

## THE USAGE OF STRATEGIC MANAGEMENT'S PRINCIPLE IN IMPROVING EMPLOYEES ABILITY IN WORKING

Wise Rogate Silalahi

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### ABSTRACT

*The challenge in Open and Distance Learning System (ODL) is how to manage students which are spread in different place and limitation time in face to face meeting. The usage of multimedia, job specification of the employees, trainings, are several efforts of top and middle management in order to fulfill the students needed. Management as a science and art is needed for top and middle management in designing and implementing the strategy, in achieving the goal to provide the quality service for the customer. In Indonesia Open University Regional Kupang, there are 23 government employees and 20 ungovernment employees worked in handling approximately 18.000 students. Each employee has different competence related to different level academic background, experience, and age which are influenced to their capability. To solve this problem, Top and Middle Management of Indonesia Open University Regional Kupang have to have the strategy in optimizing the employees competence as internal customer, and keep maintaining provide quality service to the students as external customer. Strategic management consist of vision and mission statement, internal factor analysis such as Strength - Weakness, external factor consist of Opportunity - Threat, and implementation (Glueck, 1988). Internal and External Analysis could used SWOT Analysis to identify what job specification is suitable of each employee, which could improve the student's performance. The result of this research is shown that, the usage of strategic management principle could improve the employees ability in working. Some achievements of quality goals in 2015.2 was higher than 2015.1. Entry of tutorial score in the period of 2015.2 was 98,51 %, while in 2015.1 was 92,69 %. While the conformity of implementation of tutorial in 2015.1 was 99,46 % while in 2015,2 was 99,49 %. This strategic management's principle could used by top and middle management to improve the employees ability.*

Key Words : Strategic Management, Employees, SWOT Analysis

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### INTRODUCTION

The Education Learning System in Open and Distance Learning (ODL) is different system with the conventional university. The characteristic of ODL system is shown the spread of students which are located in different place and limitation time in face to face meeting. Student must have self-motivation and strong discipline in learning, due to the short of time in face to face tutorials, distance factors, and occupational factor of the students. To fulfill the students needed, are solved by used the multimedia, job specifications of the employee, trainings, are several efforts of the management. Service excellence is a must, related to keep the student's satisfaction. The usage of management's principle as a science and art is important to achieve the effectiveness and efficiency as the goals quality of the management itself.

To fulfill the students needed, the role of human resources are important, consist of quantity, quality, and qualifications aspects. In Indonesia Open University Regional Kupang, there are 23 government employees and 20 ungovernment employees which handling approximately 18.000 students. Organizational structured consist of 1 top management, 3 middle management, 1 treasury, 1 ICT, and 17 staffs. Each staff has different competence related to different level academic background, experience, and age which are influenced to their capability. This different competence among the employees could make problems in handling students, which need to be handled excellence. To keep staying in keep maintaining provide quality service to the students as external customer, Top and Middle Management of Indonesia Open University Regional Kupang have to have the strategy in optimizing the employees competence as internal customer.

They need to be upgrade especially according to their competence. There are two ways in fulfill the needs for human resources, including outsourcing or recruitment of the new employees, and training or development of the employees. In Indonesia Open University Regional Kupang, is choosed to keep the employees, giving training and development, and also supported by strategic managements. As a government organization Indonesia Open University Regional Kupang, as a subordinate of Indonesia Open University, must follows the Indonesia Open University decision, to emphasize in empowering staffs, not by recruitment the new staffs. Recruitment of the new staffs is national scale and handle by Indonesia Personal Agency, which only could give a very small number of the new employees, while the number of students must be handled are in large numbers.

The problem's faced is how to empower the staffs by optimizing their performance. Realised that in order to optimize the staffs performance, top and middle management have to used the strategic management. Strategic management is defined as an effort to empower the management, by improve the business opportunities as external factors and to reduce the weakness as internal factors (Glueck and Jauch, 1988). Strategic management is aimed to achieve the vision and mission statement of organization, by formulating the strategy and continued by the implementation. The top and middle management have to use their skill in design strategic management.

Indonesia Open University Regional Kupang, as an institutions, designed a strategy to improve the employees ability. This is a strategic management. Strategic management, is not only used for business and economic activity in enterprise, but also could

be applied in government sector, including in education. The important thing is, how to use apply this principle in supporting the success in educational sector. The aim of using the principle of strategic management is to increase the successful of the management by improving the business opportunity as an external factor and reducing weakness the as an internal factor. In educational business, the success of management is depend on the success of student in improving their ability in learning, as a part of quality goal. In Indonesia Open University Regional Kupang, the usage of strategic management's principle could keep maintaining the number of students (Silalahi, 2014). So, the applied of principle of strategic management in educational sector, besides to improve the students competence as a direct impact, it is also could increase the successful of management as an indirect impact or follower impact.

In this case, business opportunity is external factors which could influenced and improve by the employees ability, such as involved in socialization, student's orientation, selection of tutor, monitoring, and evaluation. the usage of Open and Educational Resources (OER), and the others. The steps of Strategic Management include identify internal factors consist of strengthening, weakness, external factors consist of opportunity, threatening, vision and mission statement, made formulation strategy, and implementation. The details are as follow : Internal factors are factors inside the employees which influenced the achievements, consist of identify the strengthening and weakness of the employees, including the motivation, knowledge about IT, level of study, etc. External factors are factors outside the employees which influence the achievements, consist of work facility, quantity of the students. Vision and mission statement means goal target declared by management. Formulation strategy means strategy designed after identified the object and fulfill the vision and mission statement declared. Note that internal factors are factor inside the organizations, means that within the control of the organizations such as operations, finance, marketing, and in other areas. While external factors are factor outside the organizations, means that out of the organization's control, such as political and economic factors, technology, competition, and in other areas (Lee, 2000). Although external factor is out of control, but we can manage it by the usage of strategic management principle as follow.

To design the formulation strategy, there is a tool which aimed to interrelate among various critical element in successful, include Streghtening and Weakness of students, and also Opportunity and Threatening as external factor of student. The tools is Matrix of SWOT 4 K (four Quadrants). consist of 4 variable alternatives : S O, W O, W T, dan S T (Pearce II, and Robinson, 2003).. The Matrix of SWOT 4 K, is a tools for management in getting the information about what kind of implementation strategic should done in the effort of achieve the vision and mission of the organizations. Generally SWOT is a list of statements or factors with descriptions of the present and future trend of both internal and external environment (Wicramasinghe, 2010)

The steps to get the Matrix of SWOT 4 K are analysis and inventory of each student capability, giving weight and score of each indicator, get the position of 1 Quandrant suitable from 4 Quadrant provided, and resume the strategic implication according to the employees positions in the quadrant. The maximum weight of each variable categories are 1 or 100 %, and score per unit spread from interval 1 (low) to 5 (high). Inventory of each employee capability, and the total score of the employee could be see in the Table 1 below.

| Variable Categories and Indicator | Weight | Score | Weight Weighted |
|-----------------------------------|--------|-------|-----------------|
| Strengthening (S)                 |        |       |                 |
| Weakness (W)                      |        |       |                 |
| Opportunity (O)                   |        |       |                 |
| Theathening (T)                   |        |       |                 |

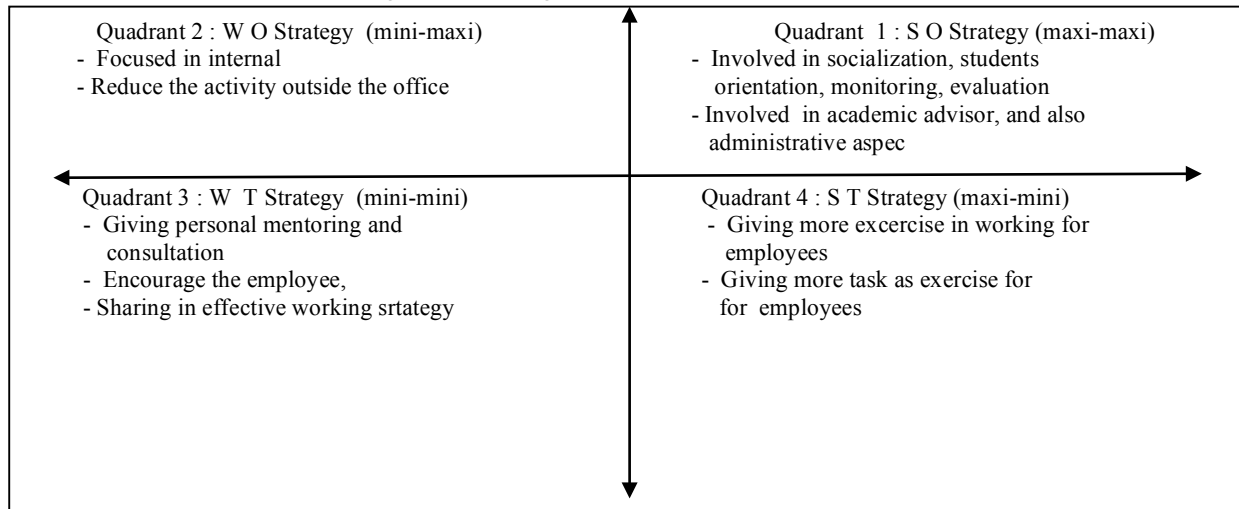
Table 1. Total score of the student

The total score provide 4 alternative as follows :

- a. S - W = Positive; O - T = Positive : S O Strategy (Growth Strategy) : Quadrant 1
  - S -W = Negative , O - T = Positive :WO Strategy (Stability Strategy) : Quadrant 2
  - S - W = Negative, O - T = Negative : WT Strategy (Revival Strategy) : Quadrant 3
  - S - W = Negative, O - T = Positive : ST Strategy (Diversification Strategy) : Quadrant 4
- Growth Strategy is implication Strategic for the combination between Stregntening in internal and Opportunity in External. Growth Strategic here means to enlarge the role of the employees in work, e.g. involved in various activities such as socialization, student's orientation, recruitment tutor, monitoring, and evaluation. This are aimed to optimalizing the building capacity of the employees, according to their potential in internal or external factors.
  - Stability Strategy is implication strategic for the combination between Weakness and Opportunity. Stability here means to keep the employees strategic according to there are negatives in internal, e.g. focused in internal, reduce the activity outside in office, in order to keep service for the Students's needed.
  - Revival Strategy is implication Strategic for the combination between Weakness and Threatening. Revival here means to keep struggle for staying in the employees work, , e.g. learning in small group discussion, intensive to be mentored and consultations with top and middle management.
  - Diversification Strategy is the implication strategy for combination between Strengthening and Threatening. Diversification is done by enlarging the alternatives in working strategic, e.g. giving more exercercise in working, giving more task for exercersing.

The diagram of each implication strategic is shown in Matrix 4 Quadrants in Figure 1 below :

Figure 1. The Diagram of Matrix of 4 Quadrants



The decision in giving score and weigh of each indicator, is depends of skill and expertise of the researcher. SWOT analysis is therefore mainly based on qualitative analysis (Oreski, 2010).

#### METHOD OF RESEARCH

##### A. Place and Time

This Reserach was taken place in Indonesia Open University Reigonal Kupang since the period of 2014.1 to 2015.2.

##### B. Population and Sample

The population of this research are 23 government employees. Sample of this population are 17 employees, as a staff. This is the purposive sampling. This is a descriptive qualitative research.

##### C. Data Collecting

Data needed were the identification of internal factors including Strengthening and Weakness and also external factor including Opportunity and Threathening of the employees. The steps are as follows :

- List the indicator and variable of internal factors including two categories Strengthening and Weakness, and external factors including two categories Opportunity and Threathening.
- Specify the weight of each indicator which compare the role of 1 indicator with others. Maximum weight of each categories are 1 or 100 %.
- Giving score according to the contribution or barriers of each indicator. The score uses ratio scale, which scale of measurement is from + 1 up to + 5 for Strengthening and Opportunity, and from - 1 up to - 5 for Weakness and Threathening categories. Positive score is given for Strengthening and Opportunity categories according to their contribution in improving the employee's ability, while negative score is given for Weakness and Threathening categories, according to the barriers in improving employees's ability.
- Cross the weight with score of each categories to get the weight weighted. Sum the weight weighted of each categories.
- Calculate the sub total of each categories of internal factor and external factor.
- Specify the Quadrant position of the employees according to the result of score calculaed. There are 4 alternatives quadrants, as follows :
  - $S > W$  or  $S - W = +$  and  $O > T$  or  $O - T = +$  : Quadrant 1
  - $S < W$  or  $S - W = -$  and  $O > T$  or  $O - T = +$  : Quadrant 2
  - $S < W$  or  $S - W = -$  and  $O < T$  or  $O - T = -$  : Quadrant 3
  - $S < W$  or  $S - W = -$  and  $O > T$  or  $O - T = +$  : Quadrant 4
- Specify the strategic implication of each student related to each quadrant
  - Quadrant 1 : S O Strategy (Growth Strategy)
  - Quadrant 2 : W O Strategy (Stability Strategy)
  - Quadrant 3 : W T Strategy (Revical Strategy)
  - Quadrant 4 : S T Strategy (Difersification Strategy).

8. Implement the strategic management by institutions, refer to the strategic implication of the employees.
9. Compare The goal target of each employees since 2014.1 up to 2015.2, to get information about the impact of the implementations of strategic management.

The form of variable categories, indicators, and scores of the employees are shown in Table 2 below.

Table 2. The Form of Variable Categories, Indicators, and Scores of the employees.

| Variable Categories and Indicators<br>(1) |  | Weight<br>(2) | Scores<br>(3) | Weight Weighted<br>(4) = (2)*(3) |
|---|--|---------------|---------------|----------------------------------|
| <b>Strengthening</b>                      |  |               |               |                                  |
| A   | Energic  | 0,2           | (1 - 5)       |                                  |
| B   | Full time in Working, High Motivation                  | 0,3           | (1 - 5)       |                                  |
| C   | Knowledge about IT and Distance Learning               | 0,3           | (1 - 5)       |                                  |
| D   | Discipline in work                                     | 0,2           | (1 - 5)       |                                  |
| Sub Total                                 |  | 1             |               |                                  |
| <b>Weakness</b>                           |  |               |               |                                  |
| A   | Low Experience   | 0,2           | (1 - 5)       |                                  |
| B   | Hard to adopt instruction                              | 0,3           | (1 - 5)       |                                  |
| C   | Low in initiative                                      | 0,3           | (1 - 5)       |                                  |
| D   | Lack of Working Strategic                              | 0,2           | (1 - 5)       |                                  |
| Sub Total                                 |  | 1             |               |                                  |
| <b>Opportunity</b>                        |  |               |               |                                  |
| A   | Using Various of Application                           | 0,3           | (1 - 5)       |                                  |
| B   | Many of students need to enlighment                    | 0,3           | (1 - 5)       |                                  |
| C   | High Participation in Discussion                       | 0,2           | (1 - 5)       |                                  |
| D   | Dynamic in IT development                              | 0,2           | (1 - 5)       |                                  |
| Sub Total                                 |  | 1             |               |                                  |
| <b>Theathening</b>                        |  |               |               |                                  |
| A   | Disturbances to play while working from friend outside | 0,2           | (1 - 5)       |                                  |
| B   | Not competitive in family, environment                 | 0,2           | (1 - 5)       |                                  |
| C   | Disturbances to work, to many activities outside       | 0,3           | (1 - 5)       |                                  |
| D   | Hard to learn management office                        | 0,3           | (1 - 5)       |                                  |
| Sub Total                                 |  | 1             |               |                                  |
| GRAND TOTAL                               |  |               |               |                                  |
| AVERAGE                                   |  |               |               |                                  |

#### Data Analysis

The author observed and compare employees achievement in entry score tutorial per semester since 2014.1 up to 2015.2. Data is collected and taken from Application of Tutorial, compare and analysis with strategic management 4 K per semester. Data is focused in entry score tutorial, as 1 of several objects which could be measured and significant as a part of quality goal.

### RESULT AND DISCUSSION

#### A. Result

The result of this research are 3 data, consist of :

1. The score of Weight Weighted and Implication Strategy of The Employee.
2. The implementation strategic implication of the employee.
3. The employees achievement in 2014.1 – 2015.2, as the impact of the implementation strategic management in improving employees competence.

Description of educationa background, age, and duration of work of thw wmploww, could be see in table 3 below.

Table 3. Description of level of educational background, age, and duration of work of the employee

| Num. | Name       | Level of Educational Background       | Age (years old) | Duration of Work (year) |
|------|------------|---------------------------------------|-----------------|-------------------------|
| 1    | Employee A | Graduate of Senior High School Degree | 42              | 11                      |
| 2    | Employee B | Graduate of Senior High School Degree | 54              | 29                      |
| 3    | Employee C | Graduate of Senior High School Degree | 47              | 26                      |
| 4    | Employee D | Graduate of Master Degree             | 61              | 36                      |
| 5    | Employee E | Graduate of Senior High School Degree | 43              | 11                      |
| 6    | Employee F | Graduate of Master Degree             | 37              | 13                      |
| 7    | Employee G | Graduate of Master Degree             | 33              | 8                       |
| 8    | Employee H | Graduate of Senior High School Degree | 50              | 11                      |
| 9    | Employee I | Graduate of Senior High School Degree | 55              | 27                      |
| 10   | Employee J | Graduate of Diploma Degree            | 39              | 11                      |
| 11   | Employee K | Graduate of Master Degree             | 31              | 7                       |
| 12   | Employee L | Graduate of Diploma Degree            | 55              | 27                      |
| 13   | Employee M | Graduate of Master Degree             | 33              | 8                       |
| 14   | Employee N | Graduate of Master Degree             | 36              | 13                      |
| 15   | Employee O | Graduate of Master Degree             | 32              | 8                       |
| 16   | Employee P | Graduate of Diploma Degree            | 50              | 28                      |
| 17   | Employee Q | Graduate of Diploma Degree            | 47              | 13                      |

The score of Weight Weighted and Implication Strategy of the employee is aimed to describe the employees condition in internal and external factor and the implication strategy suitable to improve the employee's competence. This score is given in Table 4 below.

Table 4. The Score of Weight Weighted and Implication Strategy of the Employees

| Num. | Students Observed | Score of Weight Weighted |          | Implication Strategy |
|------|-------------------|--------------------------|----------|----------------------|
|      |                   | Internal                 | External |                      |
| 1    | Employee A        | 0,4 (S)                  | 0,4 (O)  | S O                  |
| 2    | Employee B        | -0,2 (W)                 | 0,2 (T)  | W O                  |
| 3    | Employee C        | -0,4 (W)                 | 0,2 (O)  | W O                  |
| 4    | Employee D        | 0,6(S)                   | 0,4 (O)  | S O                  |
| 5    | Employee E        | -0,2 (W)                 | 0,4 (O)  | W O                  |
| 6    | Employee F        | -0,1 (W)                 | 0,4 (T)  | W O                  |
| 7    | Employee G        | 0,4 (S)                  | 0,6 (O)  | S O                  |
| 8    | Employee H        | -0,4 (W)                 | -0,5 (O) | W T                  |
| 9    | Employee I        | -0,5 (W)                 | -0,5 (T) | W T                  |
| 10   | Employee J        | -0,1 (W)                 | 0,6 (O)  | W O                  |

|    |            |          |          |     |
|----|------------|----------|----------|-----|
| 11 | Employee K | 0,6 (S)  | 0,6 (O)  | S O |
| 12 | Employee L | 0,2 (S)  | 0,4 (O)  | S O |
| 13 | Employee M | 0,3 (S)  | -0,1 (O) | S T |
| 14 | Employee N | 0,4 (S)  | 0,6 (O)  | S O |
| 15 | Employee O | 0,4 (S)  | 0,4 (O)  | S O |
| 16 | Employee P | -0,2 (W) | 0,4 (O)  | W O |
| 17 | Employee Q | -0,1 (W) | 0,2 (O)  | W O |

The information of the table is used for management in to specific the implementation of strategic management refer to the implication strategy. These are kinds of intervenses by institutions. The implementations could explained in Matrix 4 K, as follows :

- a. Quadrant 1. Growth Strategy (S O Strategy)
  - Employee in SO strategy involved in all of activities such as students orientation, debriefing tutor, recruitment tutor, debriefing of teaching practice, monitoring, evaluation, and preparing the report. The SO Strategy is suitable for Employee A, D, G, K, L, N, O, P.
- b. Quadrant 2. Stability Strategy (W O Strategy)
  - Employee in WO Strategy involved in Keep the administration well managed including scheduling 2 weeks before tutorial, well managed document, absence, preparing distribution of kit tutorial, learning material, entry of score tutorial. The WO Strategy is suitable for employee B, C, E, F, J, Q, S.
- c. Quadrant 3. Revival Strategy (W T Strategy)
  - Employee in WT Strategy are individually need trained, mentored and coached, to build their motivations. Sharing about working strategic are other efforts. The WT strategy is suitable for Employee H, I.
- d. Quadrant 4. Differsification Strategy (ST Strategy)
  - Employee in ST are directed to often in using optimalizing the application used IT, such as Application of Tutorial, Application of, Student Record System, Application of Learning Material Distribution, Online Registration System, Digital Library, Online Tutorial, Online Excercise, Web Supplement, and another Open Educational Resources.(OER).. The ST strategy is suitable for employee M, R.

By implementing this strategic management, top and middle management wish the employees could improve their ability in Working, and achieve their Working Target. The achievement of quality goal of institutions in the period of 2014.1 to 2015.2 is shown in Table 5 as follow.

Table 5 : The Employees entry score in 2014.1 – 2015.2

| Num. | Employee Observed | Realization of Working Target |        |       |        |
|------|-------------------|-------------------------------|--------|-------|--------|
|      |                   | 2014.1                        | 2014.2 | 205.1 | 2015.2 |
| 1    | Employee A        | 100                           | 100    | 100   | 100    |
| 2    | Employee B        | 100                           | 100    | 100   | 100    |
| 3    | Employee C        | 100                           | 100    | 100   | 100    |
| 4    | Employee D        | 92                            | 93     | 82    | 91     |
| 5    | Employee E        | 100                           | 100    | 100   | 96     |
| 6    | Employee F        | 100                           | 100    | 100   | 100    |
| 7    | Employee G        | 100                           | 100    | 100   | 100    |
| 8    | Employee H        | 96                            | 100    | 78    | 100    |
| 9    | Employee I        | 92                            | 90     | 53    | 84     |
| 10   | Employee J        | 100                           | 100    | 100   | 100    |
| 11   | Employee K        | 100                           | 100    | 100   | 100    |
| 12   | Employee L        | 100                           | 100    | 75    | 100    |
| 13   | Employee M        | 100                           | 100    | 70    | 73     |

|    |            |     |     |     |     |
|----|------------|-----|-----|-----|-----|
| 14 | Employee N | 100 | 100 | 100 | 100 |
| 15 | Employee O | 100 | 100 | 100 | 100 |
| 16 | Employee P | 100 | 100 | 100 | 100 |
| 17 | Employee Q | 100 | 100 | 100 | 100 |

While the achievements of management goal quality in 2014.1 to 2015.2 are shown in table 6 below :

Table 6. The achievement of management goal quality in 2014.1 to 2015.2

| Num | Goal Quality           | Measurement                   | Target  | Achievement |        |        |        |
|-----|------------------------|-------------------------------|---------|-------------|--------|--------|--------|
|     |                        |                               |         | 2014.1      | 2014.2 | 2015.1 | 2015.2 |
| 1   | Conformity of Practice | Guidline available            | 100%    | 100%        | 100%   | 100%   | 100%   |
|     |                        | Practice avaiable             | 100%    | 100%        | 100%   | 100%   | 100%   |
| 2   | Conformity of Tutorial | Present of Tutor              | 100%    | 99,82       | 99,71  | 99,86  | 99,89  |
| 3   | Entry Score            | Reduce wrong formula tutorial | max 5 % | 0,54        | 0,25   | 0,54   | 0,74   |
|     |                        | Reduce wrong formula practie  | max 5 % | 0,52        | 2,20   | 0,52   | 0,71   |
|     |                        | Punctual in receive score     | 100%    | 99,54       | 99,42  | 99,67  | 99,62  |
|     |                        | Entr score tutorial           | 85%     | 99,7        | 99,8   | 92,69  | 98,51  |
|     |                        | Entry score practice          | 100%    | 100%        | 100%   | 99,42  | 99,6   |

The Result in entry score of 2014.1 – 2015.2 were the impact of Strategic Management in Improving Employee Competence. From the table above, it shows that the Entry Score in 2015.1 is lower with 2014.1, and 2014.2. While in 2015.2 is higher than 2015.1.

B. Discussion

From the tables above, we could see that since 2014.1 to 2014.2, the score was still high. After the score was low in 2015.1, the score is increase again in 2015.2. Many factors which influence this, including staff ability, introduction of new decision, etc, which could not be adapted by some staffs and potentially reduced the performance.

The analysis are given below :

a. 2014.1

- Target in entry score is achieved. The management giving training and mentoring for the staff with qualification WT, ST, and WO. SO staff is involved by mentoring another staff.

b. 2014.2

- The achievement in 2014.2 is higher than 2014.1. Total number of the students in 2014.2 is reduced from 2014.1. However, this could be influence in increasing the achievements of the entry score.

c. 2015.1

- The goal quality in entry score is not achieved. There is a new formula in the application which are not familiar with almost the staff especially with classified as categories WO and WT. Although we have\ trained them, this is not enough to improve their ability in IT. This is because of some employees could not maximize in achieved the target.

d. 2015.2

- Learning from evidence in 2015.1, the management change the strategic in working, especially by improve the controlling for WT classification, the goal quality in 2015.2 is achieved. By improved the controlled start form the planning until the implementation of entry score.

Not all employees could improve their performance, although we could improve some ability. It occurs because to improve the ability, it depends on the employees competence. Improvement of employees ability, could be done by intensive mentoring and training.

In Indonesia Open University Regional Kupang, there are 6 of 19 staffs which are lecturer, which have ability in doing both academic and administration working with good quality, better than another. This inspired in involved them as a mentor for another employee.

By comparing target with achievement of management goal quality in 2014.1 to 2015.2, the result above showed that strategic management consist of vision and mission statement, internal and external factor analyzes, formulating strategy, and implementation into SO, WO, WT, and ST strategic could improve the employee ability in working. The problem of

the different competence among the employees in connected with different level academic background, experience, and age, could be solved by use the strategic management. The usage of strategic management could optimalize and empower the staff. The result of this research are refer to the theory, and universally characteristic. This also could be applied for organizations in education sector in any countries which have the necessity to improve the employees ability in working as one of alternatives.

#### CONCLUSION AND RECOMMENDATION

##### A. Conclusion

1. The usage of principle of Strategic Management in Indonesia Open University Reginal Kupang could improve the employese ability in working.
2. Although has been mentored and coached, not all employees can improve their ability.

##### B. Recommendation

1. The usage of Strategic Management principle could be done in improving the employee ability in working. This is theoretically and universal, recommended for organizations in education sector in any countries which have the necessity to improve the employees ability, could use the strategic managements principle as one of alternatives  
For other researcher, its recommended to make a further research in any kinds of organizations, not only limited in education sector.
2. The Strategic Management principle could be done periodically, to keep the ability in working for the employees
3. The employees whose mentored and trained are still could not improve their ability, are recommended to get intensive mentoring to reinforce their comprehension.

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Wise Rogate Silalahi  
Faculty of Economics Indonesia Open University Regional Kupang  
[wise@ut.ac.id](mailto:wise@ut.ac.id), [swise\\_r@yahoo.com](mailto:swise_r@yahoo.com)