

## **Model of Private Higher Education Competitive Advantage Strategy**

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*The Efforts to develop a competitive advantage model of Private Higher Education is influenced by various factors both external and internal to the organization. One of them is the resources they have, few studies have addressed the importance of resource approach based view (RBV) in emphasizing the improvement of the competitive advantage derived from the organization's strategic resources. This study aimed to test the model of competitive advantage that is used by Private Higher Education based strategic resources for strategic planning of private higher education. This research was conducted in several stages, such as observation, collection of primary data, and literature studies. Data were collected using a questionnaire for 8 month of 127 for leaders of private higher education. Sample collection technique using purposive sapling. The data collected was analyzed using Structural Equation Model (SEM). Based on the research hypothesis testing each of the variables in the research model, able to affecting the competitive advantage of the private higher education. In addition, results of this study also indicate that the private higher education have a distinct competitive advantage strategy depends on strategic planning that is formed from the existing resource and internal conditions of the private higher education.*

**Keyword:** Competitive Advantage, Strategic Planning, Organizational Climate, Competence.

**JEL Codes:** 701

### **1. Introduction**

Crown (2007) suggests that in order to reach competitive advantage is a excellence position compared to its competitors that has more value. This shows the Private Higher Education that have a competitive advantage will have a value of more than it rivals, and of course to reach this advantage is not easy where Private Higher Education must be able to identify sources of competitive advantage are owned, and also analyse the environment of competition which is expected to have an advantage in planning strategies to be used by Private Higher Education. The more credible the Private Higher Education then become stronger competitive advantage which belonged to the Private Higher Education (Frensidy, in Suryanto 2008).

Sustainable competitive advantage can be reached when management capabilities in creating and implementing a strategy that will hold the imitation and capable of creating competition in long periods (Bharawaj, Varadarajan &,1993 Fahy; Grant,1995). So this research is interesting to do because to be able to reach a competitive advantage that is a reflection of performance in a long period of time can be preceded by a thorough strategic planning.

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Martin, et all (2006) developed a model to reach competitive advantage, there are linkages between organization as climate as one of the sources of competitive advantage higher education. If a Higher education has an academic climate or organizational climate as a whole good, it will support the improvement of the position of competitive advantage from all higher educations.

The concept of competitive advantage are advanced by Barney (1991) explains that a competitive advantage can be gained by observing the assets that are owned. By optimizing the competence that is owned by a Private Higher Education, it will be a sustainable competitive advantage gained. The competence that owned will be a source of competitive advantage when higher educations have the competence that is valuable, rare, difficult to copying and insubstituability. Coordination of strategic resources that high cause of Private Higher Education can improve the performance, which is key in gaining competitive advantage. Slater and Narver (1994) explain that businesses are applying competence significantly to understand competitors and consumers as well as coordinating its activities to the entire business functions to integrated value creation efforts will achieve a competitive advantage. RBV approach also stated that high-performance impact on the competitive advantage will be more easily achieved if the company has a reliable competence (Wernerfelt, 1984; Barney, 1991; Amit and Schoemaker, 1993).

Marie (2009) developed a model of excellence in the university environment. In his research, Marie tried to explain some of the factors that may affect the competitive advantage, namely competency factors the university having regard to resources. In addition to the aspects of competence, competitive advantage is also influenced by social structures that exist within the university. The definition of social structure in the research that is the leader of the university as the peak of the pyramid, faculty and students.

## **2. Literature Review**

### **2.1. The Concept of Competitive Advantage**

The concept of competitive advantage (competitive advantage) in Private Higher Education often associated with how Private Higher Education create competitiveness based on the sources of competitive advantage which belonged to able to survive in the competitive rivalry. In line with the utilization of the resources of the competitive advantage of Private Higher Education, performing various analyses which are then elaborated in the strategic planning of Private Higher Education.

Competitive advantage of a Private Higher Education should be based on the specific resources that become barriers and threat of impersonation of a substitute activity (imitation and substitution) the products or services of Private Higher Education. The increasing pressure of competition may lose competitive advantage to Private Higher Education. This indicates that for a Private Higher Education, in order to survive in the middle of increasingly competition pressure, the Private Higher Education must take action that can maintain and strengthen the unique competencies (Reed and DeFillipi, 1990 in ferdinand, 2002).

Organizations or institutions that are within the same strategic competition usually has the resources, physical, human, organization, homogeneous (same), as well as

a good number of its kind. Consequently they will apply the same strategy and improve their effectiveness and efficiency in the same way anyway. In such a condition of sustainable competitive advantage is therefore owned by a Private Higher Education can't exist. There are two reasons that lead to sustainable competitive advantage cannot exist when the resources of Private Higher Education on a perfectly homogeneous and industry moving.

The first reason is causing an ongoing competitive advantage cannot exist when the Organization's resources on the industry are perfectly homogeneous and moving is what is referred to as the first mover advantage (Lieberman and Montgomery, 1988 in Barney, 1991).

The first drive is Organization in an industry that for the first time carry out strategies that can generate sustainable competitive advantage outweighs other organizations. These organizations who may get access to distribution channels, developing a great discretion with customers or develop a positive reputation, before all the organizations implementing the strategy. To be able to be the first mover in the implementation of the strategy, an organization must have knowledge about opportunities related to the implementation of strategies that are not owned by other organizations in an industry or organisation entered is potentially (Lieberman and Montgomery, 1988 in Barney, 1991).

The second reason is causing an ongoing competitive advantage cannot exist when the Organization's resources on the industry are perfectly homogeneous and moving is what is called an obstacle to admission (Bain, 1956 in Barney, 1991) or an obstacle to switching (Caves and Porter, 1977 in Barney, 1991). Underlying this argument is if the Organization in a perfectly homogeneous industry, or if there are impediments to entry or switching with robust, then the organization may be able to generate sustainable competitive advantage with organizations that are not on their industry. Sustainable competitive advantage will be reflected on the performance of the economy above normal for organizations that are protected by a barrier to entry or switch (Porter, 1980 in Barney, 1991). From another point of view, explained that the impediments to entering or switching is only likely to happen if the Organization of the competition now and potential have heterogeneous resources they control and not perfect for switching (Barney, McWilliams, Turk, 1989 in Barney, 1991).

Cravens (1996) suggests that competitive advantage should be seen as a dynamic process not just be seen as the end result. Competitive advantage has the stages of the process by which consist of source of excellence, excellence and achievement positions final results as well as investment earnings to maintain Excellence is maintained with struggling to make improvements continuously against the values given on the buyer and or reduce the cost of providing the product or service. While according to Keegan (Istanto, 2010) competitive advantage there if there is harmony between the distinguishing competencies of a company and the critical factors for success in the industry that led to the company's competitors have a far better achievement than its competitors.

Ferdinand (1999) describes a competitive advantage long-term performance is a reflection of an organization. Excellence competitiveness is a reference position of the organization that ensures the sustainability of the Organization's performance is how the pursuit of excellence in performance, an organization implement various

strategies in order to be able to maintain or even improve the performance of the organization.

In this study, the competitive advantage is measured using the Best approach (1997:153) explains there are basically three main aspects of competitive advantage, namely: (1) advantage, (2) differentiation advantage, and (3) marketing advantage.

## **2.2. Higher Education as an Institution of Education Service Providers**

The Higher education belongs to the group of pure service providers (Prabowo, 2004), and the granting of services performed are supported with the tools and means of support. In the process, higher educations and students continue to interact during the process of granting of services and to receive services, students as customers should be part of the system.

Seen from the viewpoint of the industrialist, then higher education is regarded as the organizations that produce and sell a product in the form of services higher education or science (Kartini, 1997). This encourages higher educations pay attention to organization management principles and professionalism in managing in order to survive and thrive without forgetting its ideology of course.

The given service requires the presence of service users in this case students, in other words not be separated between service providers and service users, i.e. the granting or educational services, which require the presence of professors and students at the same time. Implications for the quality of their lecturers as well as a large number of students will influence the quality of a Private Higher Education education.

Education as a service because it has characteristics as a service, as expressed by Griffin (1996) and Kotler (2001), that the service has characteristic, namely: intangibility, inseparability, variability and perishability. Intangibility, means that the service is a product of the form of action, deed, experiences, processes, performance or effort that cannot be touched, kissed, heard or touched before being purchased and consumed. These characteristics have implications for both consumers and service providers. From the consumer side, there is uncertainty in the purchase of the services of relatively high, because the limited search quality, i.e. the physical characteristics that can be evaluated as a buyer before the purchase is done.

Products services contain elements of experience quality and credence quality was high. Experience quality namely characteristic which can only be judged by customers after the purchase. While the credence quality is a difficult aspect evaluated, even after the purchase is done. Intangibility also poses problems for service providers, due to the lack of physical characteristics causing the difficulty service providers post and differentiation.

Inseparability, means that services are generally sold in advance, and then manufactured and consumed at the same time and place. These characteristics have a number of implications on consumers. First, on a high level of service that the contacts where service providers and customers alike are present (co-producers)

service, then the interaction between both factors that largely determine customer satisfaction. Second, consumers often become co-owner of the consumers of a service with other consumers. Therefore, the challenge for the service providers are looking for some ways to manage and develop human resources to achieve high levels of productivity and can interact effectively with clients. Besides seeking ways to prevent the customers there are not to interfere with or inhibit other subscribers ' satisfaction.

Variability or inconsistency, means that services are highly variable because it cannot be standardized, meaning that the service has many forms, quality and type, depending on to whom, when and where such services are produced. This occurs because the service involves the human element in the production process and its consumption tend to be inconsistent in terms of attitude and behavior. According to Bovee, Thill & Tjiptono in Houston (2005), there are three factors that cause variability in the quality of the service, namely (1) cooperation or participation by the customer during the delivery of the service, (2) motivation of employees in serving customers and (3) the Organization's workload. The third of these factors lead to the provision of services is hard to develop a consistent brand image all the time.

Perishability, means that services are not durable and cannot be saved. If the requests are constant, the condition does not become an issue, because the staff and capacity of service providers can be planned to meet the demand despite customer requests against the majority of services are very unstable.

The characteristics of the services, as expressed by Kotler, implemented in services on higher education in this private higher education, then this means that the quality of a private higher education can be specified either as bad when someone has become student, and whether the Private Higher Education graduates to easily get the job or not, and whether compliance with the field of science can be proven a few years later after students graduate.

According to Porter (1994) the success or failure of an organization depends on competitive advantage. In this case the Private Higher Education should be able to create and sustain a competitive advantage. Hold on to this conception then any Private Higher Education managers need to evaluate periodically the position of competitiveness and do the planning that is required in order to be able to develop competitive advantage.

### **2.3 Strategic Planning**

Mohammed A.M. Al-Awadh (1996) tried to develop a competitive advantage that is affected by the selection of the strategic plan and the environment. The results obtained with the management of the environment and the right strategy planning in the industry who are in Arabic, then became a capital for the company in gaining competitive advantage.

In its development the concept of strategic has significant progression. This among other things marked with various definitions of the experts refer to strategic. Strategic location is defined as "the science of planning and directing the military operation". Pearce and Robinson (2000) is the major strategic plan of an organization that aims to create competitive advantage. Thus one of the strategic

focus is to decide whether the business should be there or not there can be seen as a strategic tool that can determine the Organization both in the short and long term. Jauch and Glueck (1997) suggests that strategic planning is a plan that is unified, comprehensive and integrated strategic advantage associate organizations with environmental challenges and is designed to ensure that the main purpose of the organization can be achieved through the proper implementation by the organization.

The strategy should be implemented effectively, so that the strategic plan should be combined with operational problems. In other words, the possibility of successfully enlarged by a combination of strategic planning with the strategic implementation of the is good anyway (Jauch and, 1997 Glueck). Hill and Jones (1998) strategic review from two sides: first " Strategy is a specific pattern of decisions and action that's managers take to achieve an organization's strategic goals." is seen as a special pattern of decisions and actions taken to achieve the objectives of the Organization manager.

Both of which were also put forward by Mintzberg (1985) in the Hill and Jones (1998), strategy is a pattern in the current decision or action. Further Mintzberg stressed that strategic planning involves more than just a set of actions. Strategic also turned out to involve the realization that successful strategic thus emerge from within the organization. In practice, most strategic organization is a combination of what was planned and what was happening. Therefore not all strategic plan can be implemented, because there are times when the desired conveniently located (intended strategy) can't be run fully (unrealized strategy). This is due to the various constraints that do not or have not anticipated at the time of drawing up the strategic plan, for example: political turmoil, economic crisis, globalization, etc. It can be detected at the time of the evaluation and strategic oversight. At the moment it does not have to run but if possible and suitable it will be executed or implemented.

This research uses the concept of strategic planning used by BAN-PT in assessing Private Higher Education strategic planning (Guide to grants to private higher education Higher education strategic planning 2013) consisting of four (4) criteria, namely leader and commitment of the intrusion, the quality of self-evaluation, quality and relevance of programs, feasibility of implementation and sustainability of the program.

This program is intended to encourage Higher education in planning for development in accordance with its own needs and capabilities as well as in line with the strategic plan of the Directorate General of higher education.

## **2.4 Organizational Climate**

Umstot (1988) suggests that organizational climate is one of the ways to measure organizational culture and organizational climate it self is meant as a way employees understand the organization's environment. This situation seems to be making Umstot argued that certain factors may be important in a particular organization, but does not have the meaning of meaning in other organizations.

Similar with Umstot, Steers (1989) looked organizational climate as an organizational personality as to what views its members. Therefore according to

Steers, specific organizational climate that views by the officers in these organizations. Opinions seem to Steers Jewell and Siegall (1989) which stated that the concept of organizational climate based on personal perception. From this it can be concluded that the organizational climate an organization is located in the perception of the officers.

Expression of Steers or Jewell and Siegall this strengthened with the opinion byJohanness (Steers, 1980) which revealed that the number of organizational climate is the same as many people that are in the organization. Johanness looked that in this organization assumes that on has no one climate. This means that it is more dependent on how members of these organizations he felt conditions, so that the absolute value of a climate in the organization it did not exist.

Mondy (1980) exposing four (4) major factors that affect the climate of the Organization, namely (1) working group, which consists of the deal, work moral,; (2) controlling from the leader, among others in the form of an emphasis on results and confidence level; (3) the characteristics of organization that consists of a togetherness in organization, formal in organization and autonomy; (4) the process of administration among other things consist of the recognition system and communication system.

## **2.5 Competence**

Resource used has many potential advantages for organizations such as the achievement of greater efficiency and lower costs, improved quality and the possibility of market share and profitability (Collis, 1994). The analytical approach is called the Resource-Based View (RBV) emphasizes the increased competitive advantage derived from the strategic resources of the Organization (Dierickx and Coll, 1989; Barney, 1991; Peteraf, 1993; and Teece et al., 1997). Competitive advantage (competitive advantage) allows your organization gain superior performance on a specific time period (Pitts and Lei, 2003).

Competence in this study refers to the opinion of the Bogner and Thomas (1994) which defines the core competencies as a specialty organization-owned in this private University and knowledge geared to achieve the level of consumer satisfaction are higher than those of its competitors. In this case the expertise and specialized knowledge that owned aimed at skills and knowledge owned by the lecturer, considering the lecturer holding a very important role in the success of the Higher education, in addition, competence in this study also focuses on the quality of the courses offered and also the academic services of the Private Higher Education. Oliver (1997) give attention to the strategic resources and argued that the resources which produce competence must be rare, unique, special, intangible, difficult and hard to emulate is replaced. Meyer and Utterback (1993) stressed the important role of competencies in technology, research and development, production and manufacturing competencies, as well as marketing competency. Next Hamel and Heene (1994) divides the competencies into market-access competencies, competence with regard to integration, and competencies associated with functionality. Hall (1994) believes that a functional abilities, culture, position, and arrangement as Shaper and decisive competitive advantage overall.

Based on various emphasis about the competence of the above, this study focused on the competence of the knowledge as a foundation of core competencies. Further, the competence of the knowledge must be rare, unique, special, intangible, difficult and hard to emulate is replaced (Oliver, 1997). So the dimensions of competency used in this study is a combination of the opinions of Oliver (1997) and Barney (1991) which consists of: the competence that is valuable, rare, difficult to emulate, and it's hard being replaced. Theoretically, loan defaults occur when borrowers are not willing and or able to repay loans (Hoque 2004). This paper focuses on the borrowers' ability to repay loans. Among the many factors, high interest rates are the most important one which influences borrowers' ability to repay loans. It widely reported (that high interest rates has devastating effect on investment and growth of an economy though McKinnon (1973) and Shaw (1973) underscored the important of higher real interest rates during inflationary pressure to promote savings and investment in financially repressed economies. Rittenburg (1991) found that too high interest rates was detrimental to investment and growth.

## **2.6 Hypothesis**

Based on the above research literature, can be explained that a competitive advantage can be formed through strategic planning with resource which is owned by the organization. This study aims to develop models of competitive advantage for the Private Higher Education by adopting the concept of research based view.

The existing literature supports the relationships between variables in the model developed, (heskett (kotler, 1992); martin et al, 2006; barney, 1986, Rumelt, 1991; Bradmore, 007; Ibrahim, 2000; Shirly, 1999; Ferdinand, 2001). Research hypothesis was developed as follows:

- H1. The organizational climate of good will affect the strategic planning
- H2. The organizational climate of good will affect the competitive advantage
- H3. A good competence will affect strategic planning
- H4. A good competence will affect the competitive advantage
- H5. A good Strategic planning will affect the competitive advantage

## **3. The Methodology**

In order to test our hypothesis, we have use empirical study and we have covered 127 private higher education at central java Indonesia in 2015. The unit of analysis in this research is Private Higher Education in Central Java, Indonesia Respondents to this research focused on the leader of the Private Higher Education (Rector or vice rector or director or vice director), where one Private Higher Education will be represented by one person the respondent. The chosen leader of the private University as a respondent because it is considered to know the condition of his Private Higher Education in accordance with the variables used in this study. Sample retrieval techniques in the study using a purposive sampling. A questionnaire distributed to all existing Private Higher Education in Central Java. Technical analysis in this study uses descriptive statistics and Quantitative by using the method of Structural Equation Models (SEM).



#### **4. The Findings**

The first hypothesis of this research is to prove organizational climate influence on strategic planning of Private Higher Education in Central Java. Based on the results of testing hypotheses in mind that organizational climate influence significantly to strategic planning with the highest p value of  $0.001 \leq 0.05$  coefficient with a value of 0.226. Thus the first hypothesis states that the organizational climate influence on the planning of strategic is acceptable.

Steers (1989) looked at the Organization climate as an organizational personality as to what views its members. Therefore according to what Steers said, specific organizational climate is a climate that views the officials in these organizations. Opinions seem reinforced by Steers Jewell and Siegall (1989) which stated that the concept of organizational climate based on personal perception. From this, it can be concluded that the organizational climate an organization depend in the perception of the officers. Positive influence that arises because of the Private Higher Education that have a good organizational climate, where this result refers to the opinions expressed by Steers (1980) concerning the climate was created from a good organization can be created if the existing policy structure has the presence of autonomy so that will create the presence of openness within the institution. In addition, still according to Steers (1980) in created a good organizational climate are also created through the practice of management organizations. A leader that is more giving feedback, autonomy and identity of the work of his officers seemed more succeeded in creating a climate of achievement-oriented organization. On the other hand the leader that emphasizes the rule therefore makes the employees have an attitude is irresponsible.

Mondy (1980) added factors that shape the climate of the organization that was awards system. The existence of a system for the award of good will also have an impact on the perceived satisfaction of employees so it will create a good climate conditions. As for the recognition system consists of a salary or allowance received by the employee.

The second hypothesis of this research is to prove organizational climate influence on competitive advantage of Private Higher Education in Central Java. Based on the results of testing hypotheses in mind that organizational climate have an impact on competitive advantage with a value of  $p \leq 0.05$  0.020 value with the value of the coefficient of 0.116. Thus the second hypothesis States that the organizational climate influence on competitive advantage can be accepted.

Therefore it can be concluded that the climate of the organization that is in a Private Higher Education in Central Java is already quite good, but the organizational climate in Private Higher Education can be capable of becoming a determinant competitive advantage if strategic planning through, and has a direct influence on the competitive advantage an Private Higher Education in Central Java.

The third hypothesis of this research is to prove competence influence on strategic planning of Private Higher Education in Central Java. Based on the results of hypothesis testing can be known that competencies have significant influence towards strategic planning with the value of the p-value of  $0.003 \leq 0.05$ , with coefficients of 0.099. Thus the third hypothesis stating that the competence of strategic planning to be accepted.

Based on the results of the analysis, a Private Higher Education in Central Java have good qualities of competence, while in terms of rarity, the competence of which belonged to the Private Higher Education located on the category quite nicely. overall, the competence of which is owned by total Private Higher Education in Central Java are perceived in quite a good state. Therefore it is expected for a Private Higher Education leaders further enhance their competencies through a planning and evaluation as well as an analysis of the needs and adapt to the current state.

The fourth hypothesis of this research is to prove competence influence on competitive advantage of Private Higher Education in Central Java. Based on the results of hypothesis testing can note that competence has significant effects against competing superiority with the value of the p-value of  $0.049 \leq 0.05$ , with a coefficient of 0.189. Thus the fourth hypothesis which States that competence to competitive advantage can be accepted.

As with the organizational climate, competencies also be determinant in establishing or improving performance or competitive advantage through planning strategy. In order of the Organization, competence is the responsibility of the institutions, therefore the institution of higher education or institutional policy makers are expected to improve and enhance the competencies possessed in order to have more value for increased competitive advantage.

The fifth hypothesis of this research is to prove strategic planning influence on competitive advantage of Private Higher Education in Central Java. Based on the results of hypothesis testing can be known that strategic planning has significant effects against competing superiority with the value of the p-value of  $\leq 0.034$   $0.05$ , with coefficients of 0.084. Thus the fifth hypothesis which States that strategic planning impact competitive advantage can be accepted.

When climate factors and competencies capable of being direct determinant of competitive advantage, strategic planning in addition to the factors capable of being a direct determinant of competitive advantage, strategic planning is also capable of being a climate of total mediation organization and competence in shaping competitive advantage higher education in Central Java. Based on the analysis of the test can be views that the strategic planning of the Organization's climate and mediate competence positively and significantly to competitive advantage and became the direct determinants in a positive competitive advantage against Private Higher Education in Central Java.

## **5. Summary and Conclusions**

Findings as described earlier, can confirm the theory of the resource based view (Barney, 1991), which in this theory emphasizes the importance of the resource that is owned by an organization can be a source for planning and implementing the strategies, which can enhance performance and competitive advantage.

The conclusions of this research shows that competitive advantage is built through strategic planning, arranged based on resource management, owned by the Private Higher Education. In addition, the data presented explain how the views of the leader of the Higher education in managing existing resources and the policies

within the Organization in the appropriate strategies devised a plan to acquire competitive advantage organization.

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## Appendix

**Table 1 Sample Characteristics Research**

Description	Total	Percentage
<b>1. Form of Private Higher Education</b>		
University	35	27,6
Institute	1	0,8
Higher Education	44	34,6
Academy	41	32,3
Polytechnic	6	4,7
<b>Total</b>	<b>127</b>	<b>100</b>

**Table 2 Research Hypothesis Testing**

<b>Hypothesis</b>	<b>Independent Variable</b>	<b>Dependent Variable</b>	<b>Value</b>	<b>C.R</b>	<b>P-Value</b>	<b>Description</b>
1	Organizational climate	Strategic Planning	0,226	2,412	0,032	accepted
2	Organizational climate	Competitive advantage	0,116	2,328	0,020	accepted
3	Competence	Strategic planning	0,099	2,946	0,003	accepted
4	Competence	Competitive advantage	0,189	2,190	0,049	accepted
5	Strategic Planning	Competitive advantage	0,084	2,124	0,034	accepted