



## Integration of Strategic Management and SIJAMIN Application in Improving the Quality of Higher Education

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**Abstract:** This research aims to analyze the integration of strategic management using SIJAMIN to conduct internal quality audits (IQA) at Universitas Malikussaleh in Lhokseumawe. This research used a qualitative approach with a descriptive method. Data collection techniques through observation, interviews with the Head, Secretary, Head of the Audit Center, and Accreditation Supervisor of the Learning Development and Quality Assurance Institute (LP3M), and documentary analysis to examine and evaluate the 2020-2024 Strategic Plan. This data analysis technique used interactive model analysis. Research validity was ensured through data triangulation, utilizing multiple data sources to guarantee the accuracy and reliability of findings. The results indicated that strategic management was implemented using the SWOT analysis model. The University's strategic plan for 2020-2024 focused on the policy of independent learning as a guideline for human resource development, considering global trends such as technological advancements. SIJAMIN is one of UNIMAL's missions in the technology field and is used to implement the Internal Quality Assurance System (SPMI), held annually in the form of internal quality audits (IQA). The application of SIJAMIN in the 6th IQA cycle showed that it could facilitate real-time data-driven decision-making, improve operational efficiency, and strengthen coordination among units. Additionally, there was progress in achieving strategic goals and enhancing the quality of teaching, research, and community service, with the expectation of achieving excellent accreditation. In conclusion, integrating strategic management and implementing SIJAMIN is a practical strategic step in improving the quality of higher education, particularly at Universitas Malikussaleh.

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## Introduction

Universitas Malikussaleh (UNIMAL) is a renowned educational institution in Aceh's northern and eastern regions, with a consistently growing number of applicants. Therefore, UNIMAL must possess excellent strategic management. In the Fourth Industrial Revolution era, where technology and information are rapidly advancing, higher education institutions must adapt. UNIMAL takes this seriously to ensure it stays abreast of developments in the education sector. UNIMAL strives to enhance the quality of education through innovations that align with the current era. The vision of UNIMAL for 2020-2024 is to align with the ministry's vision based on achievements, potential, and challenges. To support the achievement of the President's and the Ministry of Education and Culture's vision, UNIMAL has prepared a mission aligned with the Ministry of Education and Culture's mission.



UNIMAL's mission aligns with the three pillars of higher education and providing excellent service to the academic community and society.

In the implementation of UNIMAL's mission, synergy among mission components is prioritized to create various opportunities, as outlined below: 1) Creation of knowledge, technology, and noble morality to guide the ethical development and transformation of society through creative and innovative tridharma activities, responding to local and global developments and challenges. 2) Sharing knowledge, technology, and noble morality through quality Tridharma higher education programs, enriching, and disseminating them to stakeholders to solve problems and enhance the country's competitiveness. 3) Application of knowledge, technology, and noble morality to realize a prosperous campus community with adequate support resources. 4) Application of knowledge, technology, and noble morality to serve the community, industry, and government to enhance the quality of life for the nation and the world sustainably.

In this context, UNIMAL, as a training center, feels the need to integrate strategic management in implementing the Internal Quality Assurance System (SIJAMIN) to enforce internal quality control to realize UNIMAL's vision and mission. Higher education is a cornerstone of national development and is the foundation for developing quality and innovative human resources (Setiawati 2020). The quality of higher education is crucial for the achievement of national development goals (Sonia 2021a). Therefore, a holistic and integrated management approach is needed to ensure optimal quality. Strategic management is a series of activities oriented toward managerial decision-making, strategic requirements, future changes, and challenges, and formulating and preparing strategies, implementation, and strategic evaluation systems (Muhadjir Anwar, 2020). It also focuses on the development of the internal and external environment of the organization to maintain competitiveness and success. Strategic management is one proven effective management concept in various fields, including higher education (Sonia 2021b). Strategic management is a directed and integrated approach in managing an organization that focuses on achieving long-term goals and implementing the vision and mission. It involves formulating, implementing, and evaluating organizational strategies to optimize performance and achieve competitive advantage (Musnandar 2013).

Some key concepts of strategic management include:

- 1) Environmental analysis: Identifying and understanding external and internal factors that can influence organizational performance. SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) assesses the organization's position in a dynamic environment (Mashuri and Nurjannah 2020).
- 2) Strategy formulation: Formulating long-term plans to achieve the organization's vision and mission. Set objectives, goals, and tactical steps that support the strategy.
- 3) Strategy implementation: Transforming strategy into tangible actions and plans. Developing resources, organizational structure, and supporting systems for strategic implementation (Fahmi and Hakim 2020).
- 4) Evaluation and control: Monitoring and evaluating organizational performance in relation to strategic objectives.
- 5) Competitive advantage: Finding ways to gain and maintain a competitive advantage. Understanding the core strengths and characteristics that make the organization unique and effective.
- 6) Innovation: Promoting innovation as a crucial factor for economic growth and sustainability in line with market and technological changes (Pratiwi 2020).



Universitas Malikussaleh faces complex challenges in higher education that are continually evolving. Globalization and technological advancements bring significant changes, while rapid population growth has created a need for effective human resource management. To address these dynamics, UNIMAL implements strategic management, mainly through the Internal Quality Assurance System (SIJAMIN), to conduct internal quality audits. SIJAMIN has proven to provide tangible benefits, ranging from facilitating real-time data-driven decision-making to improving operational efficiency. Furthermore, significant progress has been achieved in reaching strategic goals, enhancing the quality of teaching, research, and community engagement.

In the introduction of the Strategic Plan of Universitas Malikussaleh (UNIMAL), based on the Ministry of Education and Culture's strategy for the period (2020-2024), global trends related to the rapid development of technology are considered. The account of the Fourth Industrial Revolution, driven by technical advances and related progress, affects all aspects of life. Automation, artificial intelligence, big data, and 3D printing are used worldwide and across all industries. Human connectivity facilitated by technology, such as 5G connectivity, facilitated by the emergence of autonomous vehicles and drone delivery, is also increasing (Mesiono et al. 2023).

In the digital transformation era and increasing competition, universities must implement smart and targeted strategies to achieve their visions and missions. Strategic management is the key to planning effective steps to face challenges and seize opportunities (Madhakomala, Liberti Natalia Hia, and Holil Padli n.d.). In this context, the Sijamin application emerges as a technological solution that not only supports but also strengthens the implementation of strategic management. Acting as a link between strategic planning and operational implementation, Sijamin is not just an administrative tool but also a catalyst that accelerates the achievement of strategic goals (Sanjaya and Nurfitriana Handyani 2021). By integrating the principles of strategic management into the functions of this application, educational institutions can optimize resources, improve operations, and positively impact the quality of higher education. The concept of strategic management in which the Sijamin application plays a crucial role is a tool that integrates information technology across operational aspects (Sanjaya and Handyani 2021). There is a strong connection between strategic management and the implementation of Sijamin, which together form the foundation for achieving visionary goals of quality higher education (Taryana, Fadli, and Rahmah Nurshiami 2020).

Internal Quality Audit (AMI) is an essential part of improving the quality of an organization as part of management information services to stakeholders. AMI activities are part of the Internal Quality Management System (SPMI). It is a system developed and implemented by higher education institutions to ensure that teaching and service activities align with established quality standards. SPMI aims to improve the quality of education and services at universities (Harahap et al. 2023). The SIJAMIN application is an update developed by UNIMAL for AMI implementation. SIJAMIN is designed to support the internal quality assurance process, collect, and analyze data for performance evaluation, and monitor the fulfillment of quality targets set by the university. In this context, SIJAMIN can act as a tool to help university administrations guide and improve the quality of education, create transparency, and support data-driven decision-making for continuous improvement. Thus, Sijamin becomes part of the SPMI, reflecting UNIMAL's commitment to improving the quality of education through the implementation of a structured and measurable internal quality system (Budiarto, Yulianda, and Zulbainarni 2018).



The implementation of strategic management in relation to the Sijamin application can bring significant benefits to universities (Fadhli 2020). Some connections between strategic management and the implementation of Sijamin are outlined as follows:

- 1) Formulation and implementation of strategy: Strategic management includes the practical formulation and implementation of long-term plans, including monitoring the progress of educational, research, and community service processes.
- 2) Data-driven decision-making: Sijamin can provide real-time data needed to support intelligent and accurate decision-making, enabling stakeholders to make the right decisions to achieve strategic goals.
- 3) Work efficiency: The SIJAMIN application can improve work efficiency by simplifying administrative processes such as student data management, lesson planning, and employee performance evaluation, aligning with the principles of strategic management to achieve optimal organizational performance.
- 4) Coordination between units: Strategic management emphasizes coordination and collaboration between units. The SIJAMIN application can enhance communication and coordination between faculties in the university.
- 5) Performance evaluation and continuous improvement: The SIJAMIN application can help measure the university's performance against strategic objectives (Sri and Abstrak 2013). This information can be used to continually evaluate and adjust strategies in line with strategic management principles that emphasize adaptability and responsiveness to environmental changes.
- 6) Enhancing the quality of teaching and student satisfaction: By using data and feedback from the Sijamin application, educational institutions can improve the quality of teaching and student services. It aligns with the goal of strategic management to achieve competitive advantage by creating added value for stakeholders (Taryana et al. 2020).

Overall, integrating strategic management into SIJAMIN can create an organized, measurable, and responsive environment that allows universities to effectively achieve their strategic goals in an ever-evolving technological and competitive era (UNIMAL). The main objectives are to understand the implementation of strategic management, evaluate UNIMAL's strategic plan for 2020-2024, and identify the positive impact of SIJAMIN on operational efficiency and the achievement of strategic goals. This study is crucial to gain practical insights into strategic management and SIJAMIN in higher education, with the hope of contributing to the effectiveness of UNIMAL and serving as a guide for similar educational institutions.

## Research Method

This research used a qualitative approach with a descriptive method. The data collected first-hand from its source, with the researcher serving as the primary analyst. The data consists of words in sentences or meaningful images (Subandi Subandi, 2011). Data collection techniques through observation, namely visits to the UNIMAL campus, interviews with the Head, Secretary, Head of the Audit Center, and Accreditation Supervisor of the Learning Development and Quality Assurance Institute (LP3M), and documentary analysis to examine and evaluate the 2020-2024 Strategic Plan.

In the context of the interactive analysis model by Miles and Huberman (2014), the data analysis technique involves a series of steps to develop a profound and interpretative understanding of qualitative data. The following were the general steps for utilizing the





interactive analysis model: Data Collection, Data Reduction, Display Data, Data Arrangement, Data Analysis, Interpretation, and Conclusion. The research validity was based on data triangulation, i.e., using various data sources and collection methods (Zamili, 2015). The reliability of the research was reinforced by determining data analysis stages and documenting the research process clearly. Through qualitative data analysis, the researcher could identify the complexity of implementation and key factors influencing the outcomes.

## **Results and Discussion**

The formulation of UNIMAL's strategic plan for 2020-2024 is based on efforts to accelerate the fulfillment of basic education needs, either mandatory or obligatory, in the context of educational autonomy. In preparing the UNIMAL 2020-2024 strategic plan, current conditions and ideal expectations for the future are taken into account. Research indicates that SWOT analysis serves as the planning model and management strategy for Universitas Malikussaleh. Strategic planning and management are crucial factors in improving quality. The survey results conducted in November at UNIMAL show that SWOT analysis is conducted annually, represented by a SWOT matrix with four quadrants (Munandar, 2020). The results are as follows: strengths that meet all quality standards and indicators the government sets, geographical proximity to Malaysia, Thailand, and India. However, weaknesses are still identified, such as stakeholders lacking discipline, unorganized management systems, excellent partnership opportunities, a supportive growing climate, and threats such as unity among academies in one vision, external competition with institutions, and the challenges posed by global changes. Active stakeholders and progressive managers support the implementation of SWOT analysis in evaluation and development. However, challenges include limitations in traditional management information systems and non-professional human resources (Wahyuningsih, 2015).

The UNIMAL Strategic Plan is formulated for the development of leaders and employees in priority areas of the Ministry of Education and Culture. Therefore, this integrated strategic plan is created to implement changes within the following framework: (1) focusing on the quality and significance of education with an emphasis on student development; (2) developing student character; (3) emphasizing the expansion of access to quality education, particularly by strengthening equality and inclusion; (4) preserving and advancing Indonesian culture, language, and literature, and introducing them in the field of education; and (5) strengthening accountability and transparency in the provision of education and culture, including reinforcing UNIMAL's role as an educational institution. This strategic plan outlines the vision and mission, as well as the objectives of UNIMAL, to achieve the goals of the Ministry of Education and Culture (Muhadjir Anwar, 2020).

Therefore, UNIMAL's strategic plan clearly illustrates the relationship between UNIMAL's strategic objectives, program objectives, and operational objectives, along with performance indicators to ensure accountability and transparency in the use of the state budget (APBN). UNIMAL's strategic plan related to the Ministry of Education and Culture should serve as a guide and direction for the development of UNIMAL for the 2020-2024 period for internal UNIMAL units or as a reference guide for the city government in implementing educational sector development. In addition to the points mentioned above, UNIMAL's strategic plan is expected to be understood and utilized by the entire community, especially stakeholders. It allows many parties to actively and constructively participate in educational and cultural development activities, including criticism, evaluation, recommendations, and real contributions. The more active and integrated involvement of the



community is expected to enhance the results of educational and cultural development in the next five years (Mesiono et al., 2023).

Based on the research results, UNIMAL has implemented the SIJAMIN application to enhance the quality of education (Siregar et al., 2020). SIJAMIN is an innovation developed by the Technical Implementation Unit of Technology, Information, and Communication (UPT-TIK) and LP3M to conduct Internal Quality Audits (AMI) with the help of the application. In 2023, UNIMAL conducted the 6th cycle of AMI using the SIJAMIN application. This 6th cycle marks the inaugural use of this application, with expectations including:

- 1) Improving the competence of lecturers in implementing the three pillars of higher education.
- 2) Enhancing the implementation of curriculum quality in line with industry needs and the development of scientific knowledge.
- 3) Improving the quality of facilities and infrastructure.

SIJAMIN will be used to monitor and evaluate the real-time conditions of the three pillars of higher education and enhance the quality of the assessment system (Acep Taryana1, 2020). SIJAMIN will be employed to develop a more objective and transparent assessment system to be corrected if any findings arise. Through the implementation of SIJAMIN, UNIMAL is expected to become a superior and competitive institution. The results of UNIMAL's strategic management research also indicate that several factors need improvement to enhance the quality of education at UNIMAL. These factors include:

- 1) Improving the quality of lecturers through enhancing pedagogical, professional, and personal competencies.
- 2) Enhancing the quality of the curriculum to align with industry needs and the development of scientific knowledge.
- 3) Improving the quality of educational facilities and infrastructure to support the teaching and learning process.
- 4) Rectifying the quality of the assessment system to make it more objective and transparent.

In the dynamics of higher education, the integration between the concept of strategic management and the Internal Quality Assurance Information System (SIJAMIN) at Universitas Malikussaleh creates a solid foundation for institutional development. The strategic management concept is implemented earnestly through the 2020-2024 strategic plan, serving as a guide for the university to achieve its vision and mission. The primary emphasis on self-directed learning policies and human resource development is a key aspect of this strategic plan (Fauzi & Maufur, 2019).

An analysis of the 2020-2024 strategic plan implementation highlights the specific activities undertaken by the university to achieve its strategic objectives. Specifically, the self-directed learning policy demonstrates a commitment to enhancing the quality of education by providing students with more autonomy in managing their learning. Furthermore, the core strategy is personal development, emphasizing the importance of improving the quality of teachers and educators (Broto Legowo & Indiarso, 2017).

Moreover, the positive impact of SIJAMIN implementation is a noteworthy consideration when assessing the quality of education at Universitas Malikussaleh. With the system's assistance, the university can effectively collect data, monitor academic and administrative processes in real-time, and evaluate the achievement of predetermined strategic goals. Survey results indicate that the implementation of SIJAMIN significantly



enhances the quality of teaching, research, and community engagement (Novi Yanti, 2013). These positive impacts are manifested in the measurable achievement of strategic goals, increased productivity in scientific endeavors, and the strengthened role of the university in serving the community. The implementation of SIJAMIN provides a robust knowledge foundation for strategic decision-making, enabling the university to respond promptly to changes and challenges in the educational environment (Khairani et al., 2021).

Overall, the integration of strategic management and SIJAMIN forms a comprehensive framework to improve the quality of education and achieve the established strategic goals at Universitas Malikussaleh. The analysis of the implementation of the strategic plan and the positive impact of SIJAMIN demonstrates the university's commitment to sustainability, quality improvement, and social contribution.

### **Conclusion**

The conclusions drawn from this research are that strategic management is implemented using the SWOT analysis model. The strategic plan of the university for the years 2020-2024 focuses on the policy of independent learning as a guideline for human resource development in management and maximizing demographic growth, considering global trends such as technological advancements. UNIMAL's strategic plan originates from the Ministry of Education and Culture's strategic plan for the years 2020-2024. Implementing strategic management through the SIJAMIN application is a manifestation of UNIMAL's mission that positively impacts the quality of education.

The application of SIJAMIN in the 6th cycle of internal quality audits has shown the capability to facilitate real-time data-driven decision-making, enhance operational efficiency, and strengthen coordination among units. Additionally, progress has been observed in achieving strategic goals and improving the quality of teaching, research, and community engagement, hoping to achieve excellent accreditation. This study provides educational institutions and knowledge developers with practical insights into using information technology to enhance the quality of higher education. In conclusion, combining strategic management and implementing SIJAMIN is an effective strategic step in improving the quality of higher education, particularly at Universitas Malikussaleh.

### **Recommendation**

For campus leaders, implementing the SIJAMIN application in internal quality audits needs to be enhanced, focusing on data-driven decision-making, operational efficiency, and coordination among units. Higher education practitioners and internal stakeholders at UNIMAL are expected to actively engage in implementing SIJAMIN, particularly during the cycle of internal quality audits. Closer collaboration also needs to be intensified to achieve strategic goals and enhance the quality of teaching, research, and community engagement, hoping to strengthen strategies and efforts to improve the quality of higher education, especially within the UNIMAL environment.

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