**Integration of Strategic Management and SIJAMIN Application in Improving the Quality of Higher Education: Case Study of Malikussaleh University**

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| **Abstract:** Strategic management aims to formulate and implement essential steps to achieve the strategic goals of educational institutions. The SIJAMIN application is a technology used to facilitate the management of data and administrative processes, particularly those of high quality. This research analyzes the integration of strategic management using SIJAMIN to conduct internal quality audits (IQA) at Malikussaleh University in Lhokseumawe. The research method employed is qualitative descriptive, collecting data through observation, interviews, and document analysis. The results indicate that strategic management is implemented using the SWOT analysis model. The University's strategic plan for the years 2020-2024 focuses on the policy of independent learning as a guideline for human resource development in the management and maximization of demographic growth, considering global trends such as technological advancements. Unimal's strategic plan is derived from the Ministry of Education and Culture's strategic plan for 2020-2024. The implementation of strategic management through the SIJAMIN application is a manifestation of Unimal's mission that has a positive impact on the quality of education. The application of SIJAMIN in the 6th IQA cycle shows that it can facilitate real-time data-driven decision-making, improve operational efficiency, and strengthen coordination among units. Additionally, there is progress in achieving strategic goals, enhancing the quality of teaching, research, and community service, with the expectation of achieving excellent accreditation. This study provides educational institutions and knowledge developers with practical insights into the use of information technology to enhance the quality of higher education. In conclusion, the combination of strategic management and the implementation of SIJAMIN can be considered an effective strategic step in achieving the goal of improving the quality of higher education, particularly at Malikussaleh University.s. | **Article History**  Received: 2  Revised:  Published:.. 2017  **Key Words :**  Title: Higher Education, Strategic Management, Sijamin, Quality of Education |

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**Introduction (12pt, Times New Roman)**

Higher education is a cornerstone of national development and serves as the foundation for the development of quality and innovative human resources (Setiawati 2020). The quality of higher education is crucial for the successful 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 towards managerial decision-making, strategic requirements, future changes and challenges, as well as the formulation in the preparation of strategies, implementation, and strategic evaluation systems. It also focuses on the development of the internal and external environment of the organization with the aim of maintaining competitiveness and success. One proven effective management concept in various fields, including higher education, is strategic management (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 the formulation, implementation, and evaluation of 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).

In the introduction of the Strategic Plan of Malikussaleh University (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, 3D printing, etc., 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 era of digital transformation and increasing competition, universities must implement smart and targeted strategies to achieve their visions and missions. Strategic management is the key to planning the right and 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 have a positive impact on 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 forms 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 are in line with established quality standards. The goal of SPMI is 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. This aligns with the goal of strategic management to achieve competitive advantage by creating added value for stakeholders (Taryana et al. 2020).

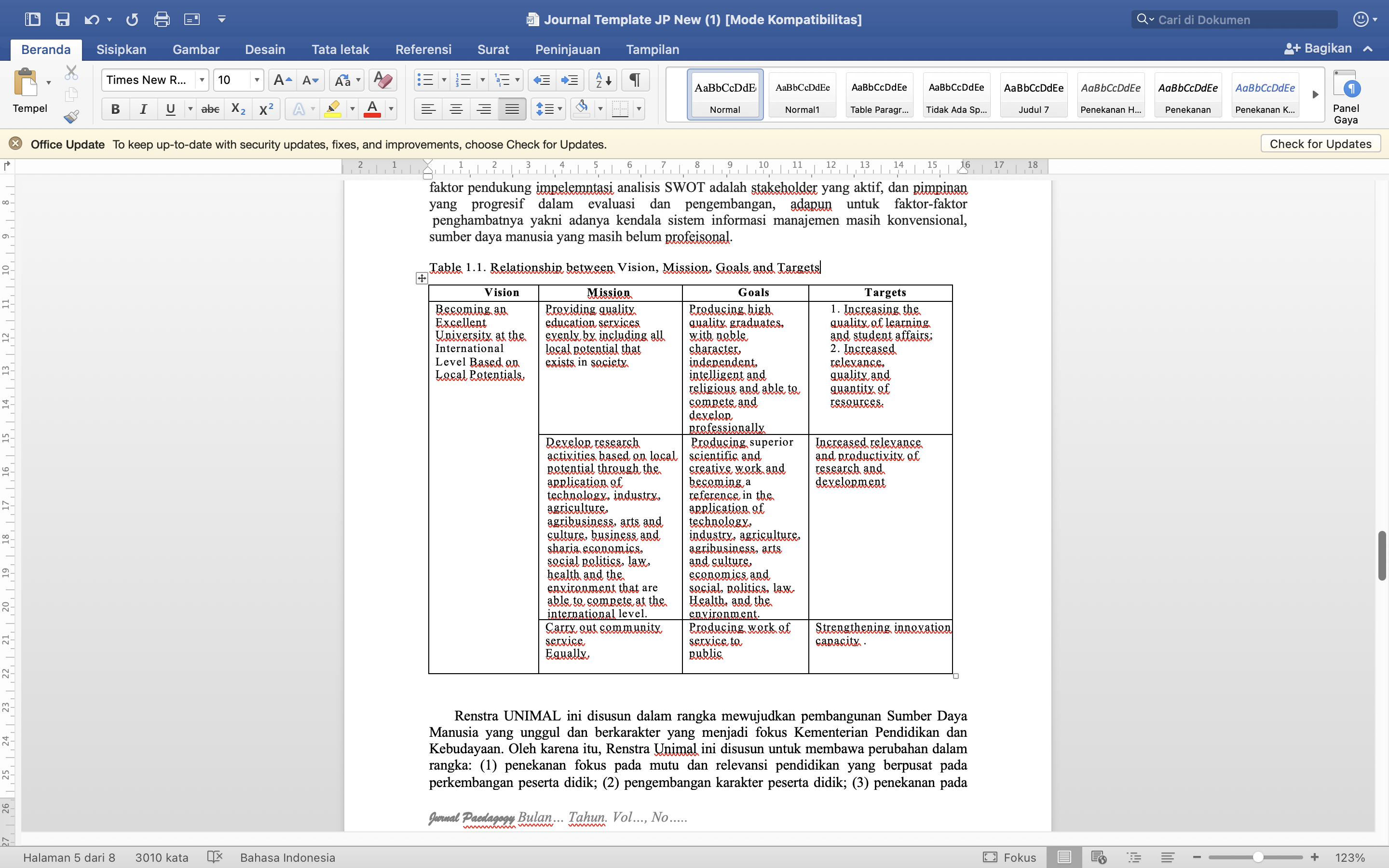
Overall, the integration of strategic management into SIJAMIN can create an organized, measurable, and responsive environment that allows universities to effectively achieve their strategic goals in an ever-evolving technological and competitive era (Ta and Dib, 2016)..

**Research Method (12pt, Times New Roman)**

This research employs a qualitative descriptive approach with 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. The main instrument in qualitative research is the researcher. The research validity is based on data triangulation, i.e., the use of various data sources and collection methods. The reliability of the research is reinforced by determining data analysis stages and documenting the research process clearly. This study is conducted at Malikussaleh University, Lhokseumawe, to enhance the quality of higher education and bring forth different perspectives from various stakeholders. Through qualitative data analysis, the researcher can identify the complexity of implementation and key factors influencing the outcomes.

**Result and Discussion (12pt, Times New Roman)**

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 Malikussaleh University. 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. The results are as follows: strengths that meet all quality standards and indicators set by the government, 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. The implementation of SWOT analysis is supported by active stakeholders and progressive managers in evaluation and development. However, challenges include limitations in traditional management information systems and non-professional human resources.



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.

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, it is expected that Unimal's strategic plan can be understood and utilized by the entire community, especially stakeholders. This 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.

Based on the results of the research, Unimal has implemented the SIJAMIN application to enhance the quality of education. SIJAMIN is an innovation developed by the Technical Implementation Unit of Technology, Information, and Communication (UPT-TIK) and LP3M in order 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. 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 there are several factors that 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.

**Conclusion (12pt, Times New Roman)**

The design management at Unimal indicates that the framework used is SWOT analysis. The implementation of SWOT analysis is carried out regularly, utilizing the SWOT Matrix in the four quadrants. The analysis results highlight several crucial findings, including:

**Strengths**: The strengths possessed allow for a consistent quality indicator recognized by the government. **Weaknesses**: There is still encountered indiscipline among stakeholders and a lack of orderly managerial fundamentals. **Opportunities**: High reliability in partnerships, including those with foreign entities, such as Malaysia and Singapore. **Threats**: Challenges include recording the unity of vision among the academic community, competition in external course regulations, and the effects of globalization. As part of the design management effort to enhance course quality, Unimal is preparing for the implementation of SIJAMIN. This plan focuses on actions such as increasing the expertise of instructors through training, optimizing study programs in line with the circulation of knowledge fields, inspecting and comparing vehicles and infrastructure, and expanding the foundation principles in a more objective and transparent manner. The implementation of SIJAMIN is expected to position Unimal as a successful and competitive higher education institution.

**Recommendation** **(12pt, Times New Roman)**

Improving collaboration with external entities and partnerships with educational institutions or companies, allowing students to access additional resources and gain practical experience. Continuous monitoring and evaluation of the implementation of strategies and the application of SIJAMIN. Involve stakeholders in the evaluation process to obtain deeper feedback. These suggestions are expected to serve as guidelines for the progress and further development of Malikussaleh University, with a focus on improving the quality of education and the successful implementation of the SIJAMIN application.

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**References (12pt, Times New Roman)**

All references referred to in the text of the article must be registered in the References section. The bibliography must contain reference libraries originating from primary sources (scientific journals and amounting to a minimum of 80% of the total bibliography) published in the last 10 (ten) years. Each article contains at least 20 (twenty) references. Writing a referral system in an article text and writing a bibliography should use a reference management application program, for example, Mendeley, EndNote, or Zotero, or others.

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