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Strategy Management Towards Accelerating  
Academic Promotion Case Study of Lecturer at  
the Faculty of Fine Arts, Indonesian Institute of  
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# **Implementation of Lecturer Performance Strategy Management towards Accelerating Academic Promotion Case Study of Lecturer at the Faculty of Fine Arts, The Yogyakarta Art Institute of Indonesia**

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## **Abstract.**

The purpose of this study was to implement a management strategy to accelerate the promotion of lecturers at the Faculty of Fine Arts, Institut Seni Indonesia Yogyakarta. The quantitative approach was conducted in this research through a descriptive method applied to explain data gathered from an observation on 109 respondents who were lecturers of the Faculty of Fine Arts, Institut Seni Indonesia Yogyakarta that then were examined using the SWOT analysis. The results of the study employed to the internal and external factors showed that the implementation of strategic management has been optimized; however, it required continuous administrative awareness from lecturers, especially of promotion acceleration. The promotion of lecturers to a higher academic level from assistant professors to associate professors and finally full professors is a form of lecturers' professional development and career. Viewed from the functional administration aspect, the problem faced by the Faculty of Fine Arts of Institut Seni Indonesia was the imbalance proportion between the number of assistant professors and the number of the associate and full professors. The latter is very small. This gap is influenced by the systematic structure of individuals, organizations, and institutions. In solving this problem, a strategic management method is required to accelerate the promotion of lecturers' academic position. The result of this research is expected to significantly shape a positive perspective, raise academic awareness, and trigger internal motivation on the part of the lecturers so that they will improve their integrity and formulate their long-term goals relevant to the credit score submission for their performance assessment review and the up levelling the institution accreditation.

**Keywords:** strategy management, lecturer career, academic position, accreditation, college.

## 1 Introduction

Higher education human resource management becomes a concept, facts and ideas, a group (genus), campus community and personal. Higher education HR management in this research study emphasizes the complicated parts of the figure of a lecturer as an ordinary human being and an intellectual (educated) community group [1]. Human resources are the people who are ready, willing, and able to contribute to organizational goals [2]. Lecturers are the main factor in the process of teaching and learning activities in universities. Lecturers are the spearhead in the production of knowledge needed to create a constructive and solutive academic atmosphere in responding to and answering various issues related to the vision of the department or study program in improving its accreditation through an increase in lecturer academic positions. The form of appreciation from the government for the work achievements of lecturers is by providing an increase in academic positions.

Lecturer academic promotion is a right and obligation for every lecturer as well as a parameter of lecturer performance, therefore, to get these rights and obligations a lecturer must generate his performance through competence, motivation, job satisfaction, commitment, and reward. Lecturers are professional educators who work in higher education to transform, develop, and disseminate science, technology, and art through education, research, and community service. (President of the Republic of Indonesia, 2005). These activities are Tridharma Perguruan Tinggi activities which to support and facilitate the collection of credit score material in proposing an increase in academic positions, lecturers are required to carry out these activities.

The number of lecturer credit numbers through these tridharma activities will affect the achievement of functional positions in the academic world. Thus, the achievement of functional positions as well as research results in the form of recognized and reputable international and national journals to the results of HAKI patents for lecturers will have an impact on the achievement of campus accreditation. Accreditation is both a process and a result. As a process, accreditation is an effort by BAN-PT to assess and determine the quality status of study programs in higher education based on predetermined quality standards. As a result, accreditation is the quality status of higher education that is announced to the public[3]. Higher education accreditation body (Badan Akreditasi Nasional Perguruan Tinggi/ BAN-PT in Indonesian) is an Indonesian body with the main task to assess the quality of Indonesian university [4]. In order for higher education institutions to achieve An accreditation or predicate of excellence, more of their study programs must be accredited A. In addition, the qualifications and academic positions of lecturers play a role very important [5].

In response to the phenomenon of accreditation assessment, the government and universities spend a considerable budget for academic upgrading of school lecturers to higher levels, research costs, seminars, scientific publications. Thus, it is expected

that the accreditation of the university will increase, and its reputation will be better. With the increasing reputation of a university, indirectly the university is increasingly viewed both at home and abroad and can increase the competitiveness of the university [2].

Recognition of the best achievements of accreditation will be the authority and academic dignity of higher education. This is because accreditation is one form of assessment (evaluation) of the quality and feasibility of higher education institutions or study programs carried out by independent organizations or bodies outside the university. Another form of external quality assessment is an assessment related to accountability, granting permits, granting licenses by certain agencies [3]. There is also data collection by government agencies for certain purposes, and surveys to determine the ranking of universities.

One of the goals of achieving higher education to catch up both in terms of global ranking accreditation, to the quantity of globally indexed international journals such as the Scopus index, DOAJ, etc., can be done through the productivity of scientific work which can later be useful for institutional accreditation and especially for lecturers. One of the functions of personnel administration in an institution or organization is resource development. The development of lecturer resources needs to be carefully planned; it is hoped that it will be able to improve the performance of lecturers so that in the end it will improve the quality of education itself [2]. To achieve these goals, lecturers must have the creativity to continue working, carry out research and of course must be diligent in writing and carrying out community service. For a lecturer, scientific work is very important as a form of competence or expertise in the field he is engaged in, so lecturers are required to be more productive in producing works, both scientific and monumental works.

To be able to fulfill these requirements, lecturers must have the creativity to continue working, in the end, higher education human resource management is able to display a professional lecturer profile in accordance with the mandate they carry, carrying out the Tri Dharma of Higher Education. Lecturers are not only good at delivering lecture material, but they are also required to be professional in conducting scientific research and intelligent with community service. [2].

In general, the process of proposing an academic promotion for lecturers is often late. Although the opportunity to apply for the fastest 2 - 4 years, but the reality in the field is that there are still many lecturers who do not apply for promotion for up to 10 years. This is due to the habit of underestimating the potential value of functional positions to the campus, untidy filing of credit score material and difficulty in collecting material, especially the publication of scientific papers in accredited national scientific journals and reputable international journals which are mandatory requirements for proposing academic promotion. These problems lead to inaccurate time

periods for lecturers in proposing academic promotion, so that strategic management is needed as an effective and efficient method in the managerial management of accelerating the promotion of lecturers.

Based on staffing monitoring data from the Faculty of Fine Arts The Yogyakarta Art Institute of Indonesia in April 2021, 7 percent of lecturers whose promotion took 1-2 years (on time), 19 percent of lecturers whose promotion took 3-4 years, and 10 percent of lecturers whose promotion took 5-6 years and 66 percent of lecturers whose promotion took more than 6 years. Based on these data, the research seeks to analyze what factors influence and hinder the performance of lecturers towards academic promotion and to raise the performance of lecturers in proposing academic promotion and making it a habit so that it can encourage increased accreditation of the Institute. In the future, the results of this study are expected to be useful in the process of developing human resources, especially the lecturer element as an effort to develop quality or ability through the process of planning education, training and management of personnel or employees to achieve optimal results in accordance with the goals and vision and mission of higher education, especially at the Faculty of Fine Arts the Yogyakarta Art Institute of Indonesia.

## **2 LITERATURE REVIEW AND HYPOTHESIS FORMULATION**

The most important source in every organization is human therefore in an organization humans have an important role that is very strategic in achieving organizational goals. Human resources are "the people who are ready, willing and able to contribute to organizational goals" according to Werther and Davis, (in Benny, 2005). (Benny, 2005). Based on this opinion, it can be stated that human resources are ready, willing and able to contribute to efforts to achieve organizational goals [6]. Activities that meet the objectives of human resource management for organizational purposes, among others, are (1) human resource planning; (2) required services (3) selection; (4) training and development; (5) assessment (6) placement; and (7) supervision activities [6]. HR planning in an organization serves to establish a staffing program. The staffing program includes organizing, directing, controlling, procuring, developing, compensating, integrating, maintaining, disciplining, and dismissing employees.

Muhamad Thoif in the article "Human Resource Management in Higher Education" describes HR development including: (1) training, (2) development, (3) career development, and (4) performance appraisal. HR Development Strategy in Higher Education, University Governance is the most important thing in an organization, because without good management. With a good governance system, it is expected that activities in the organization can run better. Improving lecturers' qualifications can be done with further education to a higher level. [2]

Human resource management in higher education is an effort to plan, organize, mobilize, and assess the human resources of higher education to contribute as much as possible to the development of higher education and the achievement of programs and work plans. The presence and intelligence of human resource management lecturers have an important role and contribute to determining the smoothness and success of higher education. For lecturers to carry out their duties properly and effectively, they are required to have the ability, work motivation, work discipline, work ethics, work culture, work ethic, and high morale [1].

In connection with the management of human resources in higher education, an understanding of strategic management is needed. Previously, the definition of strategy stated by Rangkuti (2004), "strategy is a tool to achieve goals". Richard L. Daft (2010) defines strategy explicitly, namely an action plan that explains the allocation of resources and various activities to deal with the environment, gain competitive advantage, and achieve company goals. Strategy is a framework for everything important, such as entrepreneurship, competition and functional that will be applied to realize company goals and gain sustainable success. Strategy can be interpreted as a direction of the company in the long term that creates benefits for the company in resource management [7]. Strategic management is the art and science of formulating, implementing, and evaluating strategic decisions among three functions that enable an organization to achieve future goals [8]. Pearce and Robinson (1997, 2007, and 2009) state that Strategic Management is a set of decisions and actions that result in the formulation and implementation of plans designed to achieve corporate goals [9]. Strategic management is a managerial effort to develop all the strengths of the institution to optimize any opportunities that arise in order to achieve the goals of the institution that have been set in accordance with the vision and mission that have been determined. [8]. Stages in strategic management include (David, 2004): 1). Strategy formulation, 2) Strategy implementation, 3). Strategic implementation, 4). Strategy evaluation includes reviewing external and internal factors, measuring performance, and taking corrective actions. Each university has certainly formulated its own vision and mission. This includes formulating a strategy for how universities have quality quality according to the quality criteria set by BAN-PT, so that it has implications for the value of university accreditation. Of course, to improve the quality of college quality, the contribution of lecturer performance is very influential.

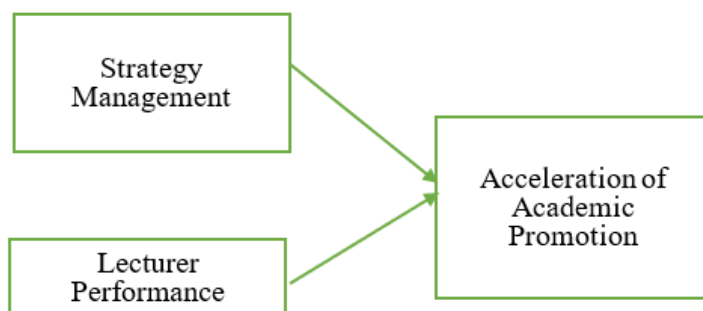
Performance is an achievement achieved by a person in carrying out his duties or work, in accordance with the standard criteria set in the job [10]. Rivai (2004: 309) defines performance as the real behavior displayed by each person as a work achievement produced by employees in accordance with their role in the company (organization). Based on this definition, lecturer performance is the real behavior displayed by a lecturer as a work achievement produced according to his role as an academic functional staff. Lecturer performance indicators can be seen from enthusiasm, discipline, creativity, innovation, and loyalty. These indicators will affect the achievements achieved by lecturers, where these achievements will result in job satisfaction which will later affect the level of compensation, one of which is through the

process of increasing the academic position of lecturers which will directly increase their rank and class.

The increase in lecturer academic positions is a form of government reward for the work achievements of lecturers, thus every lecturer who has had work achievements in accordance with the laws and regulations is entitled to an award for academic promotion [11]. Lecturer academic promotion is a right and obligation for every lecturer as well as a parameter of lecturer performance, therefore, to get these rights and obligations a lecturer must generate performance, ability and achievement through competence, motivation, job satisfaction, commitment, and reward.

Lecturers are professional educators and scientists with the main task of transforming, developing, and disseminating science, technology, and art through education, research, and community service [12]. Law No. 14/2005 requires lecturers to be professionals with a clear career path through promotion and promotion. The process of increasing the academic position of lecturers can be done through submitting a credit score assessment of the Tridharma Perguruan Tinggi activities submitted according to what is needed at each level. Where the Tridharma Perguruan Tinggi activities will affect the achievement of academic promotion which will have implications for Higher Education accreditation. Accreditation is a form of assessment (evaluation) of the feasibility and quality of higher education or study programs carried out by an independent organization or body outside the university [3]. Improving university accreditation is a very important thing and continues to be pursued. Accreditation is considered as one of the things that has a selling point for a campus.

SWOT analysis is a form of situation and condition analysis that provides a description (descriptive) as an input, then grouped according to their respective contributions to develop a strategic plan with reference to strengths and weaknesses, opportunities, and threats for the implementation of an organization's program [8].



**Fig. 1.** Framework

Based on this framework, the research hypothesis is formulated as follows the following:

H1: Strategic management has a positive and significant effect on the acceleration of academic promotion.

H1: Lecture performance has an appositive and significant effect on acceleration academic promotion.

### 3 RESEARCH METHODS

The research method used is a descriptive method with a quantitative approach and all polulations are used as samples, namely all lecturers at the Faculty of Fine Arts The Yogyakarta Art Institute of Indonesia totaling 109 people who have functional positions or academic positions of lecturers. The data collection technique was carried out using a questionnaire or questionnaire through google form and in-depth interviews to measure the performance of lecturers on promotion and documentation through monitoring promotion every year obtained from the staff of the Faculty of Fine Arts The Yogyakarta Art Institute of Indonesia. Where the data obtained is analyzed using SWOT analysis. SWOT analysis is the systematic identification of various factors to formulate organizational or institutional strategies: This analysis is based on logic that can maximize strengths and opportunities but can simultaneously minimize weaknesses and threats. SWOT stands for the internal environment of strengts and weaknesses and the external environment of opportunities and threats faced by the business world [13].

### 4 ANALYSIS AND DISCUSSION

#### 4.1 Monitoring the Promotion of Lecturer Credit Score in 2021

**Table 1.** Monitoring the Promotion of Lecturer Credit Score

Level of credit score submission	Category	Total
2 Years	Very Good	7
3 – 4 Years	Good	19
5 – 6 Years	Simply	10
6 Years	Less	66



From the data of 109 lecturers who can be seen in the percentage data of the distance of credit score submission, only 102 people, because the rest are lecturers with the status of Civil Servant Candidates (CPNS), so the data cannot be percented. Based on Figure 2. It is known that a total of 64% of lecturers are lacking in applying for promotion. To find out the obstacles and difficulties, researchers conducted research by distributing questionnaires or questionnaires using google form to be sent to all lecturers at the Faculty of Fine Arts The Yogyakarta Art Institute of Indonesia through whatsapp groups and personal whatsapp.

#### **4.2 The results of distributing questionnaires or questionnaires**

From the results of distributing questionnaires or questionnaires to 109 lecturers, not all lecturers could fill out the questionnaire, only 55 lecturers filled out the questionnaire, because there were lecturers whose status was still cpns, on study assignments, training, leave, illness, or other official needs. From these respondents, the obstacles and difficulties experienced by lecturers related to the application for academic promotion are as follows:

- 4.1.1. Lecturers who did not know the schedule for promotion proposals amounted to 44%.
- 4.1.2. Lecturers who have not been on time in proposing promotion are 69%.
- 4.1.3. Lecturers already know the requirements for promotion by 57%.
- 4.1.4. Lecturers already know the mechanism for proposing promotion 39%.
- 4.1.5. Lecturers who already know the material used for promotion proposals are 52%.
- 4.1.6. Lecturers still have difficulties in collecting material as material for proposals for promotion by 56%.
- 4.1.7. Documents on the tridharma of higher education as materials have not been properly archived at 52%.
- 4.1.8. Lecturers are 41% aware of promotional information through circulars/social media such as the web and whatsapp groups by 41%.
- 4.1.9. The activeness of the staffing manager in providing information or responding to promotions is 81%.
- 4.1.10. The promotion process is easy to access and understand at 48%.
- 4.1.11. The facilities and infrastructure used for proposing promotions are adequate at 39%.
- 4.1.12. Lecturers in inputting material to propose promotion are still assisted by education personnel by 41%.
- 4.1.13. Lecturers are satisfied with the administrative service process for promotion as much as 57%.

## **5 SWOT Matrix**

The following researchers describe the SWOT analysis related to obstacles, difficulties, strengths, and weaknesses of accelerating the promotion of lecturers.

Table 2. SWOT matrix analysis

Factor	Strength (S)	Weakness (W)	
Internal	1. The staffing department annually monitors the promotion of lecturers to monitor and evaluate the development of lecturers' functional positions.	1. There are still many lecturers who do not understand how to fill out the List of Proposed Determination of Credit Score (DUPAK).	
	2. The ease of service provided by the faculty staffing section related to the promotion of lecturers, by picking up the ball and helping to input DUPAK, as well as issuing letters of assignment in a paperless form so that they are archived online on google drive.	2. The archiving of materials for the tridharma activities of higher education that are not well documented and neat, making lecturers reluctant to collect credit score materials.	
	3. Many young lecturers apply for study permits or study assignments.	3. The age factor inhibits lecturers from continuing their S-3 studies, even though the new rules require that for promotion to head lecturer, they must continue their S-3 studies or have publications in international scientific journals indexed by Scopus or other indices recognized by the Ministry of Education and Culture.	
	4. Many lecturers already have materials related to the tridharma activities of higher education.	4. Lecturers are busy in their work or positions, making the process of applying for credit numbers delayed.	
External	Opportunities (O)		
	1. Increase the motivation and ability of lecturers in journal writing through training in writing national or international scopus journals to increase the potential for acceptance of international journal article publications.	Threat (T)	
	2. Improve facilities and infrastructure to stimulate lecturers' performance in collecting credit score materials.	1. The internal motivation of lecturers to conduct scientific research which is then realized in the form of reputable scientific journals is very lacking, this is due to constraints on time management and lack of understanding of the systematics of writing scientific journals.	
	3. Increase motivation	2. The lecturer's concern is that if the position rises to become a head lecturer, the obligation to publish must automatically be indexed at least Sinta 2 (S2).	
		3. The concern is that if you are promoted, your rank and class	

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| <p>through funding schemes for lecturer capacity building in research and community service.</p> <p>4. Organizing the workload of lecturers so that lecturers can divide their time to fulfill the tri-dharma of PT.</p> | <p>will automatically increase, so that the tax deduction increases to 15 percent, resulting in reduced take home pay.</p> <p>4. Anxiety about taking office because if you take office, you will have less time to create art.</p> |
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#### SWOT matrix analysis for strategic management Strength - Opportunities/SO

Can see the strengths of lecturers in utilizing the opportunities provided by staffing FSR The Yogyakarta Art Institute of Indonesia through strategic management by making monitoring of credit score submissions each semester and formulating obstacles faced by lecturers in applying for promotion, measuring lecturer performance and evaluating lecturer performance so that motivation can be given in accelerating promotion to improve the quality of higher education which also has implications for accreditation scores through socialization of the credit score submission process and providing technical guidance on how to apply for credit scores.

#### SWOT matrix analysis for strategic management Weakness - Opportunities /WO

From the weaknesses and opportunities for lecturer performance towards accelerating academic promotion, a strategy can be developed to minimize existing weaknesses so that FSR The Yogyakarta Art Institute of Indonesia staff can take advantage of opportunities and implement strategic management by means of the leadership of FSR The Yogyakarta Art Institute of Indonesia always providing support, motivation and arousing the performance of lecturers to be on time in proposing credit numbers through socialization of procedures, socialization of the assessment system and journal writing training workshops by inviting presenters from outside the college.

#### SWOT Matrix Analysis for Strength - Treat /ST Strategy management

Judging from the strengths and threats of lecturer performance towards accelerating academic promotion related to the lack of enthusiasm for submitting lecturer credit numbers by motivating active performance in carrying out tridharma activities of higher education, namely the habituation of writing scientific papers. The reluctance to submit credit numbers can be increased by actively communicating the need for credit number material to the staffing department, especially those who take care of lecturer administration. Ease of understanding the flow of promotion for lecturers, then the staffing department must improve services such as providing convenience related to credit score processing as an example of optimizing the sister application to be used for lecturers in documenting the tridharma activities of higher education so that archiving of activity documents becomes better and more organized and digitizing letters related to lecturer activity items by utilizing similar applications (electronic mail fine arts) so as to facilitate lecturers in archiving.

### SWOT Matrix Analysis for Weakness - Threat /WT Strategy management

On the weaknesses and threats related to the performance of lecturers towards the acceleration of academic positions, internal weaknesses can be minimized to avoid external threats, namely by utilizing the sister application as a medium for storing documents on the tridharma activities of higher education, in addition to increasing the value of the main performance indicators (IKU) of higher education, it can also document the tridharma activities of lecturers to be more organized and neat, and in the future it can be used as a notification if the activity item has fulfilled to be proposed to determine the lecturer's credit score.

## **6 CONCLUSIONS, LIMITATIONS AND SUGGESTIONS**

Strategic management and lecture performance have a positive and significant impact on the acceleration of lecturer promotion which requires serious handling. So far, the proposal for credit score is still manual, if the SISTER application (integrated resource information system) is optimized, the process of proposing functional promotion will be easier. Because every lecturer carries out tridharma activities of higher education such as research, service and support can be inputted at any time, so that sisters can be used as material savings as credit score submission material for lecturer promotion. The active role of lecturers as the main educators in higher education is needed to complete and update the tridharma activities of higher education. The increase in the functional position of lecturers has personal benefits for those concerned, as well as spurring the development of lecturer competencies to jointly improve and maintain the accreditation scores of departments, faculties, and universities in order to continue to get A grades.

Case study research with SWOT analysis in this study specifically only on a survey sample of lecturers at the Faculty of Fine Arts The Yogyakarta Art Institute of Indonesia, certainly has weaknesses in detail accommodating the various needs of the material object through this case study.

Based on the results of the research, the suggestion that can be given is the support of the leadership to always provide motivation and encouragement as well as training opportunities to improve competence through each lecturer in accordance with their professional field in order to improve their abilities such as more intensive training in writing scientific publications for lecturers in order to increase the productivity of lecturers in publishing scientific papers and giving awards to lecturers who publish scientific papers to increase motivation in their work. The credit score assessment team to evaluate and review the mechanism for proposing and assessing Credit Score Determination, especially to shorten the time for proposing and assessing to make

lecturers more eager to propose academic increases which will certainly have an impact on higher education.

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