SWOT Strategy To Determine The Strategic Position Of The Islamic Religious College (STAI) Lubuklinggau, South Sumatera Indonesia

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Abstract.
This research aims to analyze the current strategic position of STAI in Kota Lubuklinggau, South Sumatra, Indonesia, and its development in the future. This research methodology uses a SWOT analysis of the total population and a sample of 13 respondents who come from the leadership elements of STAI. The results showed that STAI was an Islamic Religious College founded by the local government of Kota Lubuklinggau and Musirawas Regency, and the initiative of Lubuklinggau and Regency figures at that time. During the 26 years of existence, many changes have been seen based on data described in the external environment and the internal environment. The current strategic position of STAI is in the quadrant (IA), which is a stabilization growth strategy, which means that STAI can only grow according to its capabilities, even though business opportunities are still available. In other words, STAI growth cannot be drastic (fast), but rather gradual. So there is almost certainly a relatively greater chance of being exploited by competitors. Therefore, STAI must maximize its current strengths by identifying and then using it to seize opportunities by improving building facilities and infrastructure and public facilities and the quality of available lecturers so that they are not taken by other universities in Lubuklinggau City.

Keywords: internal environment, external environment, SWOT analysis

1. INTRODUCTION
Higher education is one of the important pillars which is expected to bring change to a nation. Muhtaram, et al. [1] stated that the world of higher education can not only be a means for improving the quality of human resources, but the learning process on campus is also expected to be a very important vehicle for changing the mindset of society towards the realization of a democratic civil society. Report Statistik Indonesia [1] that the number of campuses in Indonesia until 2020 is 3251 campuses (including Institute, College, Academy, and Polytechnic) with details of 122 public campuses and 3129 private campuses. Of this number, The Ministry of Education and Culture of the Republic of Indonesia conducted an analysis of the data
from 2,136 available tertiary institutions, obtained the results of the 2020 higher education cluster consisting of 5 (five) higher education clusters with a composition of cluster 1 totaling 15 universities, cluster 2 totaling 34 universities, cluster 3 totaling 97 universities, cluster 4 totaling 400 universities, and cluster 5 totaling 1,590 universities [2]. The campus ranking based on cluster shows cluster 1 as the best and quality cluster. Petriella [4] reports that from 2015-2019 there were around 130 private universities closed as a result of the government's evaluation of 243 universities in Indonesia. Higher education institutions are closed due to a lack of students and the absence of students, problems that have not been resolved, and the sale and purchase of diplomas. This situation is greatly influenced by the fact that higher education institutions are unable to identify and analyze the external and internal environment. Nofrizal & Soviyanti [5] stated that identifying the general environment and the industrial environment is very important in business, we have seen several large companies that have to leave the competition because they are unable to compete, one of which is the inability to analyze the external and internal environment. Likewise with the state of competition in the higher education industry in Kota Lubuklinggau, currently there are approximately 7 private universities, colleges and academics scattered in Kota Lubuklinggau.

Islamic College of Religion (STAI) which has been established since 1994 under Yayasan Pembina Pendidikan Tinggi Agama Islam Lubuklinggau (YPPTI) currently has 3 study programs namely Islamic Religious Education, Islamic Broadcasting Communication, and Constitutional Law. According to Wahyudin [7], A university that lacks or does not have a competitive advantage will experience difficulties in maintaining its existence in the education industry, especially due to the increasing number of universities from year to year, resulting in an increasingly fierce and complex level of competition, and also because it is increasingly selective from the community of higher education users in choosing a university to enter. Next, Muhtaram, et al. [1] and Wahyudin [7] states that every higher education faces competition, so it is important for higher education to have a competitive advantage without exception public and private, whether competition occurs within the scope of competition at the level of international, national, regional, or local. In addition, the rapid and dramatic developments and changes in the environment, including changes in consumer tastes, technological advances and socio-economic changes, have affected the higher education sector, resulting in the emergence of business competition in the higher education industry which is tight [6].

The challenges of higher education competition are certainly a consideration for managers of STAI because it does not only compete with universities that are at Kota Lubuklinggau, but also competes with universities and colleges from outside The Kota Lubuklinggau, provinces around the Sumattra Island, Java Island, and even Jiran. However, the internal excellence of STAI continues to be improved, such as increasing institutional accreditation from B to A, the addition of new study programs such as

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Islamic Criminal Law. STAI also has study programs that are not owned by other universities, namely the Constitutional Law Study Program, the Islamic Religious Education Study Program and the Islamic Broadcasting Communication Study Program. Several marketing strategies have been carried out to increase the competitive advantage of STAI, including intensive promotion by going directly to SLTA / MAN districts and cities in Lubuklinggau to introduce STAI to the public, promotion through information technology (IT) such as online media and social media. Based on the facility aspect, STAI focuses on providing the best for students, such as improving the quality of human resources (human resources), especially in the field of tridharma.

**Strategic Management**

Riwukore [8] describes that strategic management is an activity that affects individual behavior in their efforts to formulate and implement to needs of organizational strategic. Sujadi [9] states that a system as a unit with the ability of the components to be interconnected and influence each other, and move simultaneously in the same direction. The first component is strategic planning (vision, mission, objectives), the second component is operational planning (operational goals or objectives, implementation of management functions in the form of an organizational function, implementation functions and budgeting functions, situational policies, internal and external networks, control functions, and evaluation and feedback. Based on these characteristics, it appears that many factors will affect the level of intensity and formality of its implementation in the organizational environment, such as the size of the organization, the management style of the leadership, the complexity of the ideological environment, socio-politics, socioeconomic, socio-cultural, including population, government regulations as an external challenge. In addition, internal challenges can also be in the form of the ability to translate strategies into a process or series of work implementation activities as a public service of effective, efficient, and quality.

Strategic management has complex and multidimensional dimensions, namely: time and future orientation dimensions, internal and external dimensions, resource utilization dimensions, top management participation dimensions (leadership), multi-sector dimensions. These dimensions in strategic management have advantages, including: profitability, high productivity, competitive position, technological advantages, human resources excellence, work climate, ethics and social responsibility. The benefits that will be obtained from the implementation of strategic management are that the organization becomes dynamic, the control function runs effectively and efficiently, eliminates differences and disagreements in realizing excellence, makes it easier to agree on changes and strategy development to be implemented, encourages proactive behavior for all parties to participate realizing excellence, and increasing feelings of belonging, active participation and responsibility for all components of the organization [8,9,10,11].

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Strategic Position

Positioning is related to perspective or perception. Positioning strategy is the core strategy. Susetyarsi [12] stated that strategy is an effort to generate positions that are unique and valuable to customers. Positioning in the classical era was defined as a strategy to win and control the minds of customers through the products or services offered, in other words, positioning is a promise offered to consumers that must be fulfilled by the organization. Positioning is very important for the organization to do. The organization can choose which assignment method is appropriate to do. However, every organization that positions itself cannot be separated from the existence of the product or service offered or the existence of the organization itself. Positioning yourself in any way will have consequences for the organization concerned. For example an organization positions itself that its products have number one quality, then the organization must maintain its excellence.

In determining the position, it is important to pay attention to the positioning concept that must be applied carefully. This positioning strategy must be developed carefully and conceptually correct. Media selection is very important or media weighting needs to be done in the media plan. In addition, the determination of the position cannot be separated from the availability of the existing budget within the organization.

SWOT Analysis

SWOT analysis is used to determine the internal factors (strengths and weaknesses) of the company as well as external factors (opportunities and threats) that the organization is facing. Subakttilah, et al. [13] and Riwukore, et al. [14] explained that the SWOT analysis is an analysis that is useful for obtaining the right strategy formulation. SWOT analysis has advantages including being able to detect every weakness and strength of an organization, so it is useful in minimizing the impact or consequences that will occur in the future [15]. Internal and external factor analysis is a SWOT analysis method that can be used to identify internal and external factors that exist in an organization's environment. Furthermore, it can be known internal and external factors and how they affect the organization.

Observing the state of STAI from the external and internal environment certainly provides an overview and information for the STAI organization to make strategic decisions. Strategies are decisions in the future and how to achieve organizational goals. Therefore, before making strategic decisions in the future, the STAI organization needs to carry out an analysis to understand where the strategic position of STAI is in the higher education industry competition in Kota Lubuklinggau. Strategic position provides precise information on where the organization should compete in terms of a stabilization growth strategy, aggressive growth strategy, stabilization strategy, diversification strategy, and / or a health
strategy [16]. Searching for the strategic position of an organization, can use a SWOT analysis [5,17].

II. METHODS

The method in this research uses qualitative methods [18] with the aim of using qualitative methods is to find patterns of interactive relationships, describe complex realities, and to gain understanding of meaning and find theories. The types of data used are primary data and secondary data with data collection methods using interview techniques, observation, questionnaires and literature review [17]. The population and sample collection technique uses purposive sampling technique, which is sampling based on certain criteria and objectives of the sample to be the respondent [19,20]. Based on this technique, the population and sample in the study amounted to 13 respondents consisting of 9 Deans and 4 people from foundation leaders. The data analysis method uses stages based on the instructions of Wheelen & Hunger [21] and Wheelen, et al. [26], namely vision and mission analysis, and according to David (2002) instructions on external analysis (EFAS), internal analysis (IFAS) ) and the TWOS-8K Matrix.

III. RESULT AND DISCUSSION

Vision-Mission Analysis

The Lubuklinggau Islamic College (STAI) has a vision, namely "To become a Lubuklinggau Islamic Religious College as a Center for Quality, Innovative, Competitive Islamic Science in Research and Development of Information Technology-Based Science in Southern Sumatra 2033". The vision statement has a meaning that can be reviewed on three perceptions, namely: (1) graph, where the vision shows the intent and purpose of becoming a Center for Islamic Studies Center for Islamic Studies which continues to be developed in the education industry on a national scale to compete with universities throughout Indonesia.; (2) efforts to achieve strategic targets in 2033 from 2020, so that there are still 13 years left to achieve the vision that has been made; (3) focus, there is no visible vision of STAI to help management make decisions and prepare resources; (4) flexible, there is an implementation of a vision following product changes through the opening of the Constitutional Law Study Program and several other study programs which are currently being planned; (5) affordable, seen from the current situation, STAI still has confidence in its 2033 vision target; (6) easily communicated where the STAI vision can be called and explained within 5-10 minutes.

Furthermore, in the mission of STAI there are several perspectives, including (1) consumers, STAI mission does not explain and clearly state the target market even though it is literally the community nationally; (2) products or services, explained in a compatible manner that the mission of STAI is to increase research, service, teaching, and establish cooperation with outside parties; (3) technology, has been specifically
mentioned, namely Science and Technology (IPTEKS), (4) focus, related to this STAI does not appear in its mission, especially focus on survival, growth, and profitability; (5) philosophy, these characteristics have been trusted by every line in the organization and their excellence, including the value of STAI consisting of religious, honest, visionary, wise, disciplined, dignified, cooperation; (7) self-concept, STAI tries to instill a distinctive self-concept based on Malay culture, and is shown a lot through activities; (8) focus on public image, STAI is still focusing on public image, namely Islamic Science Campus; and (8) focus on employees. From the essence of the mission, there is nothing related to the development of the quality of education, especially human resources.

The results of the analysis of the vision and mission of STAI show that there are still visions and missions that have not shown strategic management that is oriented towards decision making and resource management, it is feared that it will hinder the strategic position setting of STAI Lubuklinggau. Nurcahyo [23] states that failure to translate vision and mission into operational activities must be avoided in organizations. Therefore it must be emphasized on how everyone involved in the organization can apply the vision as a centerpiece in its operational planning. The success of the vision and mission can be achieved if everyone in the organization is able to describe the same intentions of fellow colleagues with regard to the meaning contained in the vision and make the vision a strategy for the work activities carried out.

External Environment/Evaluation Factor Analysis Score (EFAS)

Political influence on intervention to STAI cannot be separated from the influence of the central government and local governments. STAI is a tertiary institution that was initiated by the Government of the Musi Rawas Regency of Lubuklinggau City and very influential community figures in 1994. The attention of the Musi Rawas Regency Government of Lubuklinggau City has continued since the establishment of STAI such as providing student scholarship programs and building grants for STAI operations, and currently the transfer of assets from the Lubuklinggau City Government to STAI is being finalized through discussions between the South Sumatra Provincial DPRD and the Lubuklinggau City Government. The role of the central government (Ministry of Research, Technology and Higher Education and Kopertis) is also important in providing policies that benefit STAI, including educational scholarship programs for lecturers through APBN and CSR, lecturer welfare programs, research grant programs and community service. Based on the effect of the economic environment on STAI based on the Indonesian Statistics report, the development of business fields in Lubuklinggau City increased from 1.26% to 2.41% to 2.85% in 2020, although on the other hand there was an increase in inflation over the 2014-2016.

Social and cultural aspects are very related to population growth towards the existence of STAI. An increase in population affects the potential for additional
prospective students and human resources at STAI. In 2015, there was an additional population of 13.56% of the total population of 5,574,928 people in Lubuklinggau City. This population increase affects the increase in school completion rates from SMA / SMK / equivalent to pursue undergraduate education. This situation is supported by the use of technology in STAI operations in capturing students through the internet, email, website, blogspot from the use of computers and laptops, hardware, software, databases, and networks. The higher education industrial environment also affects the existence of STAI, because in Lubuklinggau City there are 8 tertiary institutions (universities, colleges, academies) with a total of 230 study programs. The threat to the existence of STAI will increase if it lacks facilities and capabilities in marketing its strategic position. The presence of many similar universities with various offerings of facilities and study programs will affect the decline in public interest, decrease in the quality of prospective students due to the dominance of favorite (public / private) campuses, reduced educational subsidies, as well as reduced opportunities to appear for outstanding lecturers or students at the institutional level. higher. Furthermore, a substitute product is an alternative product that can perform the same function as the previous or different product. For example, the product of a high school / study program as an institution in this case can provide autonomy to open programs, for example diplomas, courses and training. Lubuklinggau City has skills training institutions such as LP3I, BNJ, and others and finally the influence of suppliers, STAI currently has many suppliers such as having lecturers / practicals to become resource persons such as training, workshops, seminars, internet providers, bookstores, libraries, mass media, and database providers and cooperation with financial / financial institutions such as banks (Bank Sumsel, Bank BTN, Bank Mandiri, Bank BNI). Scholarship-giving institutions, etc., institutions private or foreign government.

The results of the external analysis of the Islamic College of Religion by looking at the general environment and the industrial environment, the effect can be calculated on STAI by looking at Table 1.

**Table 1. EFAS of Islamic College**

| Opportunity Indicators          | Value | Scale | Score | Information                                                                 |
|---------------------------------|-------|-------|-------|-----------------------------------------------------------------------------|
| Politics at Kota Lubuklinggau    | 0.17  | 2.9   | 0.493 | The relationship between STAI and the local government of Kota Lubuklinggau regarding STAI strategic policies |
| Economy development             | 0.06  | 3.3   | 0.198 | Business field growth (Mining, Agriculture, Industry, Trade, etc.) from 1.26% to 2.41% and continues to increase to 2.85% |
| Advances in information technology | 0.08  | 3.4   | 0.272 | Technological advances such as social media (whatsapp, Blackberry messenger, facebook, twitter, internet and computers, software and hardware) |

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| Factor                        | Weight | Impact | Importance | Description                                                                 |
|------------------------------|--------|--------|------------|------------------------------------------------------------------------------|
| Technological development    | 0.07   | 3.4    | 0.238      | Development of management information technology for operational processes   |
| Government policy            | 0.09   | 3.3    | 0.297      | Government policy through the Ministry of Research, Technology and Higher Education regarding the distribution of the state budget for education budgets such as scholarships, grants, serdos, research and community service, and others |
| Railway line construction    | 0.01   | 2.9    | 0.029      |                                                                                   |
| Economic growth              | 0.04   | 3.3    | 0.132      | All components of the highest growth were achieved by the community household consumption component of 4.26% |
| An area                      | 0.09   | 2.9    | 0.261      | Has 12 regencies and cities with an area of 8.9 million hectares               |
| Territorial progress         | 0.02   | 3.4    | 0.068      | Development of trade centers and hotels                                        |
| Industrial Center            | 0.05   | 2.6    | 0.13       | Development of Industrial centers in Kota Lubuklinggau                        |
| Competition                  | 0.13   | 2.6    | 0.338      | Competition between tertiary institutions (polytechnics, universities, academies, colleges) in Lubuklinggau City, namely having 2 universities, 3 colleges with a total of 7 institutions |
| There are many substitute products | 0.1   | 2.6    | 0.26       | There are many substitute products that can be chosen by the community when they want to access higher education institutions in Kota Lubuklinggau |
| Suppliers                    | 0.01   | 3.1    | 0.031      | Ease of accessing information, policies, facilities, to skills and knowledge, both formal and informal, is obtained through supplier services such as hardware, software, office stationery, etc. |
| New arrivals                 | 0.08   | 2.3    | 0.184      | The emergence of many new universities of the same type with various levels of education and offering better facilities, so that it will affect the interest of new students |

Source: data by the author

The results of Table 1 were obtained after distributing questionnaires, observation and literature study. The results of the EFAS calculation show that the total threat and opportunity for Stai is 2.93, with this value it can be concluded that the
assessment of the external conditions of the Islamic College of Religion can be well conditioned, while the most influential factor of the opportunities that can be utilized by the Islamic College is the role politics which is currently very much influenced by the local government with a value of 0.493, the second factor is still about government policy with a value of 0.297. Riwukore, et al. [14], Riwukore & Habaora [24], and Riwukore, et al. [25] state that the existence of political and policy intervention from the government is very helpful in the growth and development of a business or organization because the readiness of the government is superior in human resources and budget resources. This will accelerate the increase in the strategic position of STAI Kota Lubuklinggau.

Internal Environment / Evaluation Factor Internal Analysis (IFAS)

The purpose of this analysis is to determine the influence of the internal environment on STAI. First, Human Resources (HR) is a central factor in an organization. Whatever the form and purpose, the organization is created based on various visions for the benefit of humans and in carrying out its mission it is managed by humans. So, humans are a strategic factor in all institutional / organizational activities. STAI as a higher education unit has superior products, namely services related to humans and supporting facilities. Lecturers are a very important factor in higher education, one of which is in terms of assessing university accreditation. The better the quality of the lecturer, the higher the college accreditation score. Currently, based on forlab ristekdikti data, the number of STAI lecturers is 39 lecturers with 30 Masters levels and 6 S3 education and 3 people are currently pursuing S3 (Dikti) education. Besides that, STAI also encourages lecturers to take master's degrees to continue to doctorate, including taking advantage of cooperation with Da-yeh University in Taiwan and other campuses. In addition to lecturer education, STAI also has several international-scale outstanding lecturers, including lecturers in the Islamic Religious Education Study Program who received an Award from the Postgraduate Fellowship, DGHE (Indonesian Government in 2012 - 2015). In addition, STAI lecturers also received invitations to take part in The JPO / IPR Training Course for IP Protection Lawyers IPLA held by the Japan Patent Office (JPO) in Tokyo City, Japan. Improvement through trainings for lecturers by bringing in experts and experts in their fields. However, in some of the advantages that STAI has for lecturers, there are also weaknesses that need to be considered in terms of human resources, namely there are several study programs at STAI that there is still no planning for lecturer regeneration, so this study program has minimal young lecturers and is more dominated by lecturers with senior ages. In terms of acceptance of lecturers, it is carried out through very strict stages where prospective applicants as lecturers come from various well-known university graduates in Indonesia. The stages of becoming a teaching staff at STAI start with a physical test, then general knowledge, a toefl test, a micro teaching test, and lasts for two days, from these participants we see the selection again and then we
have an interview test by the leadership in the High School and Study Program (STAI).

Second, from the operational side, which is a support in every business process depending on the size of the organization, the bigger the organization, the greater the need to support the organization. STAI as the only Islamic Religious College in Lubuklinggau City has been the pride of the Lubuklinggau community since the last 10 years it has continued to strengthen supporting facilities to support the Tri Dharma Perguruan Tinggi process. In the new student admission system, STAI will use a CBT (Computer Based Test), the implementation of this policy has been established in 2020, from this use new students feel happy with this system, because in using it does not require a long time and is easy so there is no need to linger and long to fill questions. STAI also continues to develop supporting facilities by constructing buildings to support the teaching and learning process. Currently STAI already has 3 study programs with the status of its own building and each study program is equipped with a library, canteen, hotspot, large parking area and laboratory, apart from the buildings in the study program there are also other buildings, namely the Rectorate, Libraries, LPPM, Language Centers, Dormitories, Health Clinics and PKM (Student Activity Centers) which have been granted by the Musi Rawas Regency Government, Places of Worship, ICT, and in the future according to the Chairperson of the Islamic College of Religion will have 5 master study programs which are currently in the process of constructing a new building. Apart from the STAI building, it cannot be separated from technology to support campus operations. Bandwidth capacity increase continues to increase every year. In 2012 Bandwidth has doubled to 350 MBps from the previous year which was only 112 MBps with 23 hotspots in the STAI environment. Third, this marketing approach aims to analyze how STAI can be recognized by the general public, especially those in city and district centers through a marketing approach. STAI is seen from the point of view of the Lubuklinggau community as a campus belonging to the city of Lubuklinggau today and has been established for 26 years which has graduated many scholars. Currently, the number of Alumi STAI is 2,371 people. In STAI marketing several have been carried out in order to disseminate information on the advantages of STAI compared to other universities. The marketing strategy that is often used is to use a promotional strategy through the installation of billboards and banners in the strategic environment of STAI with information content such as faculty and study program choices, tuition fees, and institutional B accreditation, while those who get accreditation C currently are the program of Islamic Broadcasting Communication. Apart from using banners and billboards, STAI also uses a promotional strategy by going directly to a number of districts and cities in Lubuklinggau, to introduce STAI.

STAI to the people of Lubuklinggau and its surroundings, has a promotion with Information Technology (IT). Seeing from the application, the latest information related to STAI has been updated. A form of promotion other than social media, STAI is also

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actively posting / publishing information on its activities, cooperation and achievements by utilizing local online news media in Lubuklinggau such as https://www.goriau.com, http://lubuklinggau.tribunnews.com, http://www.palembangterkini.com/. Promotion of STAI through collaboration is a special concern for STAI by creating a special unit for collaboration between Universitas Brawijaya, Universitas Gajah Mada (UGM). Apart from that, there are also international universities in Malaysia, namely the University of Technology (UTM), University of Malaya (UM) and University Tun Hussein Onn Malaysia (UTHM) Dayeh University Taiwan. Cooperation is not only in universities, STAI also collaborates with PT. RAPP, Lubuklinggau Hospital, PT Bank Sumsel, Bank BNI Lubuklinggau, Bank BTN Lubuklinggau. STAI does not only focus on online media and cooperation, promotional programs through Car Free Day also do not escape STAI's attention as has been implemented in Musi Rawas Regency and Lubuklinggau City. Apart from the aspect of promotion, product strategy is also carried out through study programs / departments that are not owned by other universities in Lubuklinggau such as the Islamic Religious Education Study Program.

Based on the internal data and the results of the internal analysis of STAI Lubuklinggau based on data on tangible assets and intangible assets, it can be calculated the value of the score, the value of the branches and the value of their effect on STAI as presented in Table 1.

| Strength Indicators                  | Value | Scale | Score | Information                                                                                                                                 |
|-------------------------------------|-------|-------|-------|---------------------------------------------------------------------------------------------------------------------------------------------|
| Lecturer Recruitment                | 0.06  | 2.6   | 0.156 | Every year it accepts new lecturers to meet the needs of the study program                                                                   |
| Lecturer certification              | 0.08  | 3.4   | 0.272 | Facilitating lecturers to obtain lecturer certification                                                                                     |
| Qualification process               | 0.02  | 3.5   | 0.07  | Complete the facilities and infrastructure for lecturers in teaching                                                                     |
| Institution products                | 0.09  | 3.0   | 0.27  | Opening new interesting study programs                                                                                                     |
| Development program                 | 0.01  | 3.3   | 0.033 | Availability of lecturer development programs such as APA, ESQ, training according to their work units                                         |
| Lecturer Admission System           | 0.07  | 3.3   | 0.231 | The admission system for lecturers is in accordance with national standards                                                               |
| SIAK                                | 0.06  | 3.3   | 0.198 | There is an academic information system, such as a website, SIAP can facilitate the learning process                                         |

Table 1. IFAS of Islamic College

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| Research and dedication | 0.07 | 3.3 | 0.231 | LPPM STAI has OJS |
|-------------------------|------|-----|------|------------------|
| Promotion               | 0.05 | 3.4 | 0.17 | All publications have been through the campus online media |
| Supporting facilities   | 0.05 | 2.9 | 0.145| Building facilities that support teaching and learning systems with adequate facilities |

**Weakness Indicators**

| Data Warehouse          | 0.08 | 2.5 | 0.20 | There is no information system to record data in the form of a data bank |
|-------------------------|------|-----|------|---------------------------------------------------------------------|
| Working capital         | 0.05 | 2.8 | 0.14 | Working capital depends on income from students and local government grants |
| Access                  | 0.04 | 2.8 | 0.112| The difficulty of public transportation to access STAI |
| Standard of Procedure   | 0.06 | 2.6 | 0.156| Have not carried out work procedures consistently |
| Work completion and responsibilities | 0.02 | 2.4 | 0.048 | There are still overlapping structural positions |
| Inovation               | 0.06 | 2.5 | 0.15 | Low lecturer products in developing Learning Modules |
| Location                | 0.01 | 2.5 | 0.025| The location is on the outskirts of Lubuklinggau City |
| Price                   | 0.05 | 2.5 | 0.125| Tuition fees that are not competitive in the tertiary education industry in the district capital |
| Lecture qualification   | 0.06 | 2.6 | 0.156| There are less lecturers with Doctoral degrees |
| Reward and punishment   | 0.01 | 2.8 | 0.028| There are no rewards and penalties for work units that do not meet work targets |
| Total                   | 1    |     | 2.91 |

Internal environmental analysis is carried out using the same stages as the general and industrial environment, namely using questionnaires to 13 respondents, observation and literature study. The results show almost the same values as the external environment. The results of this internal analysis indicate that the internal condition of STAI is in good condition because it is positive with a value of 2.91, from several factors.

The most influential strength is about lecturers who already have serdos with a value of 0.272, the second factor is the products offered with a value of 0.27, while for the weakness indicator the most influencing factor is the data warehouse (data based) with a value of 0.20, while the factor the second is the standard operating procedure.
(SOP) with a value of 0.156. After looking at the situation between the general environment, the industrial environment, and the internal environment, it can be determined where the current STAI strategy position is, and future predictions and STAI can determine the strategy to be used. There are strategies that can be selected by STAI, namely the growth strategy, stabilization strategy, shrinkage and diversification strategies. The value of the external environment is 2.93 and the internal environment is 2.91, so in the STAI strategy position, the value of opportunities to threats and from strengths to weaknesses can be drawn as in Figure 1.

Based on Figure 1, the position of STAI strategy is in the quadrant (IA), which is a stable growth strategy, this means that the competitive advantage of STAI is relatively smaller than the available business opportunities. As a result, STAI can only grow according to its capabilities, even though business opportunities are still available. In other words, STAI growth cannot be drastic (fast), but rather gradual. So there is almost certainly a relatively greater chance of being exploited by competitors. However, STAI can use other strategies if it is in this strategic position, including market penetration by actively providing information to the public about the advantages of STAI through electronic and print media, conducting market development by opening branches close to the city center so that students can be more easy to access STAI, continue to develop products by maximizing the unique and potential majors for development such as the Master’s Degree program (two) and increasing the accreditation of these study programs such as the Islamic Religious Education Study Program, Islamic Broadcasting Communication, and Constitutional Law.
IV. CONCLUSION

Based on the results of the SWOT analysis, it shows that the position of the STAI strategy is in the quadrant (IA), namely the stabilization growth strategy, which means that STAI can only grow according to its capabilities, even though there are still business opportunities available. In other words, STAI growth cannot be drastic (fast), but rather gradual. So there is almost certainly a relatively greater chance of being exploited by competitors. Therefore, STAI must maximize its current strength by identifying and then exploiting it to seize the available opportunities so that other universities in Lubuklinggau City will not take them.

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