

# THE STRATEGIES OF POLITEKNIK NEGERI JAKARTA TO ENHANCE ACCREDITATION AND INTERNATIONAL REPUTATION IN 2021

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## Abstrak

Artikel ini menjelaskan strategi Politeknik Negeri Jakarta dalam upaya meningkatkan akreditasi dan reputasi internasional. Materi artikel merupakan hasil penelitian kualitatif yang berjudul Strategi Politeknik Negeri Jakarta dalam meningkatkan Akreditasi dan Peningkatan Reputasi Internasional. Permasalahan penelitiannya adalah Strategi Politeknik Negeri Jakarta dalam meningkatkan Akreditasi dan Peningkatan Reputasi Internasional belum diketahui sehingga tujuan penelitiannya mendeskripsikan Strategi Politeknik Negeri Jakarta dalam meningkatkan Akreditasi dan Peningkatan Reputasi Internasional. Pengumpulan data menggunakan observasi partisipan dan studi dokumentasi, sedangkan analisis data menggunakan analisis kualitatif: analisis domain, analisis taksonomi, analisis komponensial, dan menemukan tema budaya. Temuan utama penelitian adalah (i) strategi untuk mencapai reputasi dan akreditasi internasional, antara lain: meningkatkan akreditasi program studi bertaraf nasional dan internasional, meningkatkan peringkat PNJ di tingkat internasional, dan meningkatkan jumlah jaringan internasional, (ii) programnya, antara lain: peningkatan mutu program studi, pemantauan penjaminan mutu program studi, dan peningkatan mutu jaringan internasional. Kesimpulannya adalah bahwa Politeknik Negeri Jakarta telah melakukan berbagai upaya dalam rangka menjadi politeknik bertaraf internasional

**Kata Kunci:** Politeknik Negeri Jakarta, Akreditasi, reputasi, Asia, kelas dunia

## Abstract

This article describes the strategies of Politeknik Negeri Jakarta to increase its accreditation and international reputation. Its material is from the qualitative research results entitled Politeknik Negeri Jakarta strategy to accreditation dan international reputation increasing. The research problem is the strategy of the Politeknik Negeri Jakarta in increasing accreditation and Increasing International Reputation is not yet known so the purpose of the research is to describe the strategies of Politeknik Negeri Jakarta in increasing accreditation and international reputation. The data collected by participant observation and documentation study, while data analysis used qualitative analysis: domain analysis, taxonomy analysis, componential analysis, and finding cultural themes. The main findings are (i) its policies to become international reputation and accreditation, among others: increasing the study program accreditation on national and international standards, increasing the PNJ rating at the international level, and increasing the number of the international network, (ii) its programs, inter alia: increasing of quality of study programs, monitoring the quality assurance on study programs, and increasing the quality of the international network. The conclusion is that Politeknik Negeri Jakarta has made various efforts in order to become an international polytechnic.

**Key Words:** Politeknik Negeri Jakarta, Accreditation, reputation, Asia, world class

## Introduction

Strategic management is the knowledge and art to achieve the organization's vision, mission, and goals. According to David, strategic management needed a plan, action, and evaluation so a vision can be reached

(David, 2011). In the arrangement the strategic management, according to Winardi, after a vision is arranged and environment analysis is done, the next step is determining some strategies to achieve it. (Winardi, 2006). Strategic management is also arranged in higher

education (Peterson, 1997) as done in Politeknik Negeri Jakarta, Indonesia. Politeknik Negeri Jakarta has strategies to achieve its vision. What are the strategies planned to become an international level polytechnic, especially on the aspect of increasing the accreditation and reputation, involving its programs and policies?

The preliminary study indicates that there have not been done the research concerning Politeknik Negeri Jakarta strategies to become a polytechnic at the Asia level. However, there are some researches that have investigated the strategic management in organizations. Taiwo dan Agwu inform in their research that a good vision and mission statement will take effect on an employer's daily activities and also become a guidance to get the goal to be achieved (Taiwo, 2016). Al-Azzah and Yahya said that the achievement of vision and mission must be monitored and checked, so that improvement of vision, mission, and the program can be done continuously (Yahya, 2010). Darbi conveyed that employers can not check the organization's vision although they feel proud of it (Darbi, 2012). Fitri revealed that the increase in the higher education level is also very much determined by the facilities and infrastructure, management, and funding, as well as the quality of the actors, namely the lecturers and support staff (Fitri, 2013). Jarvis revealed that in an effort to become a superior university, universities need to develop corporate universities, namely universities that are managed like companies so that universities are allowed to develop businesses and efforts to obtain an education budget (Jarvis, 2011). Therefore, it can be said that the research topic has never been

studied so new information is presented.

Thus, it can be stated that the problem of this research is the strategy of Politeknik Negeri Jakarta in increasing accreditation and increasing international reputation is not yet known, so the purpose of the research is to describe the strategy of the Politeknik Negeri Jakarta in increasing accreditation and international reputation. Meanwhile, the research is expected to provide enlightenment to polytechnic managers if the higher education institution wants to be at the level of the international class.

### **Method**

To answer the research questions, it is used qualitative approach. Its data is information that correlates with Politeknik Negeri Jakarta strategies to become a polytechnic at the Asia level. The data resources are some of the documents about Politeknik Negeri Jakarta strategies to become a polytechnic at the Asia level and information that is being given by Politeknik Negeri Jakarta Leaders. Data were collected by participant observation dan documents studies, while its data analysis by qualitative analysis by Spradely (2002): domain analysis, taxonomy analysis, componential analysis, and finding the cultural theme.

### **Result and Discussion**

The result of data analysis is known that in order to become a polytechnic on the Asia level, since 2020, Politeknik Negeri Jakarta has set policies, as follows.

**Table 1: Politeknik Negeri Jakarta Policies for Becoming a Polytechnic of Asia Level**

Num.	Description
1	Increasing study programs accreditation in national level
2	Increasing study programs accreditation in inter national level
3	Increasing Politeknik Negeri Jakarta in inter national level
4	Increasing quality assurance on level study program
5	Inreasing education at Politeknik Negeri Jakarta through some programs: applied magister and recognition player learning.
6	Expanding international collaboration

**Source:** The Document of Politeknik Negeri Jakarta, 2021

To support some strategies to become a polytechnic of Asia level, Politeknik Negeri Jakarta has determined some programs to reach that strategies. The programs are as follows.

**Table 2: Politeknik Negeri Jakarta Programs for Supporting the Strategies of Becoming a Polytechnic of Asia Level**

Num.	Description
1	Increasing study programs accreditation according to national Accreditaion Board (BAN PT)
2	Increasing study programs accreditation in the international level
3	Increasing Politeknik Negeri Jakarta in the international level
4	Increasing quality assurance on level study program according to nasional and international standard
5	Increasing number of student
6	Expanding international collaboration on academic and non-academic field

**Source:** The Document of Politeknik Negeri Jakarta, 2021

To achieve increasing in the study program accreditation score in the national level, Politeknik Negeri

Jakarta's Unit of Quality Assurance gives the coaching of accreditation document with 9 criteria. Coaching is carried out by Politeknik Negeri Jakarta's assessors who have experience in providing assessments at the ministerial level. Every semester, The Quality assurance Unit is also doing auditing in internal quality of the study program to maintain education quality.

Efforts to repair and increase accreditation are very good things in order to become a quality university. This is as conveyed by Jarvis (2011) that in order to improve educational institutions, continuous self-evaluation is needed so that improvement in higher education can be achieved.

In order to increase study program quality, Politeknik Negeri Jakarta developed a program "a study program collaborates with industry", so the study program may find advice about curriculum development that is suitable for requirements industry. Some study programs have collaborate, (i) among others Study Program of *Alat Berat* with PT Trakindo Utama, (ii) Study Program of *Teknik Mesin* with PT Garuda Indonesia, (iii) Study Program of *Bank Syariah* with *Bank Muamalah Indonesia*, and (iv) Study Program of *Jalan dan Jembatan* with PT Jasa Marga.

In line with the efforts to achieve the vision of becoming the world-class, the efforts to become autonomous, cooperative policies with universities and industries locally and globally, are very appropriate and important. This is also done by universities in England (Slaughter and Leslie, 2012). (Slaughter & Leslie, 2012)

Now, in 2021, International accreditation is everything that is emphasized by Politeknik Negeri Jakarta so the Politeknik Negeri Jakarta conducted many comparative studies to find lessons learned at various polytechnics that have done their international accreditation successfully; among others are Politeknik Negeri Bandung and Politeknik Negeri Malang.

In order to expand international collaboration in the academic and non-academic fields, a number of international collaborations have also been established by Politeknik Negeri Jakarta, including (i) Asia e-University, (ii) Management and Science, (iii) Politeknik Melaka-Malaysia, (iv) Waikato Institute of Technology-New Zealand, (v) National Chin Yi University of Science and Technology, and (vi) National Yunlin University of Science and Technology-Taiwan. PNJ leadership applies strong leadership in controlling the achievements of its activity programs. The performance of the unit leader is monitored and controlled. If the performance is low, the unit leader must be ready to be replaced. All this is done so that the vision of the Polytechnic can be achieved.

According to Politeknik Negeri Jakarta's Planning of Development Core 2010--2029 (RIP Politeknik Negeri Jakarta 2010—2029), four-steps to be achieved for the international recognition are as follows.

**Table 3: Politeknik Negeri Jakarta For-Step to International Recognition**

Year	Target
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2010--2014	Become a national reference
2015—2019	Classy Southeast Asia
2020—2024	Classy Asia
2024--2029	World-class

**Source:** The Document of Politeknik Negeri Jakarta, 2021

Azzah and Yahya (2010) emphasized the monitoring and evaluation activity. After there is an evaluation, the improvement efforts must be made. So, further improvements should be done after the evaluation.

The breakthroughs made by the leadership of the Jakarta State Polytechnic by expanding foreign cooperation are very appropriate. Kasali (2010) stated that change leaders must have the courage to provide breakthroughs; change-oriented opportunities find solutions and do not avoid obstacles. (Kasali, 2010)

A number of national industrial collaborations have also been established by the Politeknik Negeri Jakarta, including PT PLN, Badak LNG, PT Garuda Indonesia, and Trakindo.

In other side, If we pay attention to the ranking of Politeknik Negeri Jakarta at the national level which is generally measured in terms of institutional quality, quality of resources, quality of student affairs, and quality of research, Politeknik Negeri Jakarta is ranked 5 at the level.

Santosa and Agung noted a number of obstacles for higher education to be world-class, including relatively low staff education, limited foreign language skills, limited staff opportunities for further study, and

accreditation of study programs was not optimal. (Santosa, 2017)

The obstacles as stated by Santosa and Agung are hard faced by Politeknik Negeri Jakarta. However, Politeknik Negeri Jakarta continues to provide opportunities for staff to improve their education and English by providing study information and tuition fees.

Efforts to increase the value of higher education accreditation to the National Accreditation Board in 2021 have also been initiated by forming an experienced team and implementing the working system based on Planning, Implementation, Evaluation, Control, and improvement. PNJ leaders are directly involved in compiling accreditation forms.

In terms of lecturers, the lecturers of Politeknik Negeri Jakarta are also enthusiastic about conducting research on international language topics and at international research level in order to support their campuses, such as research on the translation of research terms from English to Indonesian (Hasyim, 2021).

### **Conclusion**

Politeknik Negeri Jakarta is trying to become an Asian class polytechnic. Various attempts were made. Starting from the stipulated policies and programs in the 2020-2024 Strategic Plan. The leadership then socializes program policies, monitors, and evaluates so that the vision can be achieved. Increasing the study program accreditation on national and at the international standards, increasing Politeknik Negeri Jakarta rating in international level, and increasing the number of international network as its

policies, and increasing the quality of study programs, monitoring the quality assurance on study programs, and increasing of quality of international network are its programs. Meanwhile, with high enthusiasm by mobilizing all the resources, the researcher noticed that Politeknik Negeri Jakarta wants to immediately achieve world class, which in 2021 wants to be Asian class. I hope these goals can be achieved soon. The aspect of the number of research articles indexed by Scopus, foreign cooperation, and foreign students is very important to be improved continuously.

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