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to Enhance Competitiveness in Asean Economic Community and Global Era"**

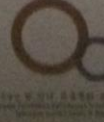
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STRATEGIC MANAGEMENT OF PRIVATE POLYTECHNIC AS A HYBRID ORGANIZATION

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ABSTRACT

A private polytechnic is established by community who set-up an Organizing Body as a legal entity based on non-profit principles (article 8, PP.RI no. 4, 2014). A nonprofit organization does not prioritize financial gain but emphasizes environmental and social responsibility's interests.

A hybrid organization is market-oriented, focusing on common interests and operating an integration of a for-profit and non profit enterprise. Management of higher education tend to manage education commercially-oriented, which is profit-and-loss nuanced. Meanwhile, management of higher education is faced with intensive competition and rapid development of information and communication technologies, affecting the development of curriculum and the increasing companies' demand for quality graduates. These need to be supported by management resources and relatively large costs.

To overcome it, polytechnic as a nonprofit organization must be managed like a business organization, so it can be highly competitive, survive and develop for the sake of common interests.

The research conducted upon private polytechnics in West Java using the Partial Least Square (PLS) shows that achievement of polytechnics' performance is influenced by successful strategy execution and competitive advantage building, which is determined by the accuracy and alignment between organization strategy and organization competencies developed by the polytechnic.

Keywords: *Organization Strategy, Organization Competence, Strategies Execution, Competitive Advantage, Hybrid Organization Performance*

1. INTRODUCTION

A private polytechnic is established by community who set-up an Organizing Body as a legal entity based on non-profit principles (article 8, PP.RI no. 4, 2014). A nonprofit organisation does not prioritize financial gain but emphasizes environmental and social responsibility's interests, and market-oriented or customers satisfaction.

The current issue lies in education financing that continuously rises, so tuition fees in higher education are regarded as expensive. Management of higher education tend to manage education commercially-oriented, which is profit-and-loss nuanced. Meanwhile, management of higher education is faced with intensive competition and rapid development of information and communication technologies, which has a direct influence on the development of curricula and the increasing demands for quality graduates in the work place. Such changes need to be supported by relatively substantial resource management and relatively large costs.

Indonesia is a member of the ASEAN Economic Community, as a form of economic integration in Southeast Asia with high level of competition. The risk of competition increases the number of products and foreign human resources that enter Indonesia in large quantity; this will threaten all industries, including education institutions competing in terms of products and human resources from abroad of much higher quality.

Higher education environment changes faster than the polytechnics' ability to change especially if they have limited resources. The impact of competition and the challenging situation have decreased some private polytechnics' numbers of students; some of them even have to stop operations.

To overcome it, polytechnic as a nonprofit organization must be managed like a business organization, so it can be highly competitive, survive and develop for the sake of common interests. Private higher education including polytechnic have to revitalize their strategies to ensure the

compliance between their environmental demands and their internal competitive strengths. Polytechnics' inability to respond to the opportunities and the external threats will lead to declining competitiveness and or delay in the achievement of the institution's performance. If this happens, it will threaten the institutions' on-going.

Literature Review

1) Hybrid Organization

Hybrid organization is defined as a market-oriented, common-good mission-centered organization which operates in the blurred space between traditional for profit and nonprofit enterprises. Hybrid Organizations not only blur the distinctions between the nonprofit and for-profit sectors but, through their emphasis on environmental, social, and financial value creation, they also provide another business model for addressing worldwide societal problems, (Boyd et al, 2009:9). The elements that characterize hybrid organizations are

- a) Market oriented
- b) Common-good mission-centered
- c) Non-financial performance valuation
- d) Privately held by connected set of shareholders
- e) Sub-market rates of return
- f) Alternative capitalization

Seeing these characteristics, polytechnics are hybrid organizations which are not profit-oriented, but for their survival these organizations need to be managed in a market-oriented manner emphasizing on customer satisfaction and on missions to achieve common interests.

2) Organizational Strategy

A company's strategy is defined as the theory of a firm on how to obtain a competitive advantage. Strategy to win competition by creating better customer value than competitors' (Barney & Hesterly, 2010:4). Strategy is the result of a process, in the form of long-term planning that is the missions and objectives of the company in realizing its competitive advantage.

Hybrid Organizations are effectively combining goals of financial viability and environmental stewardship.

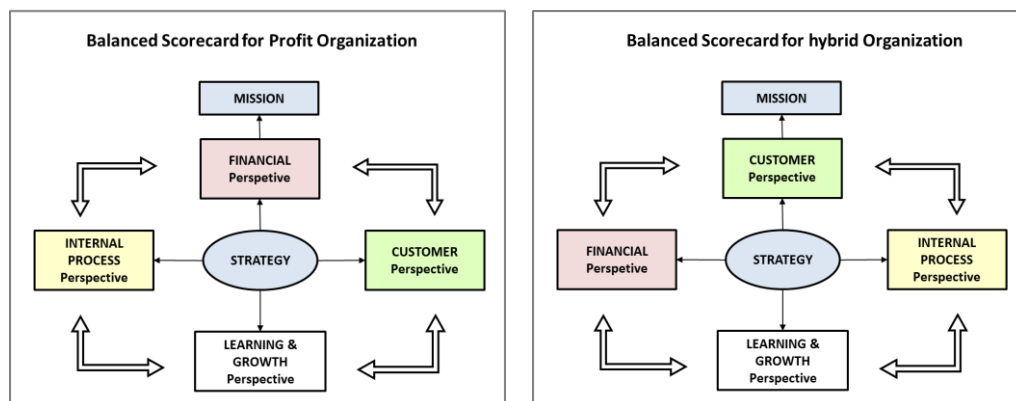


Figure 1. The differentiation of organizational perspective priority between business organization and hybrid organization

Resource : modified Mulyadi, 2009

The characteristics of hybrid organizations' goals are 1. Market oriented, that products or services are provided in the marketplace at competitive prices. 2. Common-good mission-centered, its' actions and decision making are explicitly linked to the mission. This mission relates to contributing to an explicit common-good. (Boyd et al, 2009:19)

Choosing a strategy is the whole broad integrated development plan related to the organization's internal strengths and external environmental opportunities, as well as threats (SWOT) (Wheelen & Hunger, 2010:65). Strategy to win the competition through superior customer value creation can be achieved through value disciplines, namely: 1. product leadership, 2. operational excellence, and 3. customer intimacy (Treacy and Wiersema, 1997).

3) Organizational Competence

RBV views an organization as a combination of resources, capabilities and competence, as well as efforts to understand the influences of these factors on performance. Created distinctive competence is a result of a combination of several organizational capabilities that will provide value for customers, and the interaction between resources and capabilities will bear competence. Resources and capabilities together build a distinctive competence that is difficult to duplicate (Marcus 2011: 63-67).

4) Strategy Execution

Three core elements of the execution process, namely human resources, strategy and operation become the major elements and the center of effective execution (Bossidy and Charan, 2009). Execution is a systematic process of linking strategy, operation and those who implement it, aligning people and their knowledge, as well as remuneration and achievement. The foundation of execution discipline focuses on developing and executing strategies, which creates differentiation. Kaplan and Norton (2010:31) distinguish between managing strategy and managing operation, and emphasize the importance of the implementation or strategy execution. Completing the preparation of strategic plan will bring a great success if followed by the execution or implementation of the strategy. The process of value creation through the strategy execution in regard to the operation, i.e.: 1. operation management process, 2. customer management process, 3. innovation process, 4. the process of regulatory compliance and maintenance of social relationships.

5) Competitive Advantage

Excellence means the position of an organization against other organizations in the industry. Competitive advantage is all the best things the company has compared to those of competitors' (Fred David, 2011:41). An organization will be leading when it is able to create and deliver better customer value compared to other organizations. Competitive advantage appears when the company manages create more economic value than the competitors (Barney & Hesterly, 2010:12). The core to create a competitive advantage is the Customer Value Creation (Kotler 2000:11). The value of services is a comparison between what customers get with what customers give. Customers get some benefits and give some sacrifice or expend some cost.

6) Hybrid Organization Performance

Hybrid organization is a market-oriented and a common-good mission-centered organization. The Private Polytechnic as a hybrid organization focus on the customer. The institution makes every effort to sense, serve and satisfy the needs and wants of its customers and publics within the constraints of its mission and resources. The most important customer of politechnic is students. Responsive institutions realize that to attract students, to give customer satisfaction they must offer programs and other benefits that their publics desire in exchange (Kotler & Fox, 1995:37).

Institution performance indicators of customer perspective are 1. Marketshare, 2. Customer retention, 3. New customer, Customer satisfaction. (Eko Indrajit, 2006:172-273). Polytechnic's performance indicator in this study are, students and graduates, also score of BAN PT accreditation.

2. RESEARCH METHODS

This research was conducted in these steps: 1) descriptive analysis, to get a picture of organization strategy, organization competence, strategy execution, competitive advantage, as well as private polytechnics' performance, and 2) verification hypothesis testing, including measurement model testing for each variable, testing the structural model and the relationship between variables through a hypothesis testing.

Primary data/information was obtained directly through questionnaires from the Director or Vice Director of Polytechnics or other officials in the polytechnics' top level management in all private polytechnics in West Java. Secondary data were obtained through a review of data/information from the Higher Education Database (PDPT), Documentation of the Ministry of Education and Culture, Directorate General of Higher Education, Directories of Kopertis IV of West Java and Banten, the Statistics Central Agency (BPS), books, journals, websites of Higher Education, Kopertis IV's website, as well as brochures and websites of polytechnics from the academic year 2009/2010 until 2014/2015.

Data collecting in this study is done through a census on 29 polytechnics operating in Kopertis IV Region. Verification analysis techniques which were used to analyze data related to hypothesis testing is the method of partial least square (PLS).

This research analyzes the influence of the variables of Organization Strategy and Organization Competence to Competitive Advantage through Strategy Execution with the impact to the Polytechnic performance as a hybrid organization.

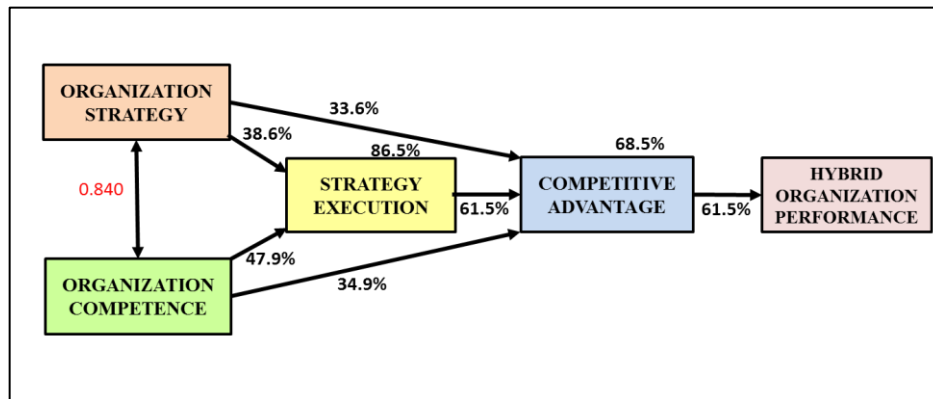


Figure 2. Research Paradigm,
The Model of Politechnic Performance as a Hybrid Organization
Source : Data processing result, 2015

3. RESULT AND DISCUSSION

There are many dimensions that affect each variable. The result of descriptive analyses in this study:

Tabel 1. The Dimensions of Research Variable

No.	Variable & Dimension	Score	Result Category
1.	Organization Strategy		
a.	Vision, Mission and Goals	4,17	Precise
b.	Chosen Strategy	3,89	Precise
c.	Organizational Policy	4,01	Precise
d.	Operational Policies	4,36	Very Precise
2.	Organization Competence		
a.	Resources	3,65	Adequate
b.	Capabilities	3,72	Adequate
c.	Core Competence	3,79	Adequate
3.	Startegy Execution		
a.	Operation Management Process	3,62	Qualified
b.	Customer Management Process	3,37	Less
c.	Innovation Process	3,84	Qualified
d.	Regulatory Process & Social Relationship	3,66	Qualified
4.	Competitive Advantage		
a.	Reputation	3,51	High
b.	Quality of Education	4,14	Superior
c.	Cost of Education	3,80	High
d.	Customer Relation	3,67	High
5.	Polytechnic Performance as A Hybrid Organization		
a.	Accreditation	3,17	Less
b.	Students (Marketshare)	3,33	Less
c.	Graduates	3,77	High

Source : Data processing result, 2015

- 1) Organization Strategy factors of politechnic are a) Vission, misson and goals, b) Chosen strategy, c) Organizational policy, d) Operational Policies.
Private polytechnics in West Java have formulated their visions, missions and objectives appropriately and so they can serve as guidelines for the implementation and development of the organizations. Operational policies have been made with highly precise quality. Operational policies are a very important dimension to direct all academic faculty in carrying out operational activities of education.
- 2) Organization Competence factors are a) Resources, b) Capabilities, c) Core Competence.
The dimensions that contribute considerably lower compared with other dimensions toward the organization competence is resources, meaning that in many polytechnics the organizational resource, i.e human resources, infrastructure and learning equipments, financial resources are not optimal yet.
- 3) Strategy execution consist of a) Operation Management Process, b) Customer Management Process, c) Innovation Process, d) Regulatory Process and Social Relationship.
On average private polytechnics in West Java feel they have not executed customer management process well. Whereas as a hybrid organization's customer management process should be a priority to create customer satisfaction and to get competitive advantage.
- 4) Competitive Advantage factors are a) Reputation, b) Quality of education, c) Cost of education, d) Customer relation.
As hybrid organizations, on average, polytechnics in West Java put product quality and education programs as a competitive advantage.
- 5) Indicators of organization performance are a) National accreditation, b) Students (Marketshare), c) Graduates.
Polytechnics' performance in West Java shows that the quantity and quality of graduates are considered good. While the accreditation of BAN-PT is still considered not to meet national standards yet. Polytechnics in West Java are not yet attractive enough in the eyes of prospective students, so marketshare (Gross Enrolment Ratio) is still low.

Based on verification hypothesis testing, it can be explained as follows:

1) The Influence of Organization Strategy and Organization Competence on Strategy execution.

Organization strategy and organization competence partially or individually influences the strategy implementation or execution, but there is a greater effect from the organization competence. This can be explained and understood as the Organization Competence consists of resources and capability that are instrumental in the realization of the strategy execution process.

The results of the study reveals that Organization Strategies has a greater effect on strategy execution if done through the Organization Competence. It is a hint for polytechnics that Organization Competence is an important component to improve Strategy Execution. By optimizing resources and capabilities and by developing distinctive competence in line with the vision, mission and planned objectives, polytechnics will be able to optimize operational management process, customer management process, innovation process and regulatory compliance processes, and relationships maintenance. This reinforces the idea of Bosidy & Charan, 2009, that the three core elements of execution process are human resources, strategy and operations, which are interrelated and at the heart of an effective execution.

The presence of the relatively large difference between the effect of indirect and direct effects of Organizational Strategy towards the Strategy Execution, as well as the effect of indirect and direct effect of the Organization Competence toward Strategy Execution show that the alignment between the Organization Strategy and Organization Competence increases the influence on Strategy Execution. Thus polytechnics need to pay attention to the harmony between the Organization Strategy and Organization Competence, since the creation of the strategy alignment which is determined by the competency of the polytechnic, will provide a substantially significant impact to the quality of internal business processes in the polytechnics as strategy execution activities. This solidifies the statement (Vogel, 2005) that selection of strategic plans needs to be aligned with an organization's internal strengths. The alignment between resource, projects and initiatives investments and organizational capability and competence will bear competitive advantage.

Simultaneously the Organization Strategy and Organization Competence affect strategy execution. Although the effect is smaller, organization strategy has a role in the strategy execution, because strategy selection provides direction to the implementation of business processes performed by the polytechnics. Thus, strategy execution can be effective if supported by the Organization Competence and the clarity of strategy being set.

The role of polytechnics' directors is to coordinate the organization's resource management capabilities in accordance with the formulation of Organization Strategy, so that execution can be done with a good strategy. The key to success of strategy execution lies in the alignment between the strategy chosen and the polytechnics' competence. That means the quality of the strategy execution will be strongly influenced by the alignment of polytechnics' strategy and the competence.

2) The Influence of Organization Strategy and Organization Competence on Competitive Advantage

The study showed that the Organization Strategy and Organization Competence directly influence Competitive Advantage either jointly or respectively. The test results reinforce the notion of Hitt, 2007, that business strategy is an integration and coordination of designing the commitment and action to win the competition in a specific market.

Results of this study complements the test results of VRIN, Anita Talaja, 2012 at companies that the valuable and scarce resources and capabilities influence performance through competitive advantage, as well as strengthen VRIO Framework (Barney, 2010:84); this means the availability of valuable resources and capability or the ability to manage optimally become the core Organization Competence, thus it has the potency to encourage the achievement of competitive advantage.

There is a relatively big difference between direct the effect of Organization Strategy towards the Competitive Advantage and the direct influence of Organization Competence towards Competitive Advantage, compared to the indirect influences. It means that the alignment between the Organization Strategy and Organization Competence greatly influences the creation of Competitive Advantage of the institution. As the alignment of strategy which is determined by the polytechnic's competence will provide a significant impact on the creation of the institution's Competitive Advantage.

3) The Influence of Organization Strategy, Organization Competence and Strategy Execution on Competitive Advantage.

From this study, it was found that Organization Strategy and Organization Competence simultaneously and through Strategies Execution affect the Competitive Advantage of the polytechnics. Organization Strategy is formulated and Organization Competence will create a Competitive Advantage for the polytechnics when the execution has been done. Bossidy (2009) emphasizes that execution is a system, a systematic process of linking strategy, operation and people. In this study, the strategy means the Organization Strategy, the operation is the Strategy Execution, and people are the Organization Competence. The three of them are interrelated and constitute a unity.

A polytechnic's director needs to realize that the Strategy Execution is an influential role in realizing the strategy chosen and aligned with the Organization Competence owned by the polytechnic, to create a superior competitive advantage. Productive, efficient and effective implementation of a strategy can enhance the company's ability to add value and to differentiate its products compared those of competitors'. (Hill, 2010: 405).

The dominant dimensions of Strategy Execution are operation management process, customer management process and the process of innovation. Meanwhile, the dimensions with lower contribution in forming the Competitive Advantage are the dimensions of regulatory compliance and social relationships. This shows that the polytechnic's attention on regulatory compliance processes and the development of social relations or external relations are not as intense as the attention to the internal management process.

From these results, the influence of Organization Strategy and Organization Competence through Strategy Execution on Competitive Advantage is proved to be smaller than the effect of Organization Strategy and Organization Competence simultaneously and directly to Competitive Advantage. This means the Strategy Execution has a role of weakening the effects on Organization Strategy and Organization Competence toward Competitive Advantage. Thus Strategy Execution functions as an intervening factor that plays a role in forming Organizational Strategy and Competence which has effects on the Competitive Advantage, based on the premise of Fred R David

(2011: 41) that Competitive Advantage can best be defined as everything that is done (executed) by the company compared to its competitors. The essence of creating a Competitive Advantage is the creation of customer value (Kotler (2000: 11), as a comparison between the benefits received by customers and the sacrifice given by customers.

The research done at the polytechnics in West Java showed that Strategy Execution does not play an absolute role in strengthening the Organization Strategy and Organization Competence in creating Competitive Advantage. This is understandable because the Strategy Execution is the process or activity to change concepts, resources, capabilities and competence (input) into a Competitive Advantage (output).

4) The Influence of Competitive Advantage on the Polytechnics' Performance

This study explains that Competitive Advantage affects the polytechnics' performance. The dominant dimensions in forming Competitive Advantage is the relationships with the customers and the reputation of the higher education. The polytechnics' performance is formed almost as strongly by the dimensions of students and graduates, as the performance factors that affect the continuity and development of the private polytechnics. While the influence of BAN-PT accreditation score is smaller than that of the dimensions of students and graduates in shaping the polytechnics' performance.

Based on the formation dominance of each variable, it can be explained that customer relationship and college reputation affect the fulfilment of the quantity of students (market share) and the quality of graduates, as well as BAN PT accreditation.

Competitive Advantage is the creation of better economic value for customers compared to one given by competitors (Barney, 2010: 13). In this study it was found that only a few polytechnics emphasize Competitive Advantage in the form of education fees to increase the number of students.

4. CONCLUSIONS

Based on this research's results, discussion and problem solving described previously, it can be concluded as follows:

- 1) Private Polytechnics is non-profit organization. It is not a financial profit-oriented organization, but a market-oriented, common-good mission-centered organization. As a hybrid organization, Polytechnics need finance and to be managed as a business organization with a market-oriented or customer satisfaction and emphasize on a mission to the common interest.
- 2) Organization Strategy had been prepared properly and a major concern had been placed on the accuracy of operational policies; Prioritized Organization Competence is the core competence functioning as a differentiator; Standing out Strategy Execution is the process of innovation, and as hybrid organization is put customer management process on first priority; Preferred institutions' Competitive Advantage is the quality of educational programs. While the things considered to have lower quality are: customer management process, efforts to improve the polytechnics' reputation, and the score results of the BAN-PT's accreditation assessment.
- 3) Organization Strategy and organization competence equally affect Strategy Execution, the effect of Organization Competence on Execution is bigger than the Organization Strategy's. This shows that the Organization Competence whose formation is dominated by resources and core or distinguishing competence has a very important role in the realization of the Strategy Execution process. Alignment with selected Organization Strategy and Organization Competency owned by polytechnics determine the productivity, effectiveness and efficiency of strategy execution.
- 4) The Organization Strategy and Organization Competence affected the creation of Competitive Advantage, either partially or jointly. The partial influence of Organization Strategy and Organization Competence on the Competitive Advantage was smaller than the effect of both of them together.
- 5) The influence of Organization Strategy and Organization Competence to the creation of Competitive Advantage through the Strategy Execution is smaller than the direct influence of Organization Strategy and Organization Competence to the creation of Competitive Advantage. So, the role of Strategy Execution weaken the influence of the Organization Strategy and Organization Competence towards the creation of Competitive Advantage. Preferred creation of Competitive Advantage is the quality of polytechnics' education and polytechnic's reputation and relationships with students, strongly influenced by the accuracy of the strategy selection of

- the organization, which are aligned with Organization Competence through the quality operational management process, customer management processes and innovation process. Identified factors that weaken the influence are 1. Lack of clarity in organizational general policy and operational policy, 2) weakness of human capability to manage resources, 3) Lack of attention to the process of government regulatory compliance and social relationships. 4) Lack of quality customer (stakeholders) management.
- 6) Competitive Advantage affects the achievement of the polytechnics' performance. Excellent through polytechnics reputation, high quality education and building relationships with customers affect the increase in the number of students and the quality of graduates. Only a few polytechnics put his lead through affordable pricing to increase the number of students.

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