost grouping by each study program, or faculty, it will be possible

making the university more competitive inside get students through strategy acceptance SPP (School fees) or other fees to college student (Putra & Yuliari, 2017)

In applying strategy to face the changes, there will be conflicts between the leaders and the staffs. So the good communication between them is needed. Knowing how to make good and right communication as hope in certain contexts becomes one of reasons why some leaders regarded as effective leaders (Madlock, 2015). Here are some suggestions that can be taken for further research: a) Use a more complete strategy analysis tool. b) Increase the participation of respondents from external parties in order to get more objective information. c) Increase participation from competitor companies, so that in the CPM assessment more accurate. d) Adding another research object (other PTS) located outside the city of Kediri, so it can get a better comparison.

## 4 CONCLUSIONS

Kadiri University will face harder challenges in the future. The result of SWOT Analysis can give some alternative strategies to be applied. The leaders of institution who have roles as decision makers must manage the strengths to face external challenges. The internal weaknesses of institution should be minimized continuously, so when there is a chance the institution can use it well. On the other side, the human resources also needs to be developed either in quality or competency in line with the government's rules. If the university can recognize its condition both internally and externally, then the university can face competition easily. Strategic analysis has broad interests in this regard.

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