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## Improving the Competitiveness of Trisakti's Transportation and Logistics

### Institute at the Transition New Normal Era 2020

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#### ABSTRACT

The research objective was to determine the relationship between strategic planning, organizational culture, and leadership with competitiveness at the Trisakti Institute of Transportation and Logistics (ITL) in the new normal transition era 2020. The research method used was a survey using correlational analysis. The population in this study was 80 permanent lecturers, and the sample was 60 permanent lecturers who were selected by the proportional random sampling technique. This study concludes that there is a positive <sup>2</sup> relationship between strategic planning, organizational learning, and leadership both individually and together with competitiveness. Therefore, based on the research results, the competitiveness of the Trisakti Institute of Transportation and Logistics (ITL) in the new normal transition era in 2020 can be progressing with priority emphasis through (1) leadership, (2) organizational culture, and (3) strategic planning.

**Keywords:** strategic planning, organizational learning, leadership, competitiveness

#### Introduction

In the Principles of Higher Education Development Policy, which was conveyed by <sup>21</sup> the Directorate General of Higher Education, Ministry of National Education,

stated: "To lift Indonesia to become a developed country and become the world's top 12 power in 2025 and the world's top 8 in 2045 through high economic growth that is inclusive and sustainable". In general, the objective conditions of tertiary institutions in Indonesia are still far from ideal quality. Asiaweek's findings show that the competitiveness of universities in Indonesia is low. Very few universities can enter the top 100 categories in the Asian region. The role of higher education is very much needed in the process and dynamics of sustainable development now and in the future. The Trisaki Institute of Transportation and Logistics (ITL) is an institute that has played an active role in developing science, technology, and has contributed to the intellectual life of the nation, improving people's welfare, and preserving the environment and culture.

Economic growth until the second quarter of 2020 in the Covid-19 pandemic era was greatly affected, as was the higher education sector. There has been an acceleration towards the era of communication in network 4.0 and changes in protocols in the teaching and learning process in higher education. It is planned that in 2021 higher education will start face-to-face activities. Attention to this deadly virus makes it necessary to realize that safety is prioritized, because if you only think about the running economy, without heeding health protocols, there will be an increase in the curve of the Covid-19 infection (Business Economy, May 2020).

This time of transition to a new normal life should be a momentum to increase the competitiveness of higher education. Efforts to realize the rationale for increasing competitiveness is not an easy thing to achieve, because many factors influence or are related, including strategic planning, organizational culture, leadership, and many other things. Based on the tors of these factors, the authors will research with

the topic "Improvement of Competitiveness of ITL Trisakti through Strategic Planning, Organizational Culture, and Leadership in the Era of the New Normal Transition Year 2020". Ideally, Strategic Planning, Organizational Culture, and Leadership should be managed together and synergized in increasing competitiveness. However, with all the limitations during the new normal transition period, if priorities must be made, what factors should be the top priority? The <sup>20</sup> results of this study are expected to be used as material for information and studies for all parties related to the process of developing higher education competitiveness, especially at ITL Trisakti.

### **Materials and Methods**

The competitiveness referred to in this research is the sustainable ability of a tertiary institution to maintain the quantity of quality and relevant inputs and outputs today and in the future, including indicators; <sup>1</sup> (1) the ability to strengthen its market position, (2) the ability to connect with the environment, (3) the ability to increase performance without stopping, and (4) the ability to uphold a favorable position (Porter, 2008, 2019; Colquitt, 2018; Gibson, 2012).

<sup>7</sup> Strategic planning is a set of decisions and actions that result in the formulation and implementation of plans designed to achieve organizational goals with the indicators: (1) Improving the Quality and Relevance of Education, (2) Increasing the Quality and Relevance of Research, (3) Increasing the Quality and Utilization of Service in the Community, (4) Increasing the quality and quantity of Study Program Development, (5) Increasing Support for increased competitiveness (DIKTI, 2010; Robbins, 2015).

The organizational culture referred to in this study is a set of basic assumptions and beliefs held by an organization, to overcome problems of external adaptation and problems of internal integration, which includes indicators: (1) the existence of rules; (2) the existence of norms; (3) the existence of values, (4) the existence of commitment, and (5) the existence of trust ( Gibson, 2012; Hersey, 2003; Schein, 2016).

Leadership in this study is a person's behavior in influencing and directing the participation of subordinates in achieving organizational goals with indicators: (1) decision-making processes, (2) goal setting, (3) delegation of tasks to subordinates, (4) authority, and responsibility, and (5) clarity of tasks ( Clark, 2002; Schein, 2016; Yukl, 2010).

The strategy includes activities to develop the organization's vision and <sup>6</sup> mission, identify opportunities and external threats to the organization, determine the internal strengths and weaknesses of the organization, establish long-term goals for the organization, create many alternative strategies for the organization, and select specific strategies to use. Strategy execution <sup>9</sup> requires an organization to set annual goals, create policies, and allocate resources so that strategic formulation can be implemented. Based on the above thinking, it can be assumed that there is a positive relationship between strategic planning and sustainable competitiveness. In other words, the better the higher education strategic planning (ITL) with the mission of the Tridarma Perguruan Tinggi, the higher the level of university competitiveness. To achieve competitive competitiveness, it is necessary to have an organizational culture that has a dominant philosophy and values that prioritizes special improvements in service quality and quality of resources in general. Because in the

concept of organizational culture, there is a set of habits or traditions that are permanently believed together in regulating and directing members towards achieving organizational goals. Competitiveness becomes a reference for all employees (Nusraningrum, Goddess, Osman Arofah, Yuwono DS, 2014). In this case, organizational culture can have the opportunity to influence competitiveness. Thus, it is assumed that there is a positive relationship between organizational culture and competitiveness. That is, with a conducive organizational culture, it will be able to provide a sustainable increase in competitiveness.

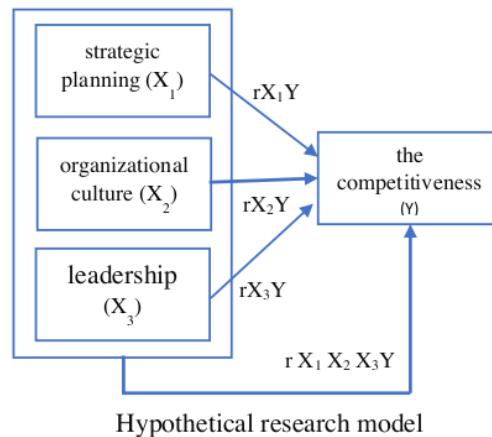
Leadership contains elements: the process of decision-making, goal-setting draft vision for the future, the delegation of tasks to subordinates by using a form of communication that is strong and expressive, authority and responsibilities are clear, the clarity of task, making self-sacrifice to achieve that vision, provide exemplary and convey high expectations. Based on such thinking, allegedly is a positive relationship between leadership and competitiveness. This means that with task-oriented leadership behavior and good organization, competitiveness will be increasingly competitive.

Based on the above framework of thinking, the following hypotheses can be proposed.

1. There is a positive relationship between strategic planning and ITL Trisakti competitiveness.
2. There is a positive relationship between organizational culture and ITL Trisakti competitiveness.
3. There is a positive relationship between leadership and ITL Trisakti competitiveness

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4. There is a positive relationship between organizational culture and leadership together with the competitiveness of ITL Trisakti.

Based on the framework of thinking and submitting hypotheses as stated above, the can be described as follows:



This study aims to examine and analyze:

- 12
1. The relationship between strategic planning and competitiveness.
  2. The relationship between organizational culture and competitiveness.
  3. The relationship between leadership and competitiveness
- 12
4. The relationship between strategic planning, organizational culture, and leadership together with the competitiveness

This research was conducted at ITL Trisakti, for approximately 1 month from July 2020 to August 2020. 15 The research method used is a survey method, with descriptive techniques. In conducting data analysis, whether there is a relationship between one variable and another variable uses correlation analysis.

The target population in this study are permanent lecturers. Meanwhile, the affordable population is all permanent lecturers, amounting to 80 people. While the

sample to be used in this study was set for 20 trial samples and 60 research samples. Data collection techniques in this study were towards four variables, namely: strategic planning variables ( $X_1$ ), organizational culture variables ( $X_2$ ), and leadership ( $X_3$ ), as well as competitiveness ( $Y$ ) by using the opinions Likert scale model on five choices (1-5).

The data analysis technique in this study uses correlation analysis to reveal whether there is a relationship between each variable as stated above. At this early stage in descriptive statistical analysis, the data describing each variable, with an average score, mode, median, standard deviation, variance, and frequency. In the second stage in doing the test requirements analysis of data through data normality test, multicollinearity, heteroskedasticity The third stage is the disclosure stage of the hypotheses using significance test analysis "t", and then sorted by the greatest contribution as a top priority.

### **Result and Discussion**

After the first and second stages of the research method were carried out with the results by the requirements, then the third stage and discussion were carried out. The discussion is as follows:

*First*, based on the results of regression analysis and simple correlation of strategic planning variables with competitiveness, the regression line equation is  $= 18.379 + 0.847X_1$  and the correlation coefficient is 0.602, each of which is significant at  $\alpha = 0.01$ . This proves that strategic planning is a predictor of competitiveness. These two variables have a positive and very significant relationship, where 36.2% of the variance that occurs in competitiveness can be explained by strategic planning.



These findings indicate that good strategic planning is a dominant element in increasing competitiveness.

*Second*, based on regression analysis and simple correlation of organizational culture variables with competitiveness, the regression line equation  $\hat{Y} = 35.805 + 0.711 X_2$  and a correlation coefficient of 0.628 which is significant at  $\alpha = 0.01$ . These two variables are positively and very significant, where 39.4% of the variance in competitiveness can be explained by organizational culture. These findings indicate that the organizational culture variable is the dominant element to improve the competitiveness of ITL Trisakti.

*Third*, the results of regression analysis and the simple correlation of leadership and competitiveness show that leadership is one predictor of competitiveness. This is evidenced by the regression line equation  $\hat{Y} = 29.488 + 0.775 X_3$  and the correlation coefficient 0.774, each of which is significant at  $\alpha = 0.01$ . These two variables have a positive and very significant relationship, where 59.8% of the variance in competitiveness can be explained by leadership. These findings prove that the leadership variable is a predictor that greatly contributes to increasing competitiveness, so this is the main focus in increasing the competitiveness of ITL Trisakti to be more competitive in the future.

*Fourth*, from the results of multiple regression analysis and correlation of strategic planning, organizational culture, and leadership together with competitiveness, the regression line equation =  $18.430 + 0.218 X_2 + 0.551 X_3$  and the correlation coefficient of 0.840 are significant at  $\alpha = 0, 01$ . The independent variables and the dependent variable associated positive and very significant, where 70.6% of the variance occurs in competitiveness can be explained together through, strategic

planning, organizational culture, and leadership through the regression equation. This finding proves that the variables of strategic planning, organizational culture, and leadership together are predictors of competitiveness.

### **Conclusion**

Testing the proposed research hypothesis proves that the strategic planning variables, organizational culture, and leadership, both individually and collectively, have a positive and significant relationship with the competitiveness of ITL Trisakti. Based on the findings of the study, the three independent variables, namely Strategic Planning ( X1 ) , organizational culture ( X2 ) , and leadership ( X3 ) , are variables that can increase competitiveness.

Based on the research results, several things can be stated regarding the competitiveness of ITL Trisakti for the improvement of strategic planning, organizational culture, and leadership, as follows. Improving the strategic plan is important in increasing competitiveness in this new normal transition period. Likewise, building a strong organizational culture will provide opportunities for companies to develop an awareness of their employees' knowledge of company values. However, in increasing the competitiveness of the leadership influence is greater than <sup>2</sup> the influence of strategic planning and organizational culture, so that the leadership factor must be given more attention. In a pandemic situation this new normal transition period, the leadership, should convey an interesting vision and using a form of communication that is strong and expressive convey his vision, making sacrifices herself to achieve vision, provide exemplary, and deliver high expectations.

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