

## POSITIONING IN SELECTING PRIVATE UNIVERSITY IN JAKARTA

**Tati Handayani, BernadinDwi M & Jenji Gunaedi Argo**

Economic and Business Faculty of UPN Veteran Jakarta

tatihandayani@gmail.com

### ABSTRACT

*The objective of this research is to acknowledge the perception mapping of the people towards UPN "Veteran" Jakarta, Gunadharma University, Moestopo University dan Satya Negara Indonesia University that are located in South Jakarta reviewed from the indicator of Location, Promotion, Tuition Fees, Educational quality, Reference, Brand image, and Facility. The number of sample on this research is 360 respondents which are senior high school students around South Jakarta. The analysis technique being used in this research is multivariate analysis technique. This multivariate analysis is connected with statistical method which is equally performing analysis to more than two variables on each private university. To find out the similarity between private universities can be done with Multi Dimensional Scaling (MDS) and Correspondence Analysis (CA) to discover the excellence of each variable on every private university. In this research both analysis tools are being used and completed each other, because MDS and CA are both producing an output which is perceptual map than can draw the Position of UPN "Veteran" Jakarta and its competitor. Though MDS and CA, both are expected to get on information about the Positioning of UPN "Veteran" Jakarta as Private University, also the preference of variable excellence that UPN "Veteran" Jakarta has. This information will be made as platform in defining the marketing strategy which can be implemented on UPN "Veteran" Jakarta to strengthen its positioning based on variables that are owned by private university.*

**Keywords:** *Perceptual mapping, multi dimensional scaling, correspondence analysis.*

## 1. INTRODUCTION

Higher Education in Indonesia as one of the service organization currently is in a fundamental change. The changes of curriculum, learning method, and semester package system to be semester credit system and other changes affect on many things, among others are the period of study as well as better graduation quality. These changes are implemented to anticipate the environmental change, especially to prepare for the globalization era. These changes are not only caused by the rapid progress of science, technology and art, but also caused by change of people expectation to the Higher Education role in being the pioneer for the nation and country future.

To meet this demand, the Higher Education with its study programs is necessary to obtain the people trust with *quality assurance, quality control, quality improvement*. These quality assurance, quality control as well as quality improvement can be given to the university or the study program which has been evaluated carefully by nationally accreditation process (National Accreditation Board for Higher Education, 1998).

Education according to the Act of National Educational System (2003) is the aware and planned effort to realize the learning situation and process so that the learners can actively develop their potential to get spiritual power of religion, self-control, personality, intelligence, good behavior as well as skills required for themselves, community and nation. While, the definition of learning according to Bell-Gredlar in his book, UdinWinata Putra (2008): the assessment change due to learning will be absorbed enough permanently. According to the Act No. 20 of 2003 Concerning the National Education System article 1 paragraph 20 (Study and Learning Theory), learning is the interaction process of learners and teachers as well as learning sources in a learning environment.

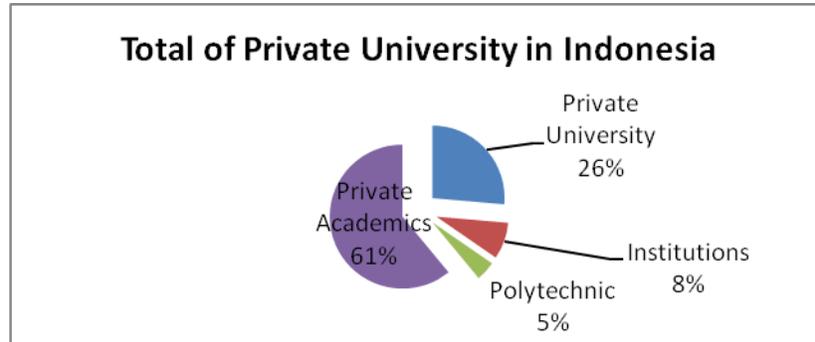
2 Article 1 paragraph 6 Act No 20/ of 2003, learning environment is the learning as the background for the learning process such as in classes, library, school, course places, internet-café, family, community as well as universe. So that the education is the human demand to create the ability development and improve self quality in future life.

Choosing the appropriate higher education must be adjusted to these things; first, the goals and fields to be taken later, second, to know which higher education really qualified is. By considering the condition and situation, it seems that different higher education context causes different central of attention. The main attention on the quality is still limited on the necessary effort to improve the quality. In reality, there are three factors which can be seen as the motivating factors to enhance the scope of attention in order to improve the quality. The first factor is the student itself, this fact is one of the indicators for low quality achievement in higher education system. The second factor relates to the issue value of money, namely related to the fact of economic decrease giving direct effect on community ability decrease including the students' parents to finance their children education. It is still argued whether the higher student has contributed to the qualified education. The third factor as the motivating factor for the quality assurance system implementation in higher students is in line to the increasing demand on the university accountability. Related to this matter, community has the right to know the university procedure in maintaining and monitoring the activity quality, its measurement used to identify and solve the efficiency possibility, as well as the extend of the university to be able to response on the changing community demand.

The number of Private as well as State Higher Education in Indonesia currently is 3.017 institutions. This number keeps increasing in all parts of Indonesia. In Jakarta and its surrounding, there

are 48 private universities, 15 private institutions, 8 polytechnics and 11 private academics (source: Google:Wikipedia: *ProyekWiki PT di Indonesia*) seen in the table 1 below.

Table 1.Total of Private University in Indonesia



The number of Private University (PU) in Jakarta does not cover the PU in Tangerang, ,Bekasi, Depok which the number also keeps increasing. Choosing the best PU is by seeing the PU reputation meaning commonly known as PU with good image, having good learning facilities, accreditation status and its graduations having no difficulty to look for any jobs. But, the PU reputation in marketing term is known as the brand image.

## 2. LITERATURE STUDY

*Positioning* is the marketing strategy in giving the brand image in the memory of potential customers in target market. The higher education brand image in the people mind will ease the decision in determining the appropriate PU. Bowen & Makens (2003:283) described the *positioning* as a procedure for a product to be described by the consumers in the important attributes. Thus, the marketers must adjust the attributes to be offered based on the customer demand and priority in targeted segment (Evans, Campbell & Stonehouse, 2003:132; Mullins & Walker, 2010). Lovelock & Wirtz (2007), giving emphasize that the *positioning* on the service is by demanding the overall marketing strategies on the important things for the market target in creating the products to be the option products. It is not only the communication and analogy.

*Positioning* requires marketing strategy in describing the essence of brand (product/service), objectives in helping the customers to reach it and conducted in unique ways (Kotler & Keller, 2007). Lovelock & Wirtz (2007), specifically in service field, stated that there are 3 demands to analysis in developing the positioning strategy; market, competitor and internal analysis. The positioning has the important role in marketing strategy because it 'relates the market analysis and competitive analysis to the company internal analysis' (Lovelock & Wirtz, 2007 : 195). The *Competitor Analysis* determines the position by the competitor and the internal analysis identifies the possibility as basic for differentiation.

According to Parikshat (2010) a brand can be positioned in many ways: offering the special benefits, targeting on certain segment, price or distribution. It is apart from the position considered to be good by the academics and practitioners as one of the key elements of modern marketing management. Positioning the goal in market target requires the cognitive and affective image analysis by the prospective students, according to Carlos (2011).

Private universities currently operate in very competitive and dynamic environment because there are many competitors. According to Mustafa (2013) there are 3 reasons for private university option, namely holistic education, academic factor (performance in final test), social and logistic factor (the close distance of school from house) (Bell, 2009). The other additional factors include sport facility, university reputation in certain field (Collins & Snell, 2000), discipline, religious (Finnemore, 1984), offering community, teacher quality, small field and price (Parker et al., 2007) as he consideration in choosing private higher university.

According to Shaik (2005), education is the service containing cores and supporting services. Teaching and learning are the example of service core because it is important for a success learning experience. The part of educational service is accommodation and attention for the children outside the learning hours. In the 21<sup>st</sup> century, in which the environment changes rapidly, it is important for the university to know precisely what consumers looking for certain services- in this case is education. According to Andrew (2003), positioning relates to the effects of mind to choose private universities.

### 3. METHODOLOGY

In this research, the research object (population) is the community which has known University of Pembangunan Nasional Veteran, University Satya Negara Indonesia, Gunadarma University and University of Moestopo Jakarta. The sample collection method is *purpose sampling (judgment sampling)*.

#### 3.1 Multi Dimensional Scaling (MDS).

The analysis technique of *Multi Dimensional Scaling (MDS)*, *map* has very important role. This aims to describe the position of an object to other objects, based on similarity. In this research, the analysis tool of *Multi Dimensional Scaling (MDS)* aims to know the *positioning of UPN "Veteran" Jakarta* compared to its competitors (obtained from the respondent sample perception) on the product similarity compared to other products. The similarity is measured by using scale of 1 until 5.

#### 3.2 Correspondence Analysis (CA)

By the analysis technique of *Correspondence Analysis (CA)*, the researches want to know the position of UPN "Veteran" Jakarta compared to other universities. The respondent perception in questionnaire, is categorized into two, namely:

- a) Value of 0 (zero), meaning that the *university* is not satisfied / not good or still has many deficiencies.
- b) Value of 1 (one), meaning that the *university* is satisfied / good.

For similarity and association, both are measured by *chi-square*, with hypotheses:

Ho :  $\chi = 0$ , there is no significant correlation between attribute and private university.

Ha :  $\chi \neq 0$ , there is significant correlation between attribute and private university.

Testing criteria:

If  $\chi^2_{count} \leq \chi^2_{table}$ , so Ho is accepted.

If  $\chi^2_{count} > \chi^2_{table}$ , so Ho is rejected.

#### 4. RESULTS

##### 1. University of Pembangunan Nasional “Veteran” Jakarta.

UPN “Veteran” Jakarta was established in 1963 as private university under the Guidance of Ministry of Defence Republic of Indonesia, located in RS.FatmawatiPondokLabu Street South Jakarta.

Faculties

- 1) Faculty of Economic and Business 5) Faculty of Computer Science
- 2) Faculty of Medical 6) Faculty of Health Science (Nursery, Community Health, Physiotherapy),
- 3) Faculty of Social Politic Science 7) Faculty of Law
- 4) Faculty of Machinery Engineering 8) Magister Program of Management and Magister Program of Law

##### 2. Gunadarma University

Was established in 1981, the campus is located in:

- 1) A Campus, located in Kenari 3 Street number 33, Jakarta consisting of 12 classrooms.
- 2) B Campus, located in SalembaBluntas street, Central Jakarta consisting of 9 classrooms
- 3) C Campus, located in Salembaraya Street No. 53, Central Jakarta consisting of 9 classrooms.
- 4) D Campus, located in Margonda Raya street No. 100, Depok consisting of 18 classrooms.
- 5) E Campus, located in AksesKelapaDua street, CimanggisDepok consisting of 55 classrooms.
- 6) F Campus, located in AksesKelapaDua street, CimanggisDepok consisting of 39 classrooms.
- 7) G Campus, located in AksesKelapaDua street, CimanggisDepok.
- 8) H Campus, located in Kyai Haji Noer Ali street , Kalimalang, Bekasi consisting of 24 classrooms.
- 9) I Campus, located in DanauKelapaDuaKarawaci street, Karawaci, Tangerang.

Study program / departments

- 1) Three Diploma Program (D3)
- 2) S1-Computer Science and Information technology 5) S1 Civil Engineering
- 3) S1 Faculty of Industry engineering 6) S1 Faculty of Psychology
- 4) S1 Faculty of Economics 7) S1 Faculty of Letter

##### 3. Moestopo University

Was establish in 1962, located in I Campus in Hanglekir Street and II Campus in Bintaro. Study Program /department

- 1) Faculty of Dentistry
- 2) Faculty of Social Science and Politic Science
- 3) Faculty of Communication Science
- 4) Faculty of Economics
- 5) Post-Graduate Program consisting of: Magister of Management, Magister of Administration Science and Magister of Communication Science

#### 4. University of Satya Negara Indonesia

The campus is located in Arteri Pondok Indah Street No.11 Kebayoran Lama, South Jakarta, established since 1989.

Faculties:

- 1) S1 Faculty of Engineering
- 2) S1 Fishery and Maritime Science
- 3) S1 Faculty of Economics
- 4) S1 Faculty of Social Science and Politic Science
- 5) Magister Program of Management

#### *Discussion*

There is one statement, namely no 11 with measurement result of 0.216 smaller than 0,361, meaning that the statement is invalid. While, the other 23 statements are significant and can be stated to be valid. The reliability test is conducted with *alpha cronbach* technique. The reliable processed samples are 196 respondents, with the following details:

**Table 2. Questionnaire Distribution Results**

Name of senior high school	Questionnaires distributed	The questionnaire is not returned	Questionnaires back
SMKN 20	30	-	30
SMAN 6	30	2	28
SMKN 47	30	12	18
SMAN 66	30	-	30
SMA Budi Luhur	30	-	30
SMKN 28	30	-	30
SMAN 97	30	-	30
Total	210	14	196

#### 3. Similarity between Private Universities in South Jakarta

In this research, the analysis tool of *Multi Dimensional Scaling* (MDS) aims to know the *positioning* UPN “Veteran” Jakarta compared to its competitors, Moestopo University, Gunadarma University and University of Satya Negara Indonesia (obtained from the respondent sample perception) on the product *similarity* compared to other products. The similarity is measured by using scale of 1 until 5. The table below shows the new Stress value compared to the previous Stress value of 7 to be 0.001 after there are four times of iteration so that the iteration is stopped. The number of 0,00063 show to approach zero, so the output is increasing to get similarity to the real condition.

The RSQ value is used to know the closeness between the data and *perpetual map*, by RSQ, it can be concluded that the data can be mapped correctly or not. The correlation value between data and geometric map is shown by the following data:

Averaged (rms) over matrices

$$\text{Stress} = .30188 \text{ RSQ} = .46775$$

It shows the correlation value of 0,46775 . the RSQ value is getting to approach 1 meaning that the data is getting to be mapped perfectly. Although the stress value category of this research model is bad, there is no respondent to be eliminated. The reason is there is consistency between the respondents and similarity value of motorcycle pair.

This consistency can be seen in graph of *Derived Subject Weight* (figure 1) and *Scatterplot of Linear Fit* (figure 2) showing the line pattern to the right. Based on these graphs, this research model still can be used.

Figure 1

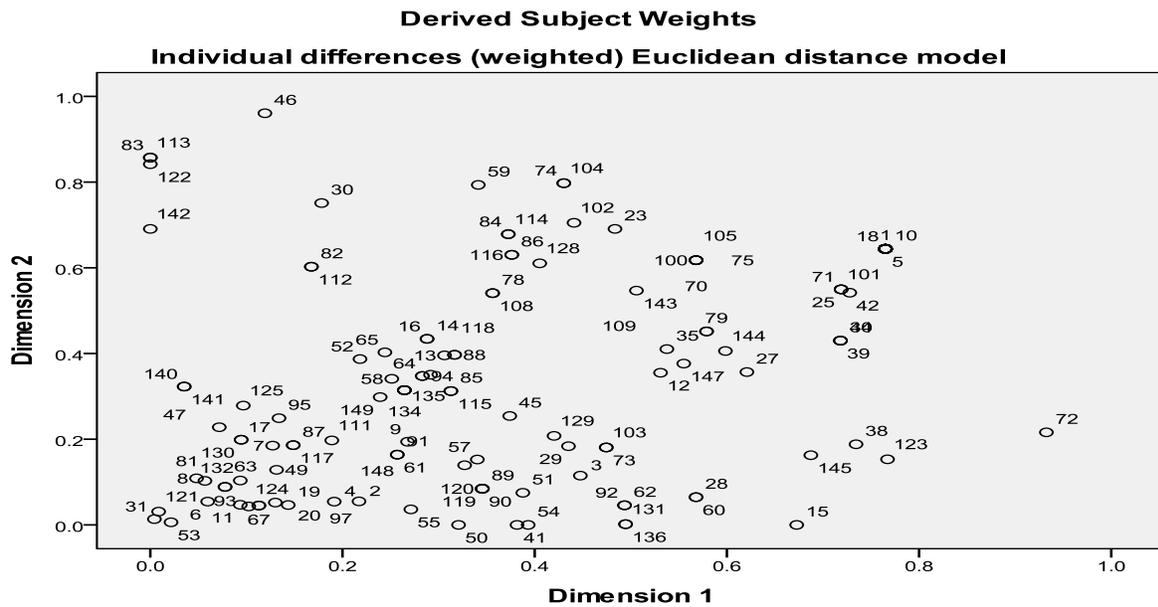
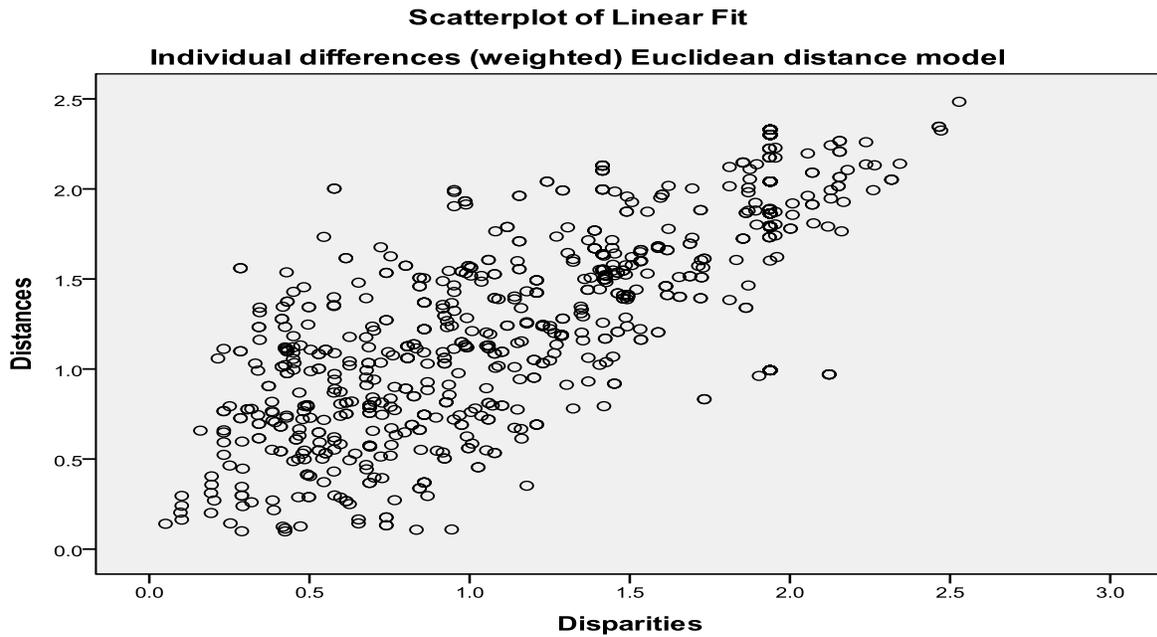
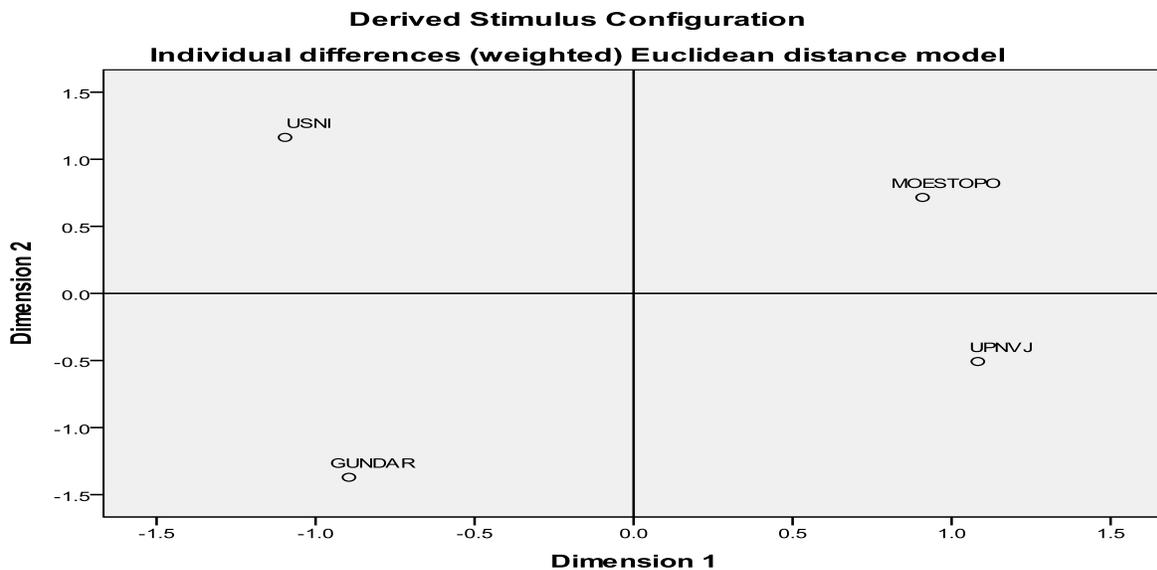


Figure 2



Dimension of Perceptual Map

In the model of two-dimensions, the position of Private Universities is in one quadrant out of four quadrants. The Private Universities in the same quadrant mean to be the Private Universities having some similarities. The implication is that the Private Universities will compete each other, otherwise the Private Universities in different quadrants means to be the Private Universities with no similarity meaning that there will be no competition. The further the position, the more different Private Universities are. The research results from 4 PU can be seen in Figure 4 3.as the following.



The mapping results in Figure 3 shows a two-dimensional perceptual map out of four Private Universities studied:

a. University of Satya Negara Indonesia is in the first quadrant with dimensions of 1 negative and 2 positive. University of Satya Negara Indonesia is perceived by the consumers to have significant differences compared to other private universities because it is located relatively far compared to other private universities.

b. Moestopo University is located in II quadrant with dimensions of 1 and 2 positive. Meaning that the consumers perceive Moestopo University having similarity or having no significant differences compared to other private universities.

c. UPNV Jakarta is located in III quadrant with dimensions of 1 positive and 2 negative. Thus, UPNV J has the similarity or does not have a significant difference compared to other private universities.

Gunadarma University is in the IV quadrant with dimensions of 1 and 2 negative. Thus, Gunadarma University has the similarity, or does not have a significant difference compared to other private universities.

#### 5. Correspondence Analysis

**Table 3. Product Attribute Recapitulation**

NO	Indicator	UPN VJ	Gunadharma University	Moestopo University	Satya Negara Indonesia University
1	Location	85	73	130	71
2	Promotion	96	110	141	108
3	Tuition fee	60	72	101	80
4	Educational quality	81	99	133	96
5	Reference	76	93	111	90
6	Brand image	96	94	120	86
7	Facility	118	112	129	105

The test result of Chi-Square obtained that

#### Chi-Square Tests

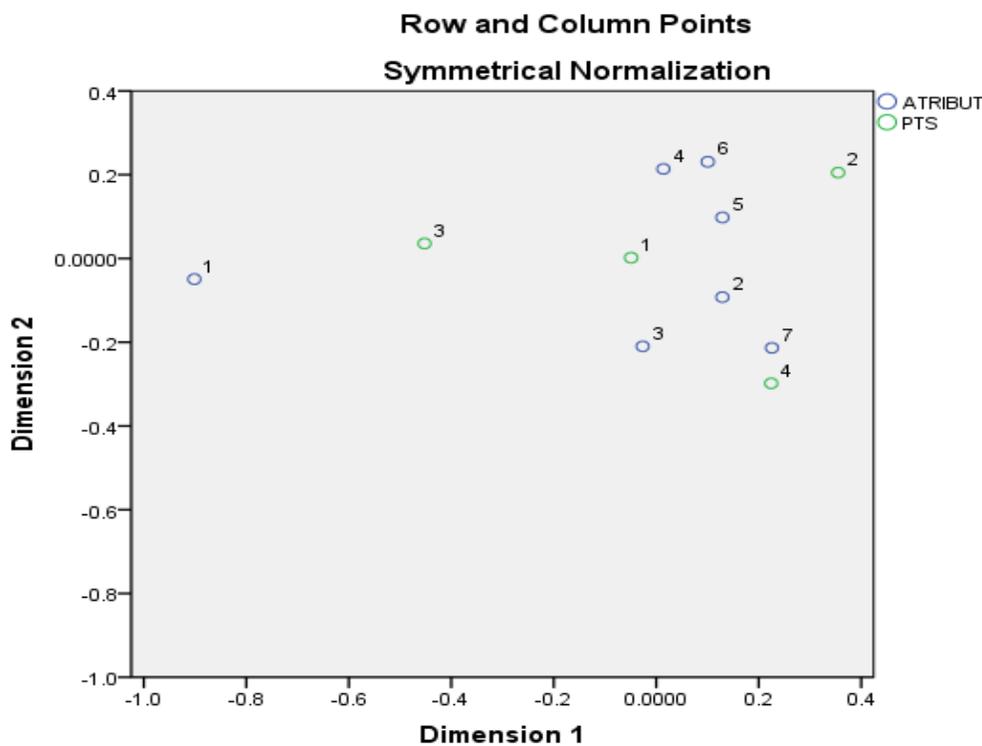
	Value	Df
Pearson Chi-Square	107.395 <sup>a</sup>	18
333Likelihood Ratio	137.307	18
N of Valid Cases	2683	

Conclusion: there is significant correlation between attributes and university

**Table 4. Processing Result of 2-Dimensional Data**

No.	Name of private higher education	Name of Attribute
1	MoestopoUniversity	Location
2	UPN “VETERAN” JAKARTA	Promotion and Tuition Fees,
3	Gunadharma University	Reference and Brand image
4	Satya Negara Indonesia University	Facility

Based on the perception map of product attributes from the Private Universities (Figure 4), it can be seen the respondents' preferences by the proximity of each product attributes to the private colleges:



- University of Pembangunan Nasional “Veteran “ Jakarta has a closeness between the attribute promotion and tuition
- Gunadarma University has a closeness between the references and imagery.
- Moestopo University Jakarta has a closeness with location attributes.
- University of Satya Negara Indonesia has a closeness with the facility attributes.

In this study, there are attributes affecting on the positioning of PU in South Jakarta, these attributes are promotion and tuition, references and imagery, as well as the location and facilities. These are based on the research conducted by Debbie VE (2013), which stated that the university should have the competence and competitive advantage. Each PU has advantages in different attributes such as the results of this study:

- a. UPN "Veteran" Jakarta has the attribute promotion and tuition.
- b. Gunadarma University has the attribute references and imagery.
- c. Moestopo University has the location attributes.
- d. University Satya Negara Indonesia, has the facility attributes.

This is according to research by Parikshat SM, (2010) in which to name of university will be considered to be the positioning in several ways: offering special benefits, targeting specific segments, and tuition. Although, each PU has different excellences but, each of which must be consistent in doing so. This matter is in line to a research by Andrew (2004), I Gusti Ayu (2008) stated that the positioning requires consistency and focus on an ongoing basis. Likewise, according to Carlos (2011), NurRaina N (2011) stated that positioning the goals in market target (prospective students) requires cognitive and affective analysis owned by prospective students. So that the customer satisfaction will be achieved and the consumer will have loyalty to the institution, and they will have the willingness to make payments and will inform prospective students. This is according to research by Munjiati M (2005), Mustafa (2013), I Made Suartika (2007) stated that in order to improve the quality, it is required good services and tuition.

## 5. CONCLUSION

In this study, both the analytical tools are used and complement each other, because MDS and CA generate output as the perceptual describing the positions of UPNV Jakarta and its competitors. Through MDS and CA, it is expected to give information about the positioning of UPNVJ as a private university, as well as the variables excellence preference by UPNVJ. This information will be used as a basis in determining the marketing strategies applied to UPNVJ to strengthen its positioning based on the variables owned as a private university.

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