

Proceedings



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The First International Conference on
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28,29,30 January 2013

Bandar Lampung University (UBL)
Indonesia



Faculty of Teacher Training and Education (FKIP)

English Education Study Program, Bandar Lampung University (UBL), Indonesia

PROCEEDINGS

**THE FIRST INTERNATIONAL CONFERENCE
ON EDUCATION AND LANGUAGE**

ICEL 2013

28 -30 January 2013



Organized by:

**Faculty of Teacher Training and Education (FKIP), English Education Study Program
Bandar Lampung University, Jl. Zainal Abidin Pagar Alam No.89 Labuhan Ratu,
Bandar Lampung, Indonesia**

Phone: +62 721 36 666 25, Fax: +62 721 701 467

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PREFACE

The activities of the International Conference is in line and very appropriate with the vision and mission of Bandar Lampung University (UBL) to promote training and education as well as research in these areas.

On behalf of the First International Conference of Education and Language (ICEL 2013) organizing committee, we are very pleased with the very good responses especially from the keynote speakers and from the participants. It is noteworthy to point out that about 80 technical papers were received for this conference

The participants of the conference come from many well known universities, among others: University of Wollongong, NSW Australia, International Islamic University Malaysia, Kyoto University (Temple University (Osaka), Japan - Jawaharlal Nehru University, New Delhi, India - West Visayas State University College of Agriculture and Forestry, Lambunao, Iloilo, Philippine - Bahcesehir University, Istanbul, Turkey - The Higher Institute of Modern Languages, Tunisia - University of Baku, Azerbaijan - Sarhad University, KPK, Pakistan - Medical Sciences English Language Teacher Foundation Program, Ministry of Health, Oman - Faculty School of Arts and Sciences, Banga, Aklan Philippines - Sultan Ageng Tirtayasa, Banten, - Pelita Harapan University, Jakarta - STIBA Saraswati Denpasar, Bali - University of Muhammadiyah Yogyakarta - Ahmad Dahlan University Yogyakarta - Sriwijaya University, Palembang - Islamic University of Malang - IAIN Raden Fatah Palembang - Universitas Diponegoro, Semarang, Indonesia - Universitas Haluoleo Kendari - State Islamic University of Sunan Gunung Djati, Bandung - Tadulako University, Central Sulawesi - Sanata Dharma University - Lampung University and Open University,

I would like to express my deepest gratitude to the International Advisory Board members, sponsors and also to all keynote speakers and all participants. I am also grateful to all organizing committee and all of the reviewers who contribute to the high standard of the conference. Also I would like to express my deepest gratitude to the Rector of Bandar Lampung University (UBL) who gives us endless support to these activities, so that the conference can be administrated on time.

Bandar Lampung, 30 January 2013

Mustofa Usman, Ph.D
ICEL 2013 Chairman

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(ICEL 2013)

BANDAR LAMPUNG UNIVERSITY

Bandar Lampung, Indonesia

January 28, 29, 30, 2013

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THE DEVELOPMENT STRATEGY OF SUSTAINABLE COMPETITIVE ADVANTAGE AT INDONESIAN PHEIs

Dr. M Yusuf S Barusman, MBA

Bandar Lampung University, Lampung, Indonesia

Coressponding email : yusuf.barusman@yahoo.com

Abstract

The competition among higher education institutions in Indonesia has been becoming tougher since a decade ago, especially in new student enrollment period. This phenomenon is very interested to be studied because PHEIs (PHEI), which had operated less or more than ten years, could hold out in the situation. The objectives of this research are to analyze the determining factors that influence the sustainability of the PHEIs (PHEI), to analyze future scenarios regarding dynamic of external environment of PHEIs (PHEI), and to develop the best strategy to face the most possible scenario occurred. Data collection was done by textual analysis, in-depth interview, focus group discussion and questionnaire. Data was analyzed descriptively through Analytical Hierarchy Process (AHP), Participatory Prospective Analysis (PPA) and Exponential Comparison Method (ECM). The study finds that there are four internal and five external determining factors that influence sustainability of PHEIs. In addition, there are 72 scenarios concerning the dynamic of external environment that could be happened in the future. To overcome the most possible scenario that could be happened in the future, PHEIs could develop strategy by combining the main internal factor, namely leadership effectiveness, financing availability, effectiveness of human resource management and curriculum relevance.

Key words: PHEI, sustainability, alternative scenario, strategy development

1. INTRODUCTION

The research to figure out the causal factors for the organization to survive in a very long term has been conducted by many scholars. So far, there are four paradigms that can explain this matter (Teece et al, 1997). First is the dominant paradigm during 80's namely competitive approach developed by Porter (1980). The second is strategic conflict approach (Shapiro, 1989). The third is the resource-based view (RBV). The latest approach which is developed from RBV theory is dynamic capabilities.

Private Higher Education Institution (PHEI) is one of the organizations facing the major challenges related to its sustainability in a very dynamic and more competitive environment. It can be noticed in every new academic year when the State or PHEIs recruit their new students. There are 3.103 of higher education organizations in Indonesia comprising of 2.67 percent of State Higher Education Institutions and 97.33 percent of PHEIs as noted by the Directorate of Academic, Directorate General of Higher Education in 2010.

More stringent competition among PHEIs exists particularly in Coordination of Private Higher Education Region II covering the South Sumatera area, Bangka Belitung, Lampung and Bengkulu. Five forms of Higher Education Institutions (university, college, institute, academy and polytechnic) in Coordination of Private Education Region II compete one another to gain new students in order to survive in such dynamic environment. The impact of the competition obviously turns up at university level which sums of 11.59% and it is indicated by the existence of private universities operated for more than 10 years of age.

Private universities which are operated for more than 10 years (established up to 2000) and less than 10 years (established in 2001 to 2010) in Coordination of Private Universities Region II have their own advantage so that they can survive. Private universities established by 2000 are prime in managing the undergraduate program (S1 degree) in which the average number of students is 286 per study program and graduate program (S2 degree) with the average number of 113 students per study program. Meanwhile, the private universities established in 2001-2010 are excellent in managing diploma 3 (D3) program in which the average number of student is 65 per study program. The contradicted condition among PHEIs in facing the dynamic environment is an interesting issue to be studied including: 1) what are the determining factors of the sustainable competitive advantage at PHEIs, 2) how is the future scenario of PHEIs and 3) how is the development strategy of sustainable competitive advantage of PHEIs to face the external dynamic factor?

The purposes of this study are to (1) identify the determining factors affecting the sustainable competitive advantage of PHEIs, (2) analyze the future scenario of PHEIs and (3) build the organization strategy of PHEIs to develop the strategy of sustainable competitive advantage.

2. RESEARCH METHOD

This study was designed for the purpose mainly to the development of sustainable competitive advantage at PHEIs in Indonesia. The study used system approach as epistemological base especially Soft System Methodology, which is characterized by the use of various methods and technique. In addition, the study dependent more on synthesis rather than analysis, although the two ways of thinking were used simultaneously. This research was conducted in October up to December 2012 at some PHEIs located in Coordination of Private Education Region II. Seven private universities were selected as the object for this study, namely Bandar Lampung University, Malahayati University, Muhammadiyah Metro University, Tulang Bawang University, University of PGRI Palembang, Tridinanti University and Bina Dharma University.

Data was collected through the textual analysis, in-depth interview, expert survey, focus group discussion and questionnaire. Meanwhile, the data analysis was descriptively done by using several tools including Analytic Hierarchy Process (AHP), Participatory Prospective Analysis (PPA) and the Exponential Comparation Method (ECM).

3. RESULT AND DISCUSSION

Determining Factors of Sustainable Competitive Advantage

At Private Higher Education Institutions

Conceptually, the organization's sustainability of PHEI is influenced by the internal and external factors. Based on the result of textual analysis and in-depth interview with several PHEI experts, there were 24 factors identified that influence the sustainability of a PHEIs. They were divided into 11 external and 13 internal factors (Table 1). Although not all experts agree, however, it can be concluded that the inability of PHEI to adjust to the external changes becomes the main cause of PHEI failure to grow and develop or even closed. In addition to adaptability, the speed to respond both opportunities and threats is also considered as the important point in maintaining the sustainability of PHEI.

Considering the enormous number of identified external and internal factors, therefore, the selection of the factors affecting the sustainability of PHEIs is done (Table 1) and to be used for strategy arrangement. This factor selection is conducted to gain the main factors as determinants of the sustainability of PHEI. AHP method is used to select the determining factors affecting the sustainability of the PHEI based on certain weight of value to each factor. The critical value of weight used in this study is 0.3 as the minimum with the assumption that the value already reflects the adequate value and dominates among other factors.

Table 1. The result of the identified factors affecting the sustainability of PHEI

Factors affecting the sustainability of PHEI			
Internal organization		External organization	
1.	Availability of fund and finance	14.	Government policy on growth of Higher Education Institution
2.	Number of lecturers in Doctor and Professor level	15.	Total recruitment of new students of PHEI
3.	Availability of infrastructure	16.	Appearance of professional courses institute
4.	Relevance curriculum	17.	Number of high school graduates
5.	Accessibility of campus location	18.	Number recruitment of civil servants
6.	Implementation of quality management	19.	Unemployment rate
7.	Network	20.	Local and national economic growth
8.	Value and organizational culture	21.	Dynamic demand of industrial competence
9.	The effectiveness of information technology application	22.	Availability of qualified Master and Doctor lecturer's candidates.
10.	The effectiveness of leadership	23.	People perception of local PHEI
11.	Brand power or the name of the PHEI	24.	Technology development
12.	The effectiveness of marketing strategy	-	-
13.	The effectiveness of Human Resource Management strategy	-	-

AHP method is initiated by establishing a framework of hierarchical structure and defining sustainability of PHEI as the goal. The establishment of hierarchical structure in this case consists of focus, criteria and sub-criteria. The focus is the sustainability of PHEI, and as the criteria are internal and external factors. Meanwhile, the sub-criteria for the internal factors are the organization management, infrastructure management and finance as well as the academic management. The external factor criteria use three sub-criteria, namely the government policy, the economic and social environment. From the data processing results using the Expert Choice 11, five external and four internal factors as determinants of sustainability of PHEI are obtained. The internal factor determining the sustainability of PHEI are the leadership effectiveness, the availability of fund and finance, the effectiveness of Human Resource Management strategy and the relevance curriculum. Meanwhile, the external factors determining the sustainability of PHEI are the growing number of Higher Education Institution, local and national economic growth, the dynamics on industrial competence demand, the availability of qualified lecturers (master and doctor) candidates and public perception on local PHEI. The result of selected factors affecting the sustainability of PHEI using AHP method in more detail is presented in Table 2.

Table 2 The result of selected factors affecting the sustainability of PHEI using AHP method

Criteria*	Sub-Criteria	Factor				
Internal CI = 0,0068	Organization Management CI = 0,0535	0,332	1. Implementation of Quality Management	0,145		
			2. Networking broadness	0,096		
			3. Values and organization culture	0,231		
			4. The effectiveness of leadership	0,321	**	
			5. Brand power or name of PHEI	0,103		
			6. The effectiveness of marketing strategy	0,104		
	Infrastructure, Facility and Finance Management CI = 0,0148	0,189		7. Availability of fund and finance	0,475	**
				8. Availability of Infrastructure and Facility	0,262	
				9. Accessibility of campus location	0,115	
				10. The effectiveness of information technology application	0,148	
Academic Management CI = 0,0571	0,479		11. Number of qualified Doctor and Professor lecturers	0,294		
			12. The effectiveness of Human resource Management strategy	0,375	**	
			13. Relevance curriculum	0,332	**	
Government Policy CI = 0,0000	0,392		14. Number of Higher Education Institution growth	0,734	**	
			15. Number of new students recruitment of State Higher Education Institution	0,266		
			16. Number of civil servant recruitment	0,065		
			17. Attractiveness of course profession institution	0,095		
			18. Unemployment rate	0,087		
External CI = 0,0099	Economic Environment CI = 0,0227	0,388		19. Local and national economic growth	0,336	**
				20. Dynamic demand of industrial competence	0,417	**
				21. Number of high school graduates	0,173	
				22. Availability of qualified Master and Doctor lecturers candidates.	0,317	**
	Social Environment CI = 0,0758	0,220		23. public perception on local PHEI	0,352	**
				24. Technology development	0,158	

Note: * CI Total = 0,0293, ** Selected factor as the determinant of PHEI sustainability

The Future Scenario of Dynamic External Environment of Private Higher Education Institutions

The organization's external factors of PHEI become the uncontrolled inputs that must be faced by PHEI. The dynamic of external factors need to be formulated so that PHEIs are able to anticipate the dynamic external environment precisely. Based on the result of focus group discussion as part of the implementation of Participatory Prospective Analysis (PPA) method, the future condition of any external factor affecting the sustainability of PHEI can be formulated. Government policy towards the growth of number of new Higher Education Institution has two conditions that are most likely to happen in the future, namely to encourage the

opening of Higher Education Institution (A1) and limit the opening of Higher Education Institution (A2). The dynamic demand on industrial competence towards the changing of graduate's competence resulted by PHEI have two conditions that are most likely to happen, namely to require higher competence (B1) and require ordinary competence (B2). The economic growth occurred at local and national level has three conditions that are most likely to happen in the future, they are rapid (C1), medium (C2) and slow (C3). Public perception on quality of PHEI compared to State and Foreign Higher Education Institution has three conditions that are most likely to happen in the future. The conditions are the quality of PHEI is better than State and Foreign Higher Education Institution (D1), the quality of PHEI is equal to State and Foreign Higher Education Institution (D2) and the quality of State and Foreign Higher Education Institution is better than the PHEI (D3). Meanwhile, the availability of qualified lecturer (master and doctor) candidates who are interested in becoming the relevant lecturer's candidate and linear with the needed study program has two conditions in the future. They are many (E1) and rare (E2). In more detail, the external factors conditions (state) affecting the sustainability of PHEI in the future are presented in Table 3.

Five external factors affecting the sustainability of PHEI have variety of conditions and resulted in a number of alternative scenarios of external factors conditions that happen in the future as shown in table 3. By considering the future condition of each external factor and the combination of five external factors, there are 72 alternative future scenarios from the external factors that can be arranged and might happen in the future affecting the sustainability of the organization of PHEI. As an example of alternative future scenario of A1-B1-C1-D2-E2 is the future where the existing government policy encourages the number of Higher Education Institution growth, the dynamics of industrial field demanding the graduates' competence of PHEI, local or national rapid economic growth, fixed public perception on PHEI quality compared to State and Foreign Higher Education Institution, the existing limited number of people with master and doctor qualification who are interested to be lecturer candidates and linear with the needed study program.

Table 3 The conditions of external factors affecting the sustainability of PHEIs in the future

Factor	Future External State		
	A1		A2
A	(Encourage to open Higher Education Institution)		(Limit to open Higher Education Institution)
B	B1 (Demanding the competence)		B2 (Ordinary)
C	C1 (Rapid growing)	C2 (Medium growing)	C3 (Slow growing)
D	D1 (Quality of PHEIs is better than State or Foreign Education Institution)	D2 (Quality of PHEIs equals to State or Foreign Education Institution)	D3 (Quality of State and Foreign Higher Education Institutions is better than PHEI)
E	E1 (Many)		E2 (Rare)

Description:

- A Government policy towards the growing number of new Higher Education Institution both state and PHEI
- B Dynamics on industrial competence demand towards the changing of graduate's competence resulted by PHEI
- C Existing local and national economic growth
- D Public perception on quality of the PHEIs compared to the State and Foreign Higher Education Institutions
- E Availability of qualified lecturer (master and doctor) candidates who are interested to be lecturer candidates that relevant and linear to the needed study program

The result of PPA held in Bandar Lampung predicts that there is a future scenario, which is most likely to happen in the future, namely strategic alternatives A1-B1-C1-D1-E1. Experts predict that there will be government policy encouraging number of Higher Education Institution growth in the future, as there is government awareness on the low number of Gross Participation Number (GPN) of Higher Education in which the number is only 23 percent. This number is lower than many regions outside of Java. GPN is the participation rate of per 100 people aged 19-24 who attends Higher Education. It is predicted that the dynamics of the

industrial demand for PHEI graduates' competence in the future is increased. It is happened as the consequence of globalization that set the competition in industrial world to respond rapidly with more qualified product and more efficient cost. Experts also predict that there will be rapid economic growths at local and national level. It is characterized by the achievement of per capita income reaching U.S. \$ 3,500 as a psychological figure number for most country to enter the category of middle and high-income country. The established public perception on Private Higher Education is still deeply influenced by the formality and recognition from the government. However, on the other side, there is a tendency of more equal attention and development between State Higher Education and Private Higher Education from the government that provide opportunity for PHEIs to develop maximally. Experts also predict that there will be many relevant lecturer candidates with master and doctor qualification. It is proved by a large number of existing scholarships provided by Higher Education and other institutions including local government for lecturers or prospective lecturers to continue their study.

Strategy Development of Sustainable Competitive Advantage at Private Higher Education

The dynamic of external environment of Private Higher Education have alternative scenarios that might happen in the future as presented in Table 3. Referring to the internal factors selected from the data result of AHP (Table 2), 20 types of strategies for the selected scenario that is most likely to happen in the future can be arranged. The strategy is built by combining external and internal factors of Private Higher Education as presented in Table 4.

Table 4 The development of alternative strategies of PHEIs to face the dynamic external factors affecting the organization sustainability of PHEI based on internal dynamic factors.

Alternative Scenario of External Factor Condition	Alternative Strategy Based on the Internal Dynamic Factor *			
	Leadership Effectiveness (S1)	Fund and Finance Availability (S2)	Resource Management Strategy Effectiveness (S3)	Curriculum Relevance (S4)
Ai	Strategy Ai – S1	Strategy Ai – S2	Strategy Ai – S3	Strategy Ai – S4
Bi	Strategy Bi – S1	Strategy Bi – S2	Strategy Bi – S3	Strategy Bi – S4
Ci	Strategy Ci – S1	Strategy Ci – S2	Strategy Ci – S3	Strategy Ci – S4
Di	Strategy Di – S1	Strategy Di – S2	Strategy Di – S3	Strategy Di – S4
Ei	Strategy Ei – S1	Strategy Ei – S2	Strategy Ei – S3	Strategy Ei – S4

Description:

i = alternative condition that most likely to happen from each external factor . Factor A point ii = 1 – 2, factor B point i = 1 - 2, factor C point i = 1 – 3, factor D point i = 1 – 3, and factor E point i = 1 – 2 (see Tabel 3)

Based on the result of PPA conducted in Bandar Lampung, it is known that the emerged strategies from each internal factor (leadership effectiveness, availability of fund and finance, strategic HRM effectiveness and relevance of the curriculum) in order to deal with the dynamics of external factors have some alternative strategies that can be undertaken by the organization of Private Higher Education. Considering this research is a policy research, therefore, not all strategic alternatives can be undertaken to deal with the external dynamic factors. The smart choice taken by policy maker within the organization of PHEI is crucial point in selecting the strategy to be implemented in order to deal with the occurred external dynamic factors.

Selection of the main strategy by the policy maker of the organization of Higher Education Institution is done for one alternative scenario that is most likely to happen in the future. The scenario is A1 - B 1 - C1 - D1 - E1. Exponential Comparison Method (ECM) as a primary strategy selection tool is used considering a large number of available alternative decisions and multi criteria. In addition, the use of ECM will further provide more significant differences from the weight value of each alternative strategy that could raise the relative perfect rating. In this case, the decision criteria used for the selection of the best main strategies are (1) strategic alignment with the organization of Higher Education Institution's values and culture, (2) the easiness of the chosen strategy implementation, and (3) the consequence of cost provision to implement the chosen strategy.

Based on experts' opinions who are the decision makers in seven PHEIs in Coordination of Private Higher Education Region II (Bandar Lampung University, Malahayati University, Muhammadiyah Metro University, Tulang Bawang University, University of PGRI Palembang, Tridinanti University and Bina Dharma University),

it can be synthesized that there are 20 key strategies which can be done by the organizations, particularly PHEIs located in Coordination of Private Higher Education Region II (Table 5). In this case, twenty main strategies are applicable for one alternative scenario that is most likely to happen in the future from the external factors, namely A1 - B1 - C1 - D1 - E1.

As the main strategy presented in Table 5 is specifically designed for one alternative scenario that is most likely to happen in the future, then the main and best strategy can be changed in line with the change of the alternative strategies that are most likely to happen in the future and the change of experts' opinion as the policy maker in the organization of PHEI. The main strategy that can be done by the organization of PHEI emphasizes more synthesis thinking than analysis thinking, although both are used simultaneously. According to Eriyatno (2007), the analysis is a way of thinking which is more focusing on the problem that has occurred in the past whereas the synthesis is on how to achieve the goal in the future.

Table 5 The main strategy to be done by the organization of PHEI in developing a sustainable competitive advantage in the future

Alternative external condition factors that are most likely to happen	The main strategy of PHEI in developing a sustainable competitive advantage in the future	
	Internal Factor	Main Strategy
A1 (Government policy tends to encourage opening of new higher education institution)	S1	Leader provides encouragement and responsible freedom for all existing human resources at PHEI, especially lecturers who are expected to be more creative in their work and have scientific specialization.
	S2	There should be a foundation commitment and understanding in PHEI related to various needs investments especially on human resources (lecturers and educational staff)
	S3	Sending all lecturers in further study of master degree (S2) and doctorate degree (S3)
	S4	Curriculum development in accordance with the demands and needs of the community.
B1 (Competence demand from the industrial field)	S1	Leader gives freedom to all existing human resources, especially in the head level and lecturer to collaborate with the field work association which is in accordance with the existing field of study on PHEI.
	S2	Improving provision of fund for teaching and learning tool
	S3	Developing learner attitude, open and anti-status quo
	S4	Reviewing and evaluating the curriculum periodically by involving both internal and external stakeholders (including the industry).
C1 (Rapid growth of Local and National Economic Growth)	S1	There should be transformative leadership driving the freedom for the organization to be creative.
	S2	PHEI PTS should be able and willing to encourage academic staff to develop continuously / contribute to the academic world
	S3	There should be a finance policy of PHEI which is affordable for local public
	S4	Developing curriculum that is in line with with local and national need
D1 (People perceived that PHEI has a better quality than of State and Foreign Higher Education)	S1	Leader must have a strong commitment to improve the PHEI image
	S2	PHEI should focus its funds to be used in a variety of quality-oriented academic activities such as seminars, research and community service
	S3	All human resource activities must refer to the quality oriented
	S4	Developing quality-oriented curriculum that should be up to

Institution PTA)

date and match with the needs of industry and society

	S1	Leader must continuously encourage and help the lectures who want to continue their education to the higher level (S2 and S3)
E1	S2	Improving lecturer's welfare
More availability of qualified lecturers (master and doctor) candidates	S3	Creating a comfortable working environment and clarity of reward and punishment.
	S4	Creating a policy to provide more opportunities to the lecturers with doctor (S3) qualification and / or have high academic level to teach the subject including as the coordinator of the subject

Description: S1 = The effectiveness of leadership, S2 = availability of fund and finance, S3 = Thr Effectiveness of HRM strategy, S4 = Relevance curriculum

4. CONCLUSION AND RECCOMNEDATION

Conclusion

Based on the above elaborations, conclusions of this research can be drawn as follows:

1. The sustainability of PHEIs in the future is affected by determining factors namely internal and external factors. The internal factors include the leadership effectiveness, availability of fund and finance, effectiveness of human resource management strategy and relevance curriculum. While the major external factors are the government policy towards the growth of number of higher education institution, dynamic's demand on industrial competence, local and national economic growth, public perception on local PHEI and availability of qualified lecturers (master and doctor) candidates.
2. The external factor conditions affecting the future sustainability of organization of PHEI can be described in 72 alternative scenarios. The most possible scenario likely to happen is the government policy to encourage the growth of higher education institutions, demanding needs of graduate competences by industry, local and national rapid economic growth, better public perception related to the quality of PHEIs, and availability of many qualified lecturer candidates.
3. In order to anticipate the most possible future scenario, the study produce the best-recommended strategy developed from the combination of external and internal factors. The strategy is leadership that motivate, encourage, empower staffs within the organization of PHEIs, commit to the image of PHEI, adopt the value of change and open attitude. Further, it is suggested the funding strategy through increasing tuition revenues by cross subsidies and boosting other revenues through industrial cooperation. Meanwhile, related to financing strategy, it is suggested to increase budget allocation for human resource development and infrastructure that focus on improving academic quality. Related to human resource management strategy, it is recommended to improve staff quality though upgrading qualification (doctoral), develop learning attitude, openness and anti status quo, having quality oriented human resource policies, the need of developing human resource system that create good working environment including reward and punishment. Related to curriculum strategy, it is suggested to develop curriculum that fit and up date to local and national needs especially industry though regular reviews involving all stakeholders.

Recommendation

In relation to the above conclusions, some recommendations offered by this research are as follows:

1. The organization of PHEI needs to pay attention and apply the strategic policy related to the dynamics of external factors especially to the government policy toward the growth of Higher Education institutions, the dynamic demands of graduate competence by industry, local and national economic growth, public perception on PHEI, and the availability of qualified (master and doctor) lecturer candidates. The strategic policy must be prepared based on certain internal factors, namely the improvement of leadership effectiveness, availability of fund and finance, effectiveness of human resource management strategy (HRM) and the relevance of the curriculum.
2. In order for PHEIs to get sustainable competitive advantages, it is suggested to continuously analyze the dynamic external environment described by 72 future scenarios. In addition, it is needed to regularly review the best strategy for the most likely future scenario

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Jl. Z.A. Pagar Alam No.26 Labuhan Ratu
Bandar Lampung 35142 Phone: +62 721 701463
www.ubl.ac.id
Lampung - Indonesia

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