

PRIVATE HIGHER EDUCATION DEVELOPMENT STRATEGY IN INDONESIA IN FACING AN ERA OF CHANGE

Muhammad Ramaditya^{*1}, Mohamad Syamsul Maarif^{**}, M. Joko Affandi^{**}, Anggraini Sukmawati^{***}

^{*}Sekolah Tinggi Ilmu Ekonomi Indonesia Jakarta
Jl. Kayu Jati Raya No.11A, RT.7/RW.3, Jakarta, Indonesia

^{**}School of Business, IPB University

Jl. Raya Pajajaran Bogor 16151, Indonesia

^{***}Departement of Management, Faculty of Economic and Management, IPB University

Jl. Agatis Kampus IPB Darmaga, Bogor 16680, Indonesia

Article history:

Received
28 April 2022

Revised
9 May 2022

Accepted
26 July 2022

Available online
30 September 2022

This is an open access
article under the CC BY
license ([https://
creativecommons.org/
licenses/by/4.0/](https://creativecommons.org/licenses/by/4.0/))



Abstract: This study aims to identify how private universities in Indonesia survive and develop and identify development strategies used by private universities in Indonesia in facing the era of change. This study uses a descriptive qualitative approach with a literature review research design and historical analysis methods. The data is sourced from news and journals, a total of 602 data sources and obtained from online publications through trusted sites and indexes. The results of this study are in the form of a strategy typology that can provide a broader view for private universities if they want to develop their institutions according to the resources they have. Specifically, the data collection process follows the five stages of the historical method in the topic selection and evidence collection; evaluation of the source of the evidence; evaluation of the evidence; analysis and interpretation of the evidence; and evidence presentation and conclusion. Developments in educational institutions can be in the form of restructuring, exploring new markets, establishing cooperation or networking with external parties, participating in private higher education development programs, developing human resources in private universities, especially educators and education staff, as well as university social responsibility.

Keywords: private university strategy, development strategy, strategic management, typology strategy

Abstrak: Penelitian ini bertujuan untuk mengidentifikasi bagaimana perguruan tinggi swasta di Indonesia bertahan dan berkembang serta mengidentifikasi strategi pengembangan yang digunakan oleh perguruan tinggi swasta di Indonesia dalam menghadapi era perubahan. Penelitian ini menggunakan pendekatan kualitatif deskriptif dengan desain penelitian literature review dan metode analisis historis. Data bersumber dari berita dan jurnal, sebanyak 602 sumber data dan diperoleh dari publikasi online melalui situs dan indeks terpercaya. Hasil penelitian ini berupa tipologi strategi yang dapat memberikan pandangan yang lebih luas bagi perguruan tinggi swasta jika ingin mengembangkan institusinya sesuai dengan sumber daya yang dimiliki. Secara khusus, proses pengumpulan data mengikuti lima tahap metode historis dalam pemilihan topik dan pengumpulan bukti; evaluasi sumber bukti; evaluasi bukti; analisis dan interpretasi bukti; dan bukti presentasi dan kesimpulan. Pengembangan lembaga pendidikan dapat berupa restrukturisasi, menjajaki pasar baru, menjalin kerjasama atau networking dengan pihak eksternal, mengikuti program pengembangan perguruan tinggi swasta, mengembangkan sumber daya manusia di perguruan tinggi swasta khususnya tenaga pendidik dan tenaga kependidikan, serta sosial perguruan tinggi. tanggung jawab.

Kata kunci: strategi perguruan tinggi swasta, strategi pengembangan, manajemen strategis, tipologi strategi

¹ Alamat Korespondensi:
Email: ramaditya@stei.ac.id

INTRODUCTION

Nobody would have expected that digitalization could have created such a global change and uncertainty. Change is a permanent thing that is bound to happen and the ability to change is central to the success of an organization (Deschamps et al. 2020). Digitalization changes everything with transparency, immense reach, and the emergence of a new workforce with unprecedented new talent is part of the current changes. The increasing competition in higher education services results in many private universities being under pressure to compete and collaborate. The increasingly complex and volatile state of the world environment in the field of higher education has led to various challenges, opportunities and quite heavy obligations (Barrow, 2019). Universities need to respond to emerging challenges, create good frameworks, prepare tools and resources, and pay attention to new limitations and opportunities to determine how they will operate in the future (Nissen et al. 2020).

The number of universities in Indonesia in 2020 is dominated by private universities which is 66.27% or equivalent to 3,044 universities out of a total of 4,593 universities (PDDIKTI, 2020). However, the available data shows that there is a decrease in the number of private universities every year. This is because private universities in Indonesia have merged or acquired, moved campus locations or were already inactive (Putra, 2019). In addition, the quality of private universities is also reflected in its accreditation. Private higher education accreditation in Indonesia is still quite low because there are 44.29% private higher education that are still not accredited and 26.23% are still accredited C (Wahyuni, 2021). This is evidence that the quality of private universities in Indonesia still has below average quality. Therefore, to support the success of private universities in the future, private universities need to continue to improve quality and carry out developments, both in terms of resources, structure and establish good relations with external parties and need to understand the conditions and make the right strategy.

This study explores how private university can perceive different types of management strategy that affects organizational outcomes and performance (Bolander et al. 2017). In a higher education environment, organizational change can create a competitive performance advantage (Karim & Majid, 2019). Many

studies describe that knowledge and innovation are important as a sustainable competitive advantage in higher education (Kanwal et al. 2019; Martins et al. 2019; Wu et al. 2019). Through effective change and innovation, private universities can improve their processes and services such as teaching, learning, research, curriculum development, administration, and strategic planning (Ahmad et al. 2017) which in turn can improve the performance of universities (Masa' deh et al. 2017). A number of previous studies have proven the positive impact of strategic change and organizational performance (Dhamdhare, 2015; Fullwood & Rowley, 2016; Kianto et al. 2014; Rehman & Iqbal, 2020; Shahzad et al. 2016). A university-wide approach to embedding sustainability in private higher education is also recommended, using teaching and learning, research, community engagement, and general college operations as tools for transformation in learning and education for sustainability (Leal Filho et al. 2018). According to prior study, two essential elements of a company's survival through a crisis are inventiveness and adaptability (Beraha et al. 2018; Liu et al. 2014). One way or another, a company's capacity for innovation depends on its capacity for effectively implementing novel practices or goods. According to Eisenhardt and Martin (2000) and Sanchez, Pérez-Pérez, and Vicente-Oliva (2019), this capacity enables the organization to react to its chaotic environment more successfully than its rivals. Fundamentally, innovation increases a business's capacity to handle uncertainty while also fostering long-term competitiveness (Beraha et al. 2018). On the other hand, flexibility describes a company's capacity to react to shifting external situations in a number of ways (Volberda, 1996). As a result, flexibility is a multifaceted notion with many different interpretations, ranging from responsiveness, adaptability, and adjustment to agility, multiplicity, and contingency (Farnese et al. 2016). Flexibility is also crucial for creativity (Sushil, 1997). The current study examines how private institutions in Indonesia responded to the disruption by examining their development and flexibility because both are necessary for coping with a changing environment and acting swiftly in a crisis (Farnese et al. 2016).

In addition, the quality of private universities is also reflected in their accreditation. Private higher education accreditation in Indonesia is still quite low because there are still 44.29% private higher education that have not been accredited and 26.23% are still accredited C (Wahyuni, 2021). This is proof that the

quality of private universities in Indonesia is still below average. Therefore, to support the success of private universities in the future, private universities need to continue to improve quality and carry out developments, both in terms of resources, structure and establish good relations with external parties and need to understand the conditions and make the right decisions. strategy. Previous research stated that development in higher education must shift to improving the quality of services that are managed transparently and based on a clear vision and mission. The development strategy that must be carried out by universities is to build and develop cooperation, partnerships and networks with external parties, increase professionalism and management of universities, and pay attention to internal and external aspects. Higher education development can also be through mergers and acquisitions (Arafah et al. 2021), or opening campus branches (Widiati, 2019). Therefore, this study aims to identify development strategies that can be applied by private universities in the current era of change.

METHODS

This study uses a qualitative approach to gain a deeper understanding of the phenomena that occur and reinterpret them according to the actual facts and circumstances (Awasthy, 2019). This study uses a literature review design with historical analysis methods which include the process of collecting data, verifying, interpreting and presenting evidence and data from the past that can be used as directions to identify more deeply the events that occurred and can create something new for future research. will come. The data in this study uses secondary data obtained from online media that are longitudinal or archival. Therefore, this study uses the archival method or archive method to collect the data obtained and presented in a form that is easier to understand. The study begins by establishing the primary research issue, which is the approach taken by private institutions in Indonesia to address current developments and develop search terms. The second step is to identify each strategic phase's characteristics by gathering pertinent data. This study focuses on all Indonesian private institutions that carry out their growth plans between February 2020 and June 2021. Microsoft Excel is used to collect the data, and each column has an explanation to make the following step simpler. The information was gathered by reading the news articles available on the media and obtaining the document's online version.

The third process of development plans by private institutions constitutes the third step, which involves the process of filtering the collected data to fulfill the established criteria. Table 1 includes a list of the precise data sources. Each source was read by two researchers, who then chose the pertinent news. Each researcher manually read both the printed and digital copies of the materials. In Indonesia, private university plans were the main topic of discussion throughout the period of transformation. Every piece of news and advertisement was indexed throughout the search. A researcher was requested to check when the paired researchers disagreed, and an agreement was reached. As a consequence, 602 pieces of pertinent data concerning private higher education strategy were found throughout this period of transition. This stage involves confirming the legitimacy, originality, and accuracy of every source consulted. The publisher, publication date, author, and dates of publishing are all verifiable.

The fourth stage involves analyzing the facts at hand to determine the private institutions' approach. The method is chosen based on a discussion of the subjects covered in the news and current journals. This step begins with recognizing the information included in the news and journals, a thorough examination of the subjects covered, and a conclusion regarding the growth plans contained within. The creation of a strategy typology through the analysis and interpretation of data gathered from trustworthy sources is the sixth step. At this point, the author examines and explains the findings of data on the application of development methods used by private institutions in comparison to one another, particularly the availability of resources.

Table 1. Data sources

Type	Number of relevant information Private Universities Strategies in Indonesia
Online Media	132
Official Website	172
National Newspaper	212
Regional Newspaper	86
Total number of relevant information	602

RESULTS

Private universities in Indonesia have responded to changes by taking various ways such as improving governance and stretching or expanding within their institutions. For example, by collaborating and opening campus branches in new areas. This shows that flexibility is one of the important options to survive in times of crisis and in the future, where universities show an important ability to take quick responses and actions to uncertainties that occur. The Government of the Republic of Indonesia also provides support facilities for private universities so that they can continue to survive and develop their institutions with the programs they create. Therefore, resources have an important role for universities that want to develop. The suitability between resources and the level of development that universities want to do can be planned by adjusting to changes that will occur in the future. Development is a system-wide application and transfer of behavioral science knowledge for the development, improvement, and strengthening of planned strategies, structures, and processes that lead to organizational effectiveness (Cummings & Worley, 2018). Development is an effort to improve organizational capabilities that are planned to achieve organizational goals in the long term.

Strategy development is a process of increasing the effectiveness and health of the organization by integrating organizational goals and individual desires for growth and development of organizational goals by making planned changes related to the organization's mission in a certain period (Gibson, 1994). Strategy is a series of actions directed at the goals of an organization to obtain and maintain superior performance compared to its competitors. Strategic management is an integrative management field that combines analysis, formulation and implementation to achieve competitive advantage (Rothaermel, 2017).

Private universities in Indonesia have adopted one or more methods to navigate the changing business environment. To avoid a lack of interest in higher education, universities must have creative, innovative, adaptive, and inventive abilities to change (Rauf, 2021). Innovation is an important key for the development of a country because innovations that occur in a country

originate from innovations produced by universities as well as those that occur in Indonesia (Rauf, 2021). Based on Table 2, the private university response strategies also have a strong relationship with the idea of strategic flexibility, namely proactive and reactive strategic steps to change, both internally and externally, by utilizing the organization's core values, culture, core competencies, strategic assets, and strategic position (Sushil, 2015). More specifically, the four strategies are closely related to ten connotations of flexibility (Sushil, 1997): agility, customize, adaptiveness, compromise, responsiveness, contingency, adjustment, resilience, variability, and localness.

Based on a systematic content analysis of 602 relevant pieces of information identified from the sources (see Table 2), a pattern of business response strategies has been revealed. This pattern is based on two main factors namely the level of innovation and creating changes to the current business model of private universities. The level of innovation is assessed based on the critical success factors of innovation (Sisca et al. 2021) namely having a shared vision, leadership, and the same innovation goals, having a flexible organizational structure, having creative human resources, have collaboration between departments, have involvement in all parts of the organization, have an innovative climate and have sufficient funds. While change is seen from the strategy for change by Brown (2020) which provides a view of strategic options for creating change. The choice of change is based on a comparison of how much the need is felt whether it is only incremental modification, experimentation, creating a burning platform or a complete transformation.

Tabel 2. Private university development strategy response

Strategy	News	%
Intensive Marketing	110	18.3%
Merger/ Acquisition	147	14.4%
Exploring New Market	60	9.9%
Private Higher Education Coaching Program	89	14.7%
Collaboration	76	12.6%
Employee Development	103	17.1%
Corporate Social Responsibility	17	2.8%
Total	602	100%

Based on two crucial dimensions degree of development (high vs. low) and amount of resource the pattern was further refined into a typology comprising four key reaction options (high vs low). When an innovation offers a competitive advantage, is compatible with current core values, is simple to grasp, can be tested by possible adopters, and is observable, it may be deployed more quickly (Miles, 2012). If a private higher education response plan is significantly novel for the corporation executing it, it is said to be highly developed. When a strategy necessitates a major adaptation or alteration to its current operational model, business model, and/or portfolio of products and services, it is categorized as having a high level of development effects. The four company response tactics (4Cs) of cautious, community, cooperation, and change strategy are thus suggested (see Figure 1 for the typology). According to the findings of the research, it is clear that the growth of private universities depends on the accessibility of resources that belong to the institutions. Consequently, a typology of higher education development methods is provided below to make it easier to explain.:

The typology above comes from several stages of data processing, namely collecting online newspapers, identifying news, analyzing phenomena that occur, and drawing conclusions. Thus, getting the results of a strategy typology that can be used by private universities is called the typology of development strategy in private higher educations. The typology above shows the relationship between the development that can be done by private higher education and the availability of its resources. The development carried out by private higher education can be in the form of expanding its market reach and stretching what it already has. This is an attempt by universities to improve their ability to survive and have competitiveness so that they can successfully face the changes that occur. To carry out development, private university must have resources that can support it. The resources of an organization consist of physical resources, human resources, intellectual resources, and financial resources (Bhasin, 2019). This is a determinant of the success of private university in conducting development. Physical resources include tangible assets such as buildings and inventory owned by universities; human resources in universities include educators who teach and all people in universities; intellectual resources include college names, patents and copyrights, even partnerships; and financial resources include all financial resources.

First, intensive marketing strategies are carried out by private universities to be able to reach students so that they have an interest in competing private universities, intensive marketing programs are one way. In line with the research of Herawati et al. (2021) which states that in determining a profitable position in an organization is determined by the competitive forces in its competitive advantage strategy. In this case, marketing has an important role for universities to play their strategies regarding what is expected on demand in accordance with existing targets in society. Employee development carried out by special universities in the field of human resources is related to educators who are in universities. This development has an impact that is not too high intensity because it is only in the internal environment of the university. The resources needed to develop educators who are in universities are also not as large as if universities did mergers or acquisitions and opened new branches. Universities need to maintain the talent of existing educators in order to support the quality of higher education in the Tri Dharma of Higher Education. The more qualified the existing educators, the higher the quality of the higher education institutions. Universities need to support all the needs of educators to continuously update their skills and fit in with existing changes. Thus, the satisfaction of educators and their commitment to sustainable development are obtained.

Similar to what has been done by the University of Bandar Lampung (UBL) which continues to encourage and facilitate the broadest possible way for the career development and education of lecturers at the university. For example, Malikussaleh University which gives awards to outstanding educators and educational staff as a form of respect (Jaffarudin & Hayati, 2020) which in turn will have an impact on the job satisfaction of the teaching staff. Restructuring has a major developmental impact on universities due to changes in governance within universities due to larger mergers or acquisitions and more resources are required. This is because mergers or acquisitions with other private universities can incur substantial costs for repairs to the institutions resulting from the merger. In Indonesia, the merger between private universities is financed and assisted by the government in order to be able to develop and meet the needs of changes that will later have an impact on the quality or accreditation of campuses. Generally, mergers between private universities are proposed by the government or submitted for merger. The private higher education proposed for the merger are private

universities whose quality institutions cannot compete with other universities. This is characterized by the absence of students studying at the campus or having less than 1,000 students.

Generally, the process of mergers and acquisitions is closely related to restructuring. This is a change that provides an opportunity to make a big difference in the organization to streamline integrated higher education activities (Sulkowski, 2019). The assets collected can also build new private higher education that are larger and concerns about staff shortages are more manageable (Serfiyani, 2020). One of the private universities that merged was Universitas PGRI Kanjuruhan Malang, better known as UNIKAMA. After the merger, UNIKAMA was ranked 89th out of 4,670 universities based on the higher education clustering of the Ministry of Education and Culture of the Republic of Indonesia (Nawaji, 2020). Exploring new markets by opening new branches in areas different from the main campus can also be a private university development strategy to face the era of change. This has a large development impact with large resources. Private universities that want to open new branches must have good resource

capabilities, especially in terms of financial resources. With a large investment, of course, there is a fact that big profits have big risks. However, the results can also be greater.

Exploring New Market describes the expansion of new markets by developing business in private universities. This strategy is used by private universities by opening new campuses in new areas. In Indonesia, there are private universities that implement this strategy, such as Binus University which has 8 campuses with different locations. Mergers and acquisitions have a major developmental impact as changes occur at the core of higher education institutions. This is related to the vision, mission, organizational structure, higher education culture, governance and others that need to be adjusted because it is the unification of two or more private universities. The opening of new branches also has a big development impact because maintaining the quality between the main campus and branch campuses to have the same quality is quite a challenge for private university. Therefore, careful preparation and strong planning are needed to carry out these two strategies.

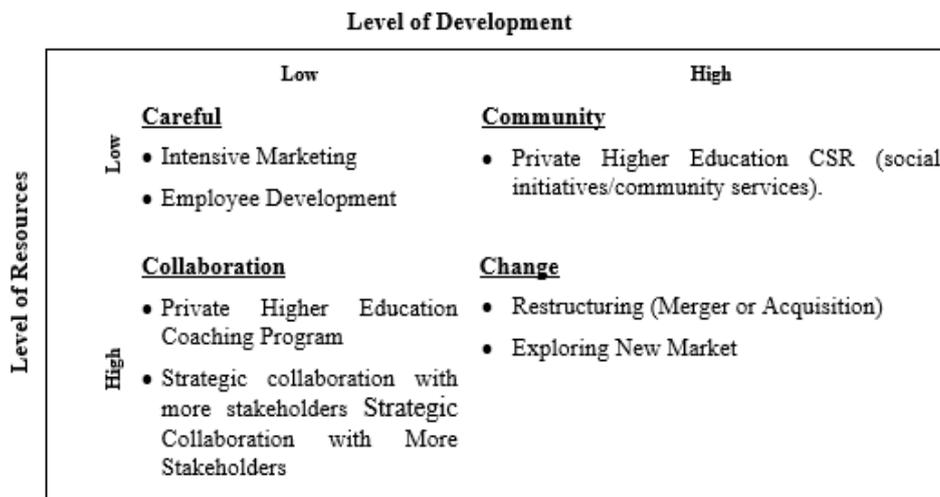


Figure. 1 Private higher education development strategy

For private universities that want to get results from the development of large higher education institutions, but do not have enough capabilities in terms of the resources needed, they can collaborate with external parties and participate in coaching programs carried out by other universities with better quality. This development has a great impact on private universities to be able to survive in the current era of change. Private university does not need to make major changes to the entire institution, because this will only have an impact on the development of the higher education institution, in contrast to mergers, acquisitions and the opening of new branches. Collaboration allows private universities to develop themselves and establish connections with other universities, organizations, industry, and even the government. The more collaborations carried out by private university, the higher the quality of the university. Collaboration is one way for private universities to improve the quality and quality of higher education because of hyper-competitive global competition. Thus, universities must continue to develop their institutions and collaborate forward together with other universities. Collaborating does not need to require a lot of resources because by collaborating, universities unite the strengths of each of their institutions. The combination of these strengths is enough to be used for the development of the two collaborating parties. This support with Un & Rodríguez (2018) which states that university collaboration and parties support both partners to take advantage of external factors. Such collaboration facilitates the creation, integration and transfer of knowledge. The researcher's concept in creating credits to how university and industrial practice work together to develop solutions to a problem and create insights for theory and practice (Chen et al. 2013).

Private universities generally rely on tuition fees to enhance their value proposition by increasing revenue or reducing costs. Collaborating with other institutions can help in both (Lundy & Ladd, 2020). In this new era of higher education, collaboration is a strategy that many institutions need to follow in order to survive because of the formation of innovation in it (Rodríguez, 2017). Such collaboration facilitates the creation, integration and transfer of knowledge. The concept of collaboration in knowledge creation refers to how university researchers and industry practitioners work together to develop solutions to a problem and create insights for theory and practice (Chen et al. 2018). One example of private universities in Indonesia collaborating is Widya Mandala Catholic University and six other

universities that have an impact on the surrounding environment by reducing poverty through collaborative education, training, and community service programs at the request of the governor of East Java (Zahro et al. 2013). Participating in the private university coaching program is also something that can be used for development. Coaching has a large development impact without requiring large resources. Coaching can help private university in improving the quality and quality of education in the college. The Directorate General of Institutional Science and Technology and Higher Education provides assistance for the private university guidance program that is given to private universities throughout Indonesia through the non-profit legal entity for higher education providers. This program can improve the quality of the universities that are the coaches and the universities that are fostered. Such as the University of Muhammadiyah Cirebon which succeeded in increasing its accreditation to B because it participated in a tertiary development program under the care of Telkom University and Halmahera University which succeeded in improving its higher education governance through the implementation of an internal quality assurance system (SPMI).

Meanwhile, University Social Responsibility (USR) can also provide development to private universities to face the era of change. This USR is one of the goals of the establishment of a university which is written in the Tri Dharma of Higher Education. USR builds a community to support change. So that the level of development is also not too large when compared to when universities conduct mergers and acquisitions or open new branches. However, the need for existing resources is quite large because it relates to philanthropy to the general public. Several studies say that higher education social responsibility practices are related to conducting ethical and environmentally friendly operations, defending social and human rights, sustaining economic and human development, promoting ethical behavior, developing responsible individuals, educating for social responsibility and conducting research. socially responsible (Rumambi, et al. 2020). Budi Luhur University Develops student-made applications related to the environment and is a form of developing self-image and impact on the environment (Cahyadi, 2020) or Universitas Pelita Harapan, who runs one of the Tri Dharma Colleges by deploying new volunteer doctors from the medical faculty and active students from the nursing faculty to help deal with the spread of COVID-19 (Satriadi, 2020).

Managerial Implication

This study explores the strategy of universities in Indonesia, provides four typologies of strategies, analyzes their impact and development to provide insight to stakeholders. In this era of change, Indonesian private universities must choose a specific strategy for each based on their capabilities. This study proposes a typology of university strategies. Based on the typology of strategies that the researcher proposes, private universities should consider strategies to face the era of change based on the company's ability to innovate and its impact on change. The typology of strategies carried out can be a strategic guide for the preparation of private university leaders in facing change. One of them is the pattern of strategies to always be adaptive and have a quick response to the turbulence of changes that occur. Private universities are advised to develop a development strategy in accordance with the capabilities of their resources and the external environment so that the strategy implemented can be in accordance with current changes and changes that will occur in the future. Development strategies that can be carried out by private universities to face the era of change

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Private universities in Indonesia carry out development based on the Tri Dharma of Higher Education, namely education and teaching, research and development and community service. The development referred to in this research is development in terms of improving the quality of institutional governance and its impact on society. The development strategy that can be carried out by private universities to face the era of change is to stretch or expand what is already owned by universities, expand the market and impact themselves on the internal and external environment. Private Higher Education can restructure by conducting mergers or acquisitions to get better quality through the merging of assets from each of the merged Private Higher Education. Private universities can also expand their reach by opening branch campuses in new areas. In this strategy, quality assurance is the main thing, because there is a perception that branch campuses do not have the same quality as the main campus. Furthermore, private universities can collaborate with external parties without requiring

large costs when compared to private universities that do mergers or open branch campuses.

By collaborating, private universities can expand their reach and exchange skills and knowledge that will have an impact on development within their institutions. Then, the Private Higher Education coaching program can also have a development impact on higher education institutions. Meanwhile, the development strategy is only carried out internally, namely by developing the talents of educators or lecturers who are in Private Higher Education. Talent development for educators is carried out so that they can always have the ability to support the educational process and fit in with the changes that occur. Examples of what private universities can do to develop educators are conducting training and development as well as supporting and providing scholarships for further education. Finally, private universities can develop themselves and expand their impact to the external environment through University Social Responsibility. The social responsibility of higher education in Indonesia rests on the Tri Dharma of Higher Education which is the goal of the establishment.

Recommendations

This study has several shortcomings that can provide input for future research. First, this research is exploratory in nature and relies on publicly available and accessible data sources, with most of it published in Indonesian. Future studies could include interviews with a representative sample of different stakeholders (i.e. business owners, managers, customers, government officials, business associations, and others) to obtain more information. Second, it focuses on a single country context, which may limit its generalizability. Exploring the same problem in a multi-country context will be interesting and important. In addition, the typology of private university reaction methods can be investigated in different country situations to produce a more comprehensive classification of tactics.

REFERENCES

- Ariska, NKS, Handayani MM. 2019. Analisis tingkat kepuasan pasien rawat inap rumah sakit bangli medika canti ditinjau dari kualitas pelayanan. *Jurnal Manajemen dan Bisnis Equilibrium* 5(1):17-30. https://doi.org/10.47329/jurnal_

mbe.v5i1.322

- Deharja A, Putri F, Ikawangi LON. 2017. Analisis kepuasan pasien bpjs rawat jalan dengan metode servqual, CSI dan IPA di klinik Dr. M. Suherman. *Jurnal Kesehatan* 5(2): 106-115.
- Dewi RR. 2016. Pengaruh kualitas pelayanan terhadap loyalitas pasien pengguna bpjs dengan kepuasan pasien sebagai variabel intervening. *Jurnal Ekonomi Manajemen Sumber Daya* 18(2):146-155. <https://doi.org/10.30656/jsmi.v2i2.835>
- Dewi SK, Putri ARC, Winarko BAD. 2018. Peningkatan kualitas jasa fasilitas kesehatan dengan integrasi metode ipa dan kano. *Jurnal Sistem dan Manajemen Industri* 2(2):67-76. <https://doi.org/10.30656/jsmi.v2i2.835>
- Dony FS, Christina AS, Anggraeni NLP. 2022. Kualitas layanan sebagai determinan kepuasan mahasiswa politeknik ketenagakerjaan di masa pandemi COVID-19. *Jurnal Aplikasi Bisnis Dan Manajemen (JABM)* 8(1):120. <https://doi.org/10.17358/jabm.8.1.120>.
- Ekasari R, Pradana MS, Adriansyah G, Prasnowo MA, Rodli AF, Hidayat K. 2017. Analisis kualitas pelayanan puskesmas dengan metode servqual. *Jurnal Pendidikan, Komunikasi dan Pemikiran Hukum Islam* 9(1):86-93. <https://doi.org/10.30739/darussalam.v9i1.118>.
- Eltidawati, Handayani DY. 2017. Hubungan kualitas mutu pelayanan kesehatan dengan kepuasan pasien peserta jaminan kesehatan nasional. *Jurnal Ilmiah Ilmu-Ilmu Kesehatan* 2(1): 142-147. <https://doi.org/10.22216/jen.v2i1.461>
- Kemkes RI. 2019. Data dan informasi profil kesehatan Indonesia 2018. <https://pusdatin.kemkes.go.id/folder/view/01/structure-publikasi-pusdatin-profil-kesehatan.html>
- Martua C, Djati SP. 2018. Pengaruh kualitas layanan dan harga terhadap kepuasan pelanggan yang berdampak pada loyalitas pelanggan jasa pengiriman AB Cargo. *Jurnal Ilmiah Bisnis, Pasar Modal dan UMKM* 1(1): 10-18.
- Nugraha R, Harsono A, Adiinto H. 2014. Usulan peningkatan kualitas pelayanan jasa pada bengkel "X" berdasarkan hasil matrix importance-performance analysis (studi kasus di bengkel AHASSPD. Sumber Motor Karawang). *Jurnal Online Institut Teknologi Nasional*.
- Ratnasari D, Misnaniarti, Windusari Y. 2020. Analisis kualitas layanan pasien jaminan kesehatan nasional (JKN) mandiri di instalasi rawat jalan rumah sakit umum daerah (RSUD) Sekayu Tahun 2019. *Jurnal Kesehatan Vokasional* 5(2): 74-82. <https://doi.org/10.22146/jkesvo.48366>
- Wahyudin N. 2018. Quality service strategy in improving performance of puskesmas service area of Mranggen District. *Integrated Journal Business Economics* 2(2): 84. <http://dx.doi.org/10.33019/ijbe.v2i2.84>