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The Analysis of Strategic Management at Cipto Mangunkusumo Hospital as a Teaching Hospital, Universitas Indonesia

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ABSTRACT

The effectiveness in improving academic quality in universities is determined by good and practical management. Universities must have a quality management strategy to provide high-quality education. Therefore, this research aims to analyze the activities that occur at the Universitas Indonesia in improving the quality of its management that facilitates students' both academic and non-academic activities. This research is a descriptive qualitative approach that focus to observe and analyze existing strategies at the Faculty of Medicine, Universitas Indonesia. This research also provides the recommendations for alternative strategies to achieve a competitive advantage. This research is using data analysis from interviews and formulating business strategies through 3 steps. The result of this research is in Medicine faculty of Universitas Indonesia already has a good corporate branding as an opportunity to increase promotion; develop more aggressive advertising; adjusting the market share for growing; and become more loyal in the term of service and quality of the Medicine faculty of Universitas Indonesia.

Keywords: *Medicine, Strategy Management, Strategy Formulation*

INTRODUCTION

The university has the role to encourage the development of human resources, that has an objective to provide its students the fundamental skills, sciences, and values. In addition, the college was founded to guarantee with high quality students. Moreover, the university should have a quality management strategies in order to provide high quality education.

The effectiveness in improving academic quality in university were determined by good and practical management. Strategic implementation is one way to improve the quality of education. In addition, universities are offering management concepts in order to be adequate for their students. Furthermore, the university should develop its excellence to achieve the best results and can systematically understand the competitive strengths.

Universitas Indonesia is a State University of the Legal Agency (PTN-BH) in Indonesia. Furthermore, it is a public university that has the status of an independent legal entity established by the government. However, Public Universities with Public Service Agencies (PTN-BLU) manages Administration of Non-Tax State Revenue (PNBP) independently, but required to report it to the country. Previously referred to as Education Legal Entity (BHP) and State-Owned Legal Entity (BHMN). Based on the technical guidelines for tariff setting from the Minister, public universities with legal entities must consult with the Minister in setting their fees based on the students' and their parents' ability. Non-tax State Revenue (PNBP) is the revenue of Private Universities' Legal Entity. In terms of assets, the land controlled by State University of the Legal Agency (PTN-BH) obtained from the state budget belongs to the state, while assets obtained from State University of the Legal Agency's business become their own assets which are separate state assets. Moreover, State University of the Legal Agency refers to Regulation of Government of The Republic of Indonesia Article 25 number 4 regarding the number of education personnel or human resources that is State University of the Legal Agency has the authority to choice, appoint, train, and dismiss the permanent non-civil servant employees.

The university will operate optimally when it is supported by a planned management system, infrastructure, quality human resources (HR), and adequate funding or education costs. The implementation of standart regulation and management system in the university will maximizing the potential of the university itself to provide the high quality education for the students. Human resource management as an activity related to planning, decision-making, implementation, and the control of human resource (Bach & Edwards, 2013). This includes the implementation of strategies, tips and actions that directly influence the natural resources. Human resources are one of its most important assets to achieve the vision and mission of the instution itself. Additionally, the effectiveness of

institutions in accomplishing their objectives depends on improved human resource management.

To achieve organizational goals, strategic management is a process or series of fundamental and comprehensive decision-making activities accompanied by the determination of how to implement them, which arranged by the manager and implemented at all levels of the organization. Moreover, strategic management can be implemented to improve the quality of education in the universities.

As a procedure that can generate environmental needs to examine the relevance of the organization and the environment's needs, the strategic management is an activity that must be implemented continuously by all level of society. In this context, the chief of educational organizations must be able to formulate and determine the right organizational strategy through strategic management for the organization will remain exist. Moreover, the organization also able to arrange the methods and revisions to improve the effectiveness of the university itself. In addition, the efficiency of quality education is expected to be achieved by universities that implement effective strategic management. On the other hand, the universities that not implement the strategic management will not be able to achieve their objective of improving educational standards.

Strategic management has been developed by Universitas Indonesia to solve the future education quality issues. It include in providing facilities and infrastructure, developing an efficient learning system, and maintaining the activities and quality of its students. Based on this phenomena, the researchers are interested in examining the agenda that occur at Universitas Indonesia since it remain to improve its quality by organizing more activities to support the academic and non-academic students to improve their abilities. In addition, the general public is really believes in the ability of Universitas Indonesia in providing the education and science to its students. Moreover, the problem formulation in this research is analyzing the implementation of Faculty of Medicine's strategy to increase competitiveness in the specialist field. In addition, the research subject in this research is The Faculty of Medicine in area of specialty at RSCM in developing a strategy to increase the competitive advantage.

LITERATURE REVIEW

Strategic Management

Hajar (2016) defines strategic management as a set of decisions and actions that result in the formulation and implementation of plans designed to achieve the corporate goals. Meanwhile, David (2015) defines strategic management as the art and science of formulating, implementing, and evaluating cross-functional decisions for the organization is able to achieve its objectives. Based on these definition, strategic management process includes four basic elements, such as environmental observation, strategy formulation, strategy implementation, and evaluation and control. The ability of a CEO to arrange the strategy can have an

impact on a company's performance. In addition, risk management is one of company's strategies for remaining competitive with its rivals. According to Thomas et al (2018), the company has four stages of strategic management, such following below:

1. Strategic management: the implementation of strategic planning is to focus on the strategy of competitive advantage to evaluate and controlling the company.
2. Basic financial planning: proposing a budget is important in conducting the company activities, usually in formulating the budget that has financial standards.
3. Estimate-based planning: the budget is prepared or proposed as a long-term project consideration.

Strategic Management of Human Resources

Human resources are essential to the organization's performance and long-term viability. However, sometimes organizations has the obstacles in managing human resources effectively. This can occur due to the lack of adequate strategic planning. Without proper planning, organizations can face difficulties in determining human resource needs, identifying existing deficiencies, and developing appropriate strategies to correct them.

Thus, it is important for organizations to prioritize strategic management in improving human resources (Matondang & Wahyuni, 2023). The careful planning, conducting SWOT analysis regularly, and implementing effective strategic management will optimize the quality and quality of human resources in the organizations. According to Suryono, (2017) the needs that should be met and developed to achieve a better life in the form of material and non-material. Meanwhile, according to Hasibuan (2016), he does not specifically divide the functions of organizing, disciplining and dismissing.

Quality of Education

Education quality is the level of significance in effective and efficient education management that provides academic and extracurricular to students who graduate for a level or comprehensive education. In addition, the education components are include student readiness and motivation, faculty capability and cooperation in school organization, curriculum, which includes relevant learning content and operations, facilities and infrastructure, which include availability and effectiveness to support the learning process; and community participation.

Quality is an organized process that aims to improve the results or output produced. In the context of education, quality refers to the ability of an educational institution to utilize educational resources to maximize the learning potential. Moreover, education quality focuses on efforts to improve the learning quality and students' development processes that aim to provide an optimal and effective

learning experience for students, for they can achieve satisfactory learning outcomes.

Previous Research

Elisna (2021) with the title *The Analysis of Strategic Management in Facing Business Competition at PT Telkom Kandatel Gowa*. Based on the analysis conducted on internal environment related to the strengths and the weaknesses of external environment related to opportunities and threats, it can be concluded that PT Telkom Kandatel Gowa is located in quadrant 1, called intensive aggressive strategy. Moreover, the research by Tsbikhiyah (2022) entitled *Strategic Management in Improving the Competence of Graduates at Bina Insan Mulia Vocational School, Cirebon*. From this research, it can be concluded that strategic formulation in improving the competence of graduates at vocational school has not fully utilized their strengths and weaknesses to seize opportunities and minimize the threats. Furthermore, the research conducted by Misbahuddin (2021) with the title *SWOT Analysis Strategy Management in Facing Business Competition at BMT Nu Center Gapura Sumenep* which based on logic that maximizes strengths and opportunities, but it can simultaneously minimize the weaknesses and threats. In addition, the strategic decision-making process is related to the development of company's mission, goals, strategies and policies.

RESEARCH METHODOLOGY

This research uses a qualitative approach, which relies on data obtained from respondents, informants, and key informants through oral or written interview, as well as direct observation of observed behavior. The qualitative approach emphasizes the quality of data obtained, then continuous interviewing and direct observation are utilized as data collecting methods. Researchers will present the data collected in the form of documents and factual information related to success in maintaining the business. This qualitative approach means that this research produces descriptive analysis in the form of written words on what is observed, as well as data analyzed and the analysis results.

RESULT AND DISCUSSION

History of the Faculty of Medicine, Universitas Indonesia

The Faculty of Medicine, Universitas Indonesia (FKUI) has a culture that is closely related to existing developments. This development will be given a doctor's degree so that graduates are not only employed as smallpox orderlies even though they have a doctor's degree. On March 1, 1902, the duration of medical education increased to 9 years and a new medical school building was built at Hospitaalweg (now Jl. Dr. Abdul Rahman Saleh 26). The 9-year duration of education was divided into 2 years of introduction and 7 years of medical education.

In 1946, Indonesian healthcare has also benefited from this modernisation by extending the length of education to 7 years. Nood University van Indonesia was the forerunner of this change, and was followed by the establishment of Gajah Mada University of Medical College in Klaten in 1949. One of the unique things is that although the official duration of medical study is 7 years, students are given the freedom to determine their own period of study. In fact, they can even set their own exam dates when they ready. Hence, it is known as the free study period (*vrije studie*). However, the lack of lecturers and a large number of students are the main problem in this era. In overcoming this problem, Prof. Sutomo worked with University of California San Francisco (UCSF) to develop the new curriculum as the result of long discussion on March 12, 1955.

The Faculty of Medicine, Universitas Indonesia (FKUI) has a mission to educate and advance the nation's life through the knowledge development based on science and health. To achieve this goals, FKUI has issued dean's regulation number 360/UN2.F1.D/HKP.01.03/2018 which regulates internal faculty regulations (faculty by laws). In this regulation, the Faculty of Medicine of UI determines the duties, authorities, and responsibilities of FKUI as the implementer of Tri Dharma of university.

Internal Factor Analysis

From the research results, the total average score of 2.86 from 4.0 scale that indicates the score is above the average score. It identifies that the company's internal capabilities are effective in overcoming the weaknesses of the Faculty, and the Faculty should improve its strategy and focus on how to tackle its weaknesses to achieve competitive advantage.

The main factor of faculty strength is in government and economy center has the score of 0.27 with reputable and highly competitive alumni. In addition, the main positions in government and private sector has the score of 0.24. Furthermore, the weaknesses faced by Faculty of Medicine, Universitas Indonesia are the few publications indexed in Scopus and the low quantity of citations, both of which have a 0.12 score. Moreover, the faculty has not met the minimum number of head rector ad professor which has the score of 0.12.

Based on the research results, the total of average score is 3.13 out of 4.0, indicating that the faculty strategy in overcoming threats from competitors and market conditions is quite good. However, the faculty still has to improve its strategy in using the available opportunities and identify the threats for the faculty itself. Furthermore, the biggest opportunity of the Faculty of Medicine, Universitas Indonesia is to open the Health Sciences and Universitas Indonesia's hospital with the score of 0.27. Moreover, the highest threat for the faculty is the presence of foreign and domestic hospitals outside faculties with a score of 0.21.

Competitive Profile Matrix (CPM)

Table 1. CPM Matrix Analysis

Critical Success Factors	Weight	FKUI		FK UGM		FK UNPAD	
		Rating	Score	Rating	Score	Rating	Score
Advertising	0,09	4	0,36	3	0,27	2	0,18
Market Penetration	0,07	4	0,28	3	0,21	3	0,21
Customer Service	0,10	4	0,40	4	0,40	4	0,40
Store Locations	0,08	3	0,24	2	0,16	3	0,24
R&D	0,08	4	0,32	3	0,24	3	0,24
Employee Dedication	0,09	3	0,27	3	0,27	3	0,27
Financial Profit	0,07	3	0,21	3	0,21	3	0,21
Customer Loyalty	0,09	3	0,27	4	0,36	3	0,27
Market Share	0,08	4	0,32	3	0,24	3	0,24
Product Quality	0,08	3	0,24	4	0,32	2	0,16
Top Management	0,09	4	0,36	3	0,27	2	0,18
Price Competitiveness	0,08	2	0,16	3	0,24	4	0,32
Totals	1,00		3,43		3,19		2,92

Source: Processed Data by Researchers (2023)

The Faculty of Medicine, Universitas Indonesia has the highest competitive profile matrix value compared to other competing faculties, called the Faculty of Medicine, Universitas Gadjah Mada and the Faculty of Medicine, Universitas Padjajaran. From the CPM matrix analysis, it can be explained as follows:

1. The Advertising factor in the Faculty of Medicine, Universitas Indonesia is high, then the business' strategy of the faculty is remain competitive.
2. Another essential component is the research and development by Faculty of Medicine of Universitas Indonesia is complete since it has a large land and has its own hospital that cooperate with several hospitals in Indonesia.
3. The customer loyalty, price competitiveness, product quality, and customer service by the competitors are quite high

Internal and External Matrix Analysis

The internal and external matrix is used to overcome the competition and as the media for the faculty to remain grow and develop in the future. The Faculty of Medicine of Universitas Indonesia has a total internal factor evaluation matrix of 2.86 and an external factor evaluation matrix of 3.13 that indicates in quadrant I position. However, the difference between strengths and weaknesses is not significant. Then, the Faculty of Medicine of Universitas Indonesia must focus on utilizing all the opportunities to increase its competitive value and overcome the factors that threaten the position of the faculty nationally and internationally.

SWOT Matrix Analysis

External matrix evaluation (EFE) and internal matrix evaluation (IFE) analysis is used to analyze and input the stage in matching stage. This SWOT matrix conveys all analyzes and strategies to develop and determine the right strategy for the university are as follows:

a. SO strategy

The SO strategy is a combination of internal faculty and examining the surrounding environment as a a business opportunity. SO strategy is important in improving human resources within the faculty management to develop the marketing strategy in to increase the society's enthusiasm. The SO strategy are:

1. Increased research productivity with the faculty diaspora;
2. Conduct the executive learning;
3. Arrange the flexible curriculum and support the lifelong learning;
4. Participating the program conducted by the university;
5. Provide opportunities for the implementation of universities nationally and internationally; and
6. Involving master and doctoral students into IMERI research projects.

b. WO strategy

WO strategy become the basis for the faculty to overcome its weaknessess through the company's external opportunities or from the competitor's side such following below:

1. Implement clinical research and pre-clinical cooperation;
2. Participate in international accreditation of study programs;
3. Establishing a venture capital faculty;
4. Joint publication; and
5. Joint supervision.

c. ST strategy

The ST strategy is used to strengthen the university in reducing its threats from the competitor, such as:

1. Securing the sponsors;
2. Summarize in virtual classroom;
3. Presents the expert programmers;
4. The graduates deliver the program in the faculty;
5. Achieved A accreditation for all studey programs; and
6. Creating adaptive and innovative doctors.

d. WT strategy

WT strategy is used to reduce the impact of the deficiencies and threats that exist within the faculty. The WT strategy are as follows:

1. FKUI commitment;
2. International accreditaion of study programs;
3. Strengthening national and international journals;
4. Indexed journal in Scopus; and

5. Able to produce indexed journal, including student publications.

Forum Group Discussion (FGD) result

The researchers conducted FGDs on June 21, 2023 with several informant who expert in the development of Faculty of Medicine, Universitas Indonesia, which were representatives of various parties. In the discussion, the researchers presented the analysis results of all matrices that had been coordinated and the list of questions that had been filled in by FKUI.

CONCLUSION AND SUGGESTION

Conclusion

Based on findings from a research of internal characteristics, it was determined that the Faculty of Medicine at Universitas Indonesia had a competitive advantage over other faculties because this university is the oldest medicine faculty in Indonesia and located in central government. In the competitive era between private and state universities, this university has a strong brand image that allows it to continue to be ahead of the competition. However, this university is also required to develop their marketing to prevent outcompeting in the educational field. External analysis that can be improved by the faculty of health, Universitas Indonesia can involve multidisciplinary research collaborations that are useful in increasing research productivity with the diaspora of the health faculty. The results of the CPM (Competitive Profile Matrix) analysis indicated that this faculty has good advertising, and a business strategy that remains competitive. In addition, another determinant of faculty success is the research and development owned by this faculty is quite complete because it has a spacious land, own hospital, and cooperates with various hospitals in Indonesia.

In increasing competitive advantage can be conducted several ways, such as (1) the analysis results on internal matrix indicates that the Medicine Faculty of Universitas Indonesia has an internal matrix evaluation of 2.86 and an external matrix evaluation of 3.13 that concluded in quadrant I. In addition, the faculty should focus on utilizing all the opportunities to increase its competitive value and overcome the factors that threaten the position of the faculty itself nationally and internationally; (2) based on the SWOT matrix analysis, the developed strategies are as follows: (a) SO Strategy (strengths-opportunities): Increase research productivity with the FKUI diaspora for discipline research collaboration. Moreover, the faculty should organizing executive learning and making academic quality recognized at the national level, (b) WO strategy (weakness-opportunity): The Faculty of Medicine, Universitas Indonesia can conduct the clinical research and pre-clinic cooperation, (c) ST Strategy (strength-threat): Faculty of Medicine, University of Indonesia, was sponsored through endowment professorship funds because the faculty is the oldest health faculty in Indonesia, (d) WT (weakness-

threat) strategy can be applied through the committed to FKUI in the national and international competition.

Suggestion

In accordance with the conclusions that have been described, the researchers convey how recommendations from all factors that can provide alternative strategies for the future development of Faculty of Medicine, Universitas Indonesia are as follows: (1) Medicine Faculty of Universitas Indonesia has a great opportunity in branding, then the faculty is able to win a competitive advantage from state and private medical faculties; (2) the faculty should to improve the communication and coordination among its units. In addition, it required to strengthen in terms of technology for the future innovation. Moreover, the increase of human resources are also in line to accelerate the quality of the faculty itself; (3) medicine faculty of Universitas Indonesia is able to prepare aesthetic pre-facilities, as evidence that the government is focused on developing education; and (4) the outcome recommendation by researchers is that the faculty should provides alternative financing to prospective students. In addition, FKUI can increase the number of scholarship programs for its students.

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