



Strategy Management in Improving the Effectiveness of Higher Education Management

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Abstract:

This study aims to determine the Management of Higher Education Strategies in Improving the Effectiveness of PTKIS management in Jambi Province, to uncover the strategies carried out by PTKIS managers and to formulate, implement and evaluate strategies in increasing the effectiveness of PTKIS in Jambi Province. The results of the study that the strategic planning PTKIS in Jambi Province in increasing effectiveness is constrained by several factors as follows: Manager's misunderstanding in the implementation of strategic management, communication between managers and subordinates is not in line, not aligning strategic goals with actions taken, ideas and innovations are not supported by plans right, and passive management, and motivation of managers who only target personal gains versus shared goals

Keywords: Strategy Management, Effectiveness

INTRODUCTION

Many factors influence the helplessness of this private tertiary institution, including the inadequate strategy of developing and managing the PTKIS organization. Therefore, efforts to optimize the effectiveness of the management of PTKIS in accordance with internal and external demands need to be done. The development of higher education organizations must experience a shift in improving management effectiveness, well managed and transparent, developed based on a clear vision and mission, and followed and implemented by every individual involved in the management of the tertiary institution.

Management is the process of planning, organizing, directing, and controlling activities to achieve organizational goals effectively and efficiently by using organizational resources (Mahmud, 2015), According to Sapre quoted by Husaini Usman, management is a series of activities directed directly to the use of resources organization effectively and efficiently in order to achieve organizational goals (Husaini, 2013).

Hadari Nawawi said that strategy can be interpreted as the main tips, methods and tactics that are designed systematically in carrying out management functions, which are directed towards the objectives of the organization's strategy. Meanwhile according to

Soekarton, strategy is a way to achieve goals with the power and means that can be collected (Soekator, 2012). While Siagian mentions the strategy is the ways that are fundamental and fundamental that will be used by an organization to achieve its goals and various targets (Siagian, 2009). The nature of strategy is a systematic way of thinking of humans, classifying human thinking that is "mechanically, institutionally and strategically". The three ways of thinking according to him that the more creative and dynamic way of strategy in harmony with the problems found.

According to Akdon, strategy management is a continuous process that starts from the formulation of strategy, followed by implementation, then moves towards a review and refinement of the strategy, because the circumstances inside and outside the company / organization are always changing (Akdon, 2011). Another understanding says that strategic management is a managerial effort to grow the strength of an organization to exploit opportunities that arise in order to achieve its goals set in accordance with the specified mission (Hadari, 2012).

This article aims to find out how management strategies in increasing the effectiveness of PTKIS management in Jambi Province. In addition, this article also analyzes the factors causing ineffectiveness in the management of PTKIS widely.

LITERATURE STUDY

Strategic Management

The achievement of organizational goals requires tools that act as accelerators and dynamists so that goals can be achieved effectively and efficiently. In line with this, the strategy is believed to be a means to an end. In the development of the concept of strategy experienced a significant development, it is characterized by various definitions from experts who refer to strategy management.

Strategy management is a series of two words consisting of the words " management and strategy ", each of which has its own understanding, which after being combined into one terminology changes by having its own meaning as well, namely a continuous process starting from the formulation of the strategy, followed by implementation then move towards a review and refinement of the strategy, because the circumstances inside and outside the company / organization are always changing (Akdon, 2011).

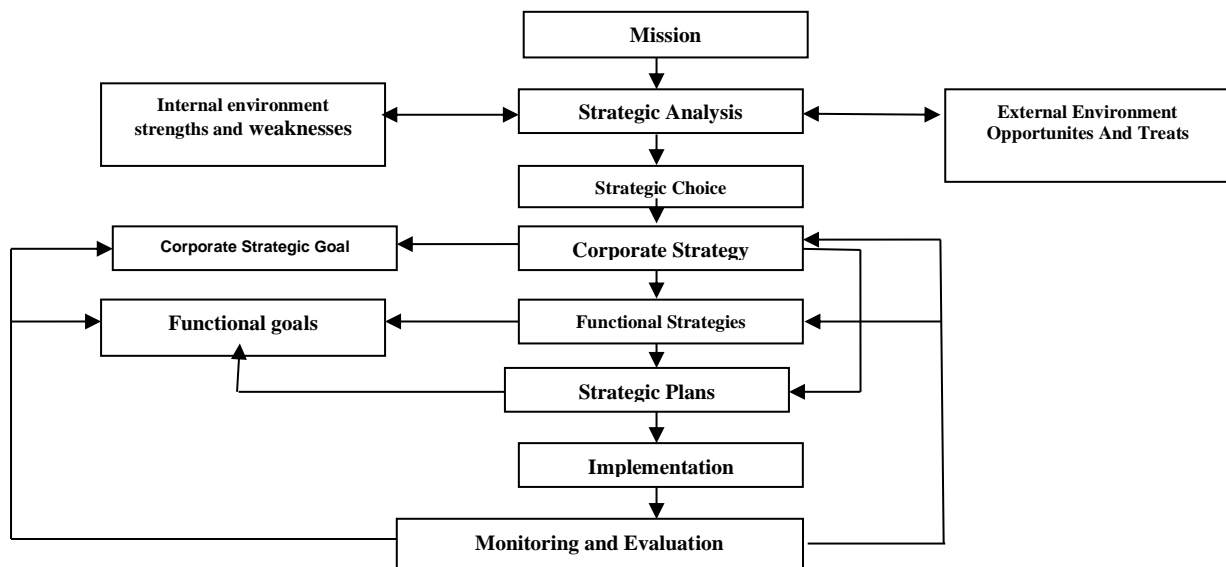
Strategy management can be defined as art and knowledge in formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its goals. As required by this definition, management strategy focuses on efforts to integrate management, marketing, finance / accounting, production / operations, research and development, and computer information systems to achieve organizational success. The purpose of strategy management is to exploit and create new and different opportunities for tomorrow (Fred R. David, 2010).

According to Fidler, strategy management is a system that as a whole has various interrelated and interrelated components, and moves simultaneously (together) in the same direction (Fidler, 2012). So, strategy management is related to the process of producing a strategy plans and policies as an embodiment of an applied strategy that serves to achieve the company's goals in the long and short term.

The strategy management process is modeled in the following figure which includes defining the organization's mission, analyzing the internal and external environment, the choice of strategy (there are always choices), the formulation of strategies and objectives of the company and the functional strategies of implementing and monitoring strategies and evaluating progress in achieving goals.

According to Armstrong believes that strategy management is an interactive process that is mixed, impure, and full of difficulties, both intellectually and politically. Here is a strategy management model according to Boxall and Purcell.

Image Management Strategy Model (Armstrong, 2008)



Source: Boxall and Purcell in Armstrong, Strategic Human Resort Management.

Strategic management as a formulation of the mission and goals of tertiary institutions, including action plans to achieve these objectives by explicitly considering the conditions of competition and the effects of forces outside of tertiary institutions that directly or indirectly affect the continuity of tertiary institutions. While the strategy of tertiary institutions in this research is the formulation of the vision and mission of tertiary institutions, objectives and targets including planned activities to achieve goals and objectives, and explicitly considers the aspects of competition and the influence of external and internal strengths of tertiary institutions with the aim of achieving tertiary effectiveness.

According to Becker, Huselid, and Ulrich stated that there are seven steps to strategy management (Becker, Husellid, Ulrich , 2009); 1) Identify the organizational goals strategy clearly according to the priorities that will be built. Where is more focused on the implementation of the strategy rather than the contents of the strategy; 2) Establish the role of human resources as a source of asset strategy; 3) Make a strategy map in defining the value creation process; 4) Identify human resorcess deliverables in the strategy map; 5) Aligning the structure of human resources with human resorcess deliverables; 6) Design a strategic human resource measurement system; 7) Implement management based on measurement.

From the above opinions, the author can conclude that the management of PTKIS strategy is comprehensive, integrated and well-coordinated planning that is designed to make decisions and implement management functions in order to effectively and efficiently support the achievement of higher education goals and achieve competitive advantage.

The indicators are: 1). The process of determining objective vision and mission, 2). The process of determining and setting the direction of the organization, 3). The process of analyzing internal and external confusion, identification of opportunities, opportunities, weaknesses and threats, 4). The process of planning strategic decisions, implementing and evaluating and controlling strategies, 5). The process of setting long-term objectives, 6). The process of generating alternative strategies and choosing specific strategies, 7). The process of allocating resources, 8). The process of establishing long-term competitive advantage.

Higher Education Effectiveness

Effectiveness must be distinguished from efficiency. Efficiency implies a comparison between cost and results, while effectiveness means achieving a goal (J. Winardi, 2013). Robbins and Coulter state that efficiency shows the relationship between inputs and outputs by

looking for minimum costs, while effective shows the meaning of achieving pre-determined goals (Wibowo, 2014).

According to Richard L. Daft, organizational effectiveness means the extent to which organizations can achieve the goals set. While organizational efficiency is the amount of resources used to achieve organizational goals (Richard L. Daft, 2010). Mukhtar explains the difference between effective and efficient management as in the following table.

Table: Differences in Effective Management and Efficient Management

EFFECTIVE MANAGEMENT	EFFICIENT MANAGEMENT
Make it right	Do it right
Create alternatives	Resolve alternative problems
Optimizing sources	Secure sources
Get job assignments	Follow the results of education
Increase profits	Lowering the cost of education

Sources: Mukhtar and Iskandar, *New Orientation for Educational Supervision* (Mukhtar and Iskandar, 2013).

According to Simamora organizational effectiveness is the level of organizational success in achieving goals and objectives (Henry Simamora, 2014). Schein in Pabundu Tika argues that organizational effectiveness is the ability to survive, adapt, nurture and grow, apart from certain functions it has (Pabundu, 2010).

According to Thobroni, the establishment of a process approach in assessing the effectiveness of schools, educational institutions, refers to Hoy and Ferguson based on two assumptions (Tobroni, 2010). First the educational institution is an open system that must utilize and reflect the surrounding environment. Second, educational institutions are a dynamic system, and so large the needs are increasingly complex that it is impossible to define only through a small number of organizational goals and student achievement (WK Hoy and J. Ferguson, 2012).

According to Creemers and Leonidas, there are five important factors that have become a factor in creating effectiveness, namely, leadership, expectations from community organizations, support of member skills, conducive environment and evaluation of student learning processes in higher education (Bert PM Creemers and Leonidas Kyriakides, 2008). Barbara and Kathleen said the process of creating organizational effectiveness is related to increasing the capacity of both individuals and organizations and leadership (Barbara D. Kibbe et, 2009).

Schermerhorn revealed there are seven criteria for assessing organizational effectiveness, namely: (1) clarity of objectives to be achieved; (2) clarity of strategies to achieve goals; (3) analytical processes and policy formulation; (4) careful planning; (5) preparation of the right program; (6) availability of facilities and infrastructure; (7) educational and monitoring systems and controls (John R. Schermerhorn Jr., 2010). While the dimensions of organizational effectiveness, according to Robins are as follows: (a) teamwork; (b) accuracy of work; (c) technological accuracy; (d) granting authority; (e) evaluation system; (f) role conflict; and (g) role ambiguity (Stephen P. Robbins, 2014).

Based on the explanation above, the researcher can conclude that the effectiveness of PTKIS how to carry out activities or functions so that the objectives set can be achieved by optimally using existing tools and resources, in this study the perspective of the effectiveness of higher education used is how the strategy to achieve the goal, where the benchmark used is how to improve the effectiveness of tertiary institutions, including realizing the vision and mission of the organization in accordance with the goals of tertiary institutions.

Furthermore, the authors determine the effectiveness indicators of PTKIS as follows: a. close to stakeholders to understand their needs; b. granting autonomy to employees so as to foster an entrepreneurial spirit; c. the manager is actively involved, d. employees know the desires of the organization; e. has a flexible and simple organizational structure; f. provision of facilities and infrastructure.

METHODOLOGY

This type of research is a research study that uses a qualitative research approach. Based on the type of study, this research is a case study research. The research sites in this study are STAI Yasni Muara Bungo, STAI Muara Bulian and STAI Ma`arif Jambi. Meanwhile, data collection techniques used interview, documentation and observation techniques. While the process of data analysis uses the qualitative model of Miles and Huberman which are interactive in which between one stage with other stages are interrelated (interacting) in the form of data collection stages, data reduction, data presentation and conclusions.

RESULT AND DISCUSSION

Achieving organizational goals requires tools that act as accelerators (accelerators) and dynamists (drivers) so that goals can be achieved effectively and efficiently. In line with this, the strategy is believed to be a means to an end. In its development the concept of strategy experienced a significant development. Strategic management is applied in a business or business entity so that the business or business entity runs well in achieving the goals set.

In its development, the concept of strategy management experienced a significant development. This is indicated by various definitions from experts, namely: Strategy management is a continuous process that starts from the formulation of strategy, followed by implementation then moves towards a review and refinement of the strategy, due to circumstances inside and outside the company or organization always changing. Strategy management is the flow of decisions and actions that lead to the development of an effective strategy or strategies to help achieve the company's goals. The strategy management process is a way by which strategic planners set goals and draw strategy conclusions.

Management Strategies in Increasing the Effectiveness of STAI Yasni Muara Bungo

The concept of strategy management is to achieve and maintain competitive advantage. Strategy management can be defined as the art and science of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its objectives. The purpose of strategy management is to exploit and create new, different opportunities for the future; long-term planning, by contrast, tries to optimize current trends for the foreseeable future.

Based on this theory, the conclusions that have been obtained by researchers that STAI Yasni Muara Bungo has prepared short, medium, and long term plans in increasing the effectiveness of the STAI Yasni Muara Bungo. Short-term planning is done for one year, medium-term planning is done in three years, and long-term planning is done for five years. In the analysis of researchers short, medium, and long term planning is done by evaluating the implementation of last year's program by linking the next program.

The plans made by the Chairman of STAI Yasni Muara Bungo are: 1). At the start of each new semester they held a general meeting to discuss everything for the next year. 2). Each position occupied by each personnel is explained their duties and responsibilities. 3). Each section is required to make their own work plans. 4). On his journey the Chairperson monitors the implementation of the plan made through each representative in the field.

From the results of the author's analysis, the formulation of a superior strategy in improving the quality of education at STAI Yasni Muara Bungo is by coordinating with the relevant tertiary institutions. The superior strategy at STAI Yasni Muara Bungo is to create

superior programs, increase students' religious understanding, selectively recruit new student selection systems, and intensively develop them. STAI Yasni Muara Bungo has a work plan which is a process of planning all things well and thoroughly to achieve the goals of the institution, the work plan is prepared as a work guide and as a reference material to identify and propose necessary resources.

From the results of the author's analysis, the policy set by STAI Yasni Muara Bungo is to follow government policies and the policies set by STAI Yasni Muara Bungo itself. The policies set by the government are implementing curriculum based on the Indonesian National Qualification Framework (KKNI), implementing cultural and character education in tertiary institutions, improving the quality of lecturers by continuing education to the third strata level, research training workshops and journal writing, technology utilization training and information.

Management Strategies in Increasing the Effectiveness of STAI Muara Bulian

Strategy management allows an organization to be proactive in shaping its future; allows the company to initiate and influence (not just respond to) activity, thereby having control over its destiny. Historically, the main benefits of strategy management have helped organizations formulate better strategies by using a more systematic, logical and rational approach to strategy choices.

One way to build the image of the institution pursued by STAI Ma'arif Jambi is to establish social relations both with fellow educational institutions and with the community. The relationship between the institution and the community is a communication activity that is more directed between the institution and the community through steps: know each other, understand each other, love each other, help each other, and bear each other, so that good cooperation and mutual benefits to the parties can be realized. Related, with the main objective is being to improve the quality of education.

In accordance with Prim Masrokan's theory explains that the formulation of the strategy reflects the true desires and goals of the organization. In this case, the organization must formulate its vision, mission, values, examine internal and external environment, and make conclusions of internal and external factor analysis (Prim Masrokan Mutohar, 2010).

Another system implemented by the Chairman of the STAI Ma'arif Jambi is to conduct regular observations, supervision and checking. The control system used by the Chairman of the STAI Ma'arif Jambi varies. By jumping into the field, sometimes using internal meetings and sometimes only meeting with the deputy chairmen. The technical delivery of implementation to the activity coordinator is indeed not wrong. However, as a leader, it would be better to know the technical implementation of the activity.

At STAI Ma'arif Jambi the form of strategy implementation was carried out starting from the leadership level to the vice chairman and chair of the study program. Through this system, coordination is carried out regularly. STAI Ma'arif Jambi developed curriculum for Aswaja and religious local content and made improvements in terms of practicum for students. Chairman of STAI Ma'arif Jambi, as a leader who understands internal conditions and is able to read all possibilities, must answer them with various decisions that impact on program implementation. In this case, the delegation of authority in every program implementation and supervision, both directly and indirectly, to the performance of subordinates is the most appropriate choice in the success of all targeted programs.

Based on the description above it can be concluded that one of the keys to the realization of higher education effectiveness is when employees are able to implement entrepreneurial values in carrying out tasks, so as to realize the achievement of institutional goals based on the vision, mission and organizational goals.

Management Strategies in Increasing the Effectiveness of STAI Ma`arif Jambi

Strategy management allows an organization to be proactive in shaping its future; allows the company to initiate and influence (not just respond to) activity, thereby having control over its destiny. Historically, the main benefits of strategy management have helped organizations formulate better strategies by using a more systematic, logical and rational approach to strategy choices.

The strategy taken to improve the effectiveness of education through the curriculum is to develop curriculum from a curriculum based on competency based on the Indonesian National Qualifications Framework (KKNI). Curriculum development is the first focus in increasing the effectiveness of education. Meanwhile, the second strategy is to increase the effectiveness of education through the improvement of human resources, the core of empowerment itself includes three things, namely development, strengthening the potential / power, the creation of independence.

Meanwhile, to improve quality through increased natural resources, it will focus on improving facilities and infrastructure. Management of educational facilities and infrastructure is very supportive of achieving an educational goal. The next step taken by STAI Ma'arif Jambi is the improvement of academic and non-academic achievements.

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Another system implemented by the Chairman of the STAI Ma'arif Jambi is to conduct regular observations, supervision and checking. The control system used by the Chairman of the STAI Ma'arif Jambi varies. By jumping into the field, sometimes using internal meetings and sometimes only meeting with the deputy chairmen. The technical delivery of implementation to the activity coordinator is indeed not wrong. However, as a leader, it would be better to know the technical implementation of the activity.

This is intended to simplify the control, supervision and monitoring system. Therefore, as a leader, in addition to placing human resources in accordance with their abilities and utilizing non-human resources to the maximum extent possible, the leader must also conduct supervision as well as possible so that the implementation of the strategy goes according to plan.

From the explanation above, the writer can analyze the overall conclusion that strategy management provides opportunities for organizations in individual empowerment, empowerment is the act of strengthening employees' understanding of effectiveness by encouraging and rewarding them to participate in decision making and training initiatives and imagination.

CONCLUSION

Based on the research findings and discussion on Higher Education Strategy Management in Increasing the Effectiveness of PTKIS in Jambi Province, it can be understood that PTKIS in Jambi Province has been convinced to make efforts to increase the effectiveness of PTKIS in Jambi Province. Referring to the vision, mission and goals that have been formulated, the direction, goals, and targets will be clearly seen by the three PTKIS.

Therefore, the three PTKIS (STAI Yasni Muara Bungo, STAI Muara Bulian and STAI Ma'arif Jambi) should be more proactive in carrying out the mission through various efforts including through the implementation of strategic management. Referring to the data

description of research findings and discussions that have been carried out previously, then there are some conclusions, namely as follows:

PTKIS strategy planning in Jambi Province in increasing effectiveness is constrained by several factors as follows: Management's lack of understanding in implementing strategic management, communication between managers and subordinates that are not in line, not aligning strategic goals with actions taken, ideas and innovations are not supported by appropriate plans, and passive management, as well as manager's motivation that only targets personal gain versus shared goals.

Management strategies to develop and build private universities in the era of globalization can be grouped, first, developing good relationships with customers. Second, build professionalism in college management. This professionalism is so important as one of the institutional strategies to improve institutional competitiveness and selling power.

In increasing effectiveness such as building, cooperation, partnerships, and networking. In the world of competition the boundary between cooperation and competition is sometimes very thin. Cooperation is important to generate competitiveness and marketability, but also at the same time open opportunities. Therefore every university must always evaluate itself to find out what needs to be done to develop the organization so that it still has high competitiveness.

Strategy management is very appropriate to be applied in increasing the effectiveness of PTKIS. The research implications of these findings explain that the better the tertiary strategy will be more influential in increasing the effectiveness of the tertiary institution. Because of that, the university management should implement strategic management in the management of tertiary institutions, and consider the following: a). Has a description of the actions and completion of the work; b). close to stakeholders to understand their needs; c). granting autonomy to employees so as to foster an entrepreneurial spirit; d). Increased productivity through employee participation; e). Managers are actively involved and employees know the desires of the organization; f). close to businesses that are understood and known; g). has a flexible and simple organizational structure; h). Provision of facilities and infrastructure.

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