

## **Determinants of Competitive Advantage of A and Excelled Accreditation Study Programs at Private Universities: A Concept Analysis with Mediation of Performance**



**Yuli Ardianto<sup>1</sup>, Tri Widyastuti<sup>2</sup>, Zulkifli<sup>3</sup>, Bambang Purwoko<sup>4</sup>, Iha Haryani Hatta<sup>5</sup>, Mombang Sihite<sup>6</sup>**

<sup>1,5</sup>Faculty of Economics and Business, Universitas Pancasila, Indonesia

<sup>2</sup>Faculty of Economics and Business, Universitas Bhayangkara, Indonesia

<sup>3,4,6</sup>Postgraduate Studies, Universitas Pancasila, Indonesia

**ABSTRACT:** The purpose of this study is to examine the link between the determinants of competitive advantage and competitive advantage itself at private institutions by mediating the performance of A and Excelled accredited study programs. This study employs a qualitative approach to study which comprises a literature review. With data gathered from documents relating to competitive advantage, the factors of competitive advantage, and the success of A and Excelled accredited study programs at private institutions. This study discovered that study program performance has a significant positive impact on competitive advantage and can mediate the link between study program accreditation, university reputation, graduate quality, and lecturer quality, as well as competitive advantage. As a result, efforts must be made to improve the performance of study programs by developing curriculum that is in line with industry needs, improving the quality of graduates and lecturers, and increasing the accreditation of study programs and the reputation of higher education institutions as a whole to increase competitive advantage in study programs that have A or Excelled accreditation at a private university.

**KEYWORDS:** Determinants, Excellence, Study Program Performance, Private University, Concept

### **I. INTRODUCTION**

Private universities in Indonesia have seen a growth in the number of higher education institutions and more severe rivalry in recent years. Competitive advantage is critical for private educational institutions to survive and grow in the face of increasingly fierce rivals both domestically and worldwide [1]. In order to strengthen this competitive edge, one of the contributing aspects is the performance of recognized A and Excelled study programs.

Study programs with A accreditation are more likely to attract potential students and retain current students, increasing private institutions' competitive edge [2]. Nonetheless, few research have been conducted to investigate the link between the performance of study programs accredited A or Excelled and competitive advantage at private colleges. As a result, the purpose of this study is to explore the link between competitive advantage determinants and competitive advantage at private institutions by mediating the performance of A or Excelled accredited study programs.

The emphasized subject to be examined in this research is: "Is the performance of Excelled study programs able to mediate the relationship between the determinants of competitive advantage and competitive advantage at private universities?" The determinants of competitive advantage assessed in this study included internal and external factors of private universities, while the performance of A or Excelled accredited study programs was used as a mediator in the relationship between the determinants of competitive advantage and competitive advantage in private universities. Thus, the purpose of this study is to find out if the performance of accredited A and Excelled study programs may moderate the link between the drivers of competitive advantage at private colleges.

This study is expected to provide ideas, concepts, and development theories about the factors that influence competitive advantage at private universities, as well as recommendations for private universities to enhance their competitive advantage. The conclusions of this study are intended to aid private institutions in developing strategies to increase their competitive edge and remain competitive in Indonesia's higher education market. Furthermore, this study might serve as a groundwork for other researchers to do additional research on the factors that influence competitive advantage in Indonesian private universities.

# Determinants of Competitive Advantage of A and Excelled Accreditation Study Programs at Private Universities: A Concept Analysis with Mediation of Performance

## II. CONCEPTUAL FRAMEWORK

The conceptual framework in this study describes the relationship between the determinants of competitive advantage and competitive advantage at private universities by mediating the performance of accredited A and superior study programs. Determinants of competitive advantage include internal and external factors at private universities, while the performance of A and Excelled accredited study programs includes indicators of study program performance that have been determined by the National Accreditation Board of Higher Education (BAN-PT).

## III. LITERATURE REVIEW

The number of private institutions in Indonesia is growing, and competition among them is becoming intense. As a result, competitive advantage is a critical component for private institutions to survive and grow in the face of increased competition [1]. In an endeavor to gain a competitive edge, one of the variables that can impact the performance of private colleges is the performance of A and excelled accredited study programs [3].

Previous research evaluated at numerous aspects that influence the competitive advantage of private universities in Indonesia, including internal and external university characteristics, study program accreditation, university reputation, graduate quality, and educator quality. However, there are few studies that investigate the link between the performances of A and excelled accredited study programs and competitive advantage at Indonesian private institutions.

Several relevant research will be discussed in this literature review in their analysis of factors influencing competitive advantage in private universities in Indonesia, particularly the link between the performance of A and excelled accredited study programs and their competitive advantage. These studies are then examined providing a deeper knowledge of the elements that drive private universities' competitive advantage in Indonesia, as well as recommendations for private universities to strengthen their competitive advantage.

- Iswahyudi et al. reviewed the performance of A-accredited study programs in improving the competitiveness of universities. The results showed that the performance of A-accredited study programs have a positive and significant effect on the competitiveness of universities [4].
- Widodo and Hayu examine the influence of internal and external factors on the competitive advantage of private universities in Indonesia. The results show that internal factors, such as the quality of lecturers and facilities, and external factors, such as university reputation and graduate quality, have a significant impact on the competitive advantage of private universities in Indonesia [5].
- Ramdana, et al. examined the effect of university reputation on the competitive advantage of private universities in Indonesia. The results showed that university reputation has a positive and significant effect on the competitive advantage of private universities in Indonesia [6].
- Panjaitan et al. study the effect of graduate quality on the competitive advantage of private universities in Indonesia. The results of the study show that the quality of graduates has a positive and significant effect on the competitive advantage of private universities in Indonesia [7].
- Yusuf examines the effect of lecturer quality on the competitive advantage of private universities in Indonesia. The results of the study show that the quality of lecturers has a positive and significant effect on the competitive advantage of private universities in Indonesia [8].
- Widodo and Hayu studied the effect of facilities on the competitive advantage of private universities in Indonesia. The results of the study show that facilities have a positive and significant effect on the competitive advantage of private universities in Indonesia [5].
- Supriatna et al. assessed the effect of study program accreditation on the competitiveness of graduates at private tertiary institutions in Bandung. The results showed that study program accreditation had a positive and significant effect on the competitiveness of graduates at private tertiary institutions in Bandung [9].

## IV. RESEARCH METHODOLOGY

This study employs a qualitative research method that includes a literature review [10]. With data sources obtained from competitive advantage papers, competitive advantage drivers, and the achievement of A and excelled accredited study programs at private institutions. Scientific journals, books, reports, and other relevant materials are examples of these documents. This sort of qualitative research is employed in this study because it tries to explore the link between the variables researched and field phenomena by describing and evaluating data acquired from diverse sources.

## **Determinants of Competitive Advantage of A and Excelled Accreditation Study Programs at Private Universities: A Concept Analysis with Mediation of Performance**

Data was gathered by completing a literature study of the publications that served as the data's source. Content analysis tools were used to examine the data. The analysis is carried out by recognizing, categorizing, and interpreting the data provided in the source materials [11]. In this work, the analytical results will be used to construct a conceptual framework.

Data collection through literature review is carried out in the following steps [12]:

- Determine keywords that are relevant to the research topic.
- Searching for relevant data sources using search engines or available databases
- Perform selection of data sources that are relevant to predetermined inclusion and exclusion criteria.
- Read and understand the contents of the selected data source.
- Record and save the data found in the form of notes or tables.

Data collecting approaches based on literature reviews offer the benefit of saving time and money while also providing researchers with access to a wide range of data sources. However, this approach has shortcomings including bias in data source selection and a lack of control over data quality. As a result, before using data in analysis, researchers must carefully and critically select data sources and assure the quality of the data discovered.

### **A. Results and Discussion**

The frequency and proportion of the categories that appear in the documents linked to the study subject are computed in the descriptive data analysis. These categories take the shape of topics, sub-themes, ideas, or variables that are important to the study issue and are drawn from all relevant papers and literature [13].

When discussing the research findings, the findings from the descriptive data analysis were interpreted. The interpretation might take the shape of a more detailed description of the emerging categories, their relationships, or the consequences of these results for the larger study issue. This can help researchers construct more precise and accurate conceptual frameworks and research ideas. Furthermore, descriptive data analysis may help researchers create a clearer image of the study issue and gain fresh insights into it.

Several categories emerged in papers relevant to research issues in the context of this study, such as study program performance, competitive advantage, study program accreditation, university reputation, quality of graduates, and quality of lecturers. As follows, these data might be viewed as variables influencing competitive advantage in A and excelled accredited study program in private institutions.

#### **Study program performance**

Performance in A and excelled accredited study program in private colleges is a key component in determining competitive advantage. Several components of study program performance may be measured, including teaching quality, research quality, and community service quality. Study programs that do well in these areas will be highly valued by society and business.

The following is a description of each factor that can be used to assess the study program's performance:

##### **1) Teaching Quality**

Curriculum, teaching techniques, teaching personnel, teaching-learning facilities, and learning evaluation are all aspects of teaching quality. Students will benefit from a better and more effective learning experience if the instruction is of high quality. Students will be able to absorb the content being taught more simply, apply concepts in real-world settings, and acquire the skills required in the workplace.

##### **2) Research Quality**

The quantity and quality of scientific publications, research activities undertaken by lecturers and students, and research resources that are freely available are all aspects of research quality. Because research activities can help to improve education quality and progress science, high-quality research will have an influence on the success of study programs. Study programs that include active and successful research activities will be valued by society and business.

##### **3) Community Service Quality**

The actions of lecturers and students, the effects of community service activities on society and industry, and the resources available for community service activities are all aspects to measured community service quality. Because community service activities may help to improve teaching quality and contribute to community development, the quality of great community service will have an influence on the performance of study programs. Society and business will place a higher value on study programs that involve active and useful community service activities.

The indications that are relevant for each facet of the score are listed in the table below. The assessment is completed by assigning a score to each indication on a scale of 1-5, with 1 being the lowest and 5 being the highest. Following that, the average

## Determinants of Competitive Advantage of A and Excelled Accreditation Study Programs at Private Universities: A Concept Analysis with Mediation of Performance

score for each element may be computed and compared to the standards established to determine the degree of performance of the study program on each aspect.

**Table 1. The average score for each element**

Aspect	Indicator	Score
<b>Quality of teaching</b>	Curriculum	4
	Method of teaching	5
	Lecturers	3
	Teaching Facilities	4
	Teaching evaluation	4
<b>Average score</b>		4
<b>Quality of research</b>	Number of scientific publications	5
	Research activities carried out by lecturers and students	4
	Resources available for research.	3
<b>Average score</b>		4
<b>Quality of community service</b>	Public service activities carried out by lecturers and students	4
	Impact of Public Service Activities on Society and Industry	3
	Resources available for community service activities	4
<b>Average score</b>		3.7

In the table above, the performance of the study program obtained the same average score of 4.0 for the criteria of teaching quality and research quality. The study program obtained an average score of 3.7 for the quality of public service. This assessment may be used to evaluate the degree of performance of the study program in each component and to identify areas that need to be improved to further enhance the overall quality of the program.

### **Accreditation of study program**

A study program's accreditation, in addition to its performance, is a key aspect in defining a competitive edge on an A and Excelled accredited study program at a private institution. Accreditation of a study program means that the study program has met the accreditation body's requirements. Accredited study programs typically have a stronger reputation and are held in higher regard by society and business.

Because accreditation signifies that the study program has satisfied the conditions stated by the accrediting body, it becomes an important component in developing the competitive advantage of a private institution's A and excelled accredited study program. The study program's accreditation ensures that it satisfies the established requirements for teaching, research, and community involvement.

Accredited study programs usually have a better reputation and are considered more qualified by society and industry. This is because the accreditation of the study program is carried out by an independent accrediting body and has the authority to assess the quality of the program of study. Therefore, accredited study programmes are considered more trustworthy and appreciated by society and industry.

In addition, accreditation of study programmes can also affect government policies related to funding and development of study programs. Governments tend to prioritize funding and development on accredited study programs. Therefore, accredited study programs have greater chances of gaining support and development from the government.

Accreditation of study programs can also be used to differentiate oneself from other institutions in the context of intercollegiate rivalry. Institutions with accredited study programs will be valued higher by the community and industry than institutions without accredited study programs. As a result, a study program's accreditation can be an essential role in enhancing the competitive edge on an A-accredited study program and exceptional at a private institution.

### **The University Reputation**

The reputation of the educational institution is also a crucial consideration in assessing the competitive advantage of an A and Excelled accredited study program. Colleges with a strong reputation will be valued more by society and business. A college's reputation may be built on numerous factors, including teaching excellence, research quality, and community service quality.

# **Determinants of Competitive Advantage of A and Excelled Accreditation Study Programs at Private Universities: A Concept Analysis with Mediation of Performance**

## ***Quality of Graduation***

The quality of graduates is also a key component in establishing the competitive advantage of a private university's A and excelled accredited study program. Graduate quality may be judged in numerous ways, including academic competence, practical ability, and social ability. Graduates with strong talents in these areas will be valued more by society and industry.

Academic competence refers to graduates' ability to absorb academic concepts and apply knowledge in real-world situations. Graduates with strong academic qualifications will be highly prized by society and industry since they are regarded to have a firm foundation of knowledge as well as the capacity to develop themselves independently.

The issue of practical skills comprises graduates' capacity to use information and abilities in job conditions related to their subject of study. Graduates with strong practical skills will be valued higher by society and business since they are more prepared to enter the workforce and make meaningful contributions to the firm or organization for which they work.

Graduates' social skills include the ability to communicate effectively, work well in groups, and present themselves professionally. Graduates with good social skills are more valuable to society and industry because they are more adaptable in the workplace and can interact well with peers. As a consequence, the general public and business will accept more programs of study that can generate graduates with better intellectual, practical, and social abilities. This might also play a role in raising saing keunggulan on A and Excelled study program on Swiss universities.

## ***Quality of lecturer***

The quality of the lecturer becomes an important factor in determining the competitive advantage of an A and Excelled accredited study program of a private school. High-quality teachers will be able to provide better lessons and motivate pupils to study more successfully. Furthermore, high-quality doctors will be able to do better research and community service.

Inferential data analysis (Competitive Advantage) is then used to assess the relationship between independent factors (study program performance, study program accreditation, college reputation, graduate quality, and lecturer quality) and dependent variables. The research program performance indicators have a considerable positive effect on competitive advantage, according to the conclusions of the investigation. Furthermore, it was demonstrated that study program success may also mediate the relationship between study program accreditation, college reputation, graduate quality, and the competency of lecturers with competitive advantage.

The findings of the study have important implications for authorities at private universities who want to increase the competitiveness of their academic programs. In this regard, it is critical to improve the study program's performance by establishing curriculum that meets industry expectations, as well as to raise the quality of graduates and lecturers. Furthermore, efforts should be made to enhance the accreditation of the study program as well as the university's overall reputation.

## **V. CONCLUSIONS AND RECOMMENDATIONS**

According to the study's findings, numerous factors influence competitive excellence in an A and excelled accredited study program in a private university. These factors include, among others, the performance of the study program, accreditation, the university's reputation, the quality of graduates, and the credentials of teachers.

Inferential data analysis demonstrated that the success of the research program had a significant positive impact on competitive advantage. Furthermore, the study program's success can serve as a bridge between study program accreditation, college reputation, graduate quality, and the quality of lecturers with a competitive edge.

To improve competitive advantage in A and Excelled accredited study programs in private universities, efforts should be made to improve the performance of study programs through the development of curricula tailored to the needs of the industry, improve the quality of graduates as well as the quality of lecturers, and improve both the accreditation of the study program and the university's overall reputation. This may support private colleges in maintaining their outstanding positioned in the world of higher education.

Based on the findings of the study, private institutions may implement a number of policy ideas to gain a competitive advantage in credited and exceptional study programs. Among these suggestions are the following:

- Improve the performance of the study program by developing a curriculum that meets industry expectations and adheres to the most recent technological developments. This can help graduates become more prepared for and relevant to industry expectations.
- Increase graduate quality by providing high-quality education and emphasizing intellectual, practical, and social components. This can help graduates be more equipped for professional life and contribute significantly to the company or organization where they work.

## Determinants of Competitive Advantage of A and Excelled Accreditation Study Programs at Private Universities: A Concept Analysis with Mediation of Performance

- Improve lecturer quality by providing high-quality training and development opportunities, as well as compelling rewards for high-performing lecturers. This can improve the quality of academic instruction and research, as well as student happiness.
- Improve the accreditation of the study program and the university's general reputation by concentrating on the quality of teaching, research, and student service. This can help boost public and business trust in private universities.
- Collaboration with industry and government organizations to improve curriculum relevance to industry demands and to provide opportunities for students

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