

# STRUCTURAL CAPITAL PHENOMENOLOGY IN ACHIEVING HIGHER EDUCATION VISION

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**ABSTRACT**---University structural capital is part of intellectual capital that examines intangible capital owned by the University. Structural capital of higher education plays an important role in forming good universities that will build universities that are superior and able to compete or collaborate to develop higher education systems and build knowledge for the various needs of human life. This research uses the phenomenology method by examining the experiences of the leaders of Buana Perjuangan University (UBP) Karawang. There were 9 respondents sampled in this study consisting of the chancellor, vice-chancellors, deans and lecturers. This research focuses on the meaning of the respondents' experience in leading and managing the university's structural capital to become a competitive tertiary institution in accordance with the established vision, able to develop academics, research, community service, institutions, student affairs and establish good relations with external parties. The results showed that UBP Karawang has successfully carried out planning, organizing, leading and controlling the organizational structure of Idiosyncratic Structural Capital, Structural Capital for residual organizations, Structural Capital for Organizational Organizations and Structural Capital for Generic Organizations in all lecturers and education staff to become university knowledge so that they can produce universities higher education competition that enables the achievement of a vision in accordance with the period of performance. This research provides information that the management of structural capital in higher education is very important to build university knowledge that can be a guide in achieving the vision of higher education.

**Keywords**---phenomenology, structural capital, intellectual capital, planning, organizing, leading, controlling, value chain, competitive advantage.

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## I. PRELIMINARY

This study describes the management of structural capital at Buana Perjuangan University (UBP) Karawang. Structural capital management is very important to support the achievement of a university's vision and mission. UBP Karawang has a vision to become a competitive and internationally oriented university.

UBP Karawang is a new university that was born in 2014 and has only been operational in 2015, thus it has only been operating for 3 years in 2018. As a new university that was born in the midst of competition and the growth of higher

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education institutions in Indonesia (Growth in GE Strategy ) of course UBP Karawang must move quickly to catch up with the various behind universities that have been established for a long time or their predecessor colleges. Karawang UBP was also born between the two Big Cities namely Bandung and Jakarta (the Capital City of Indonesia), which have a very tight level of competition and higher education growth. In addition, UBP Karawang was also born in the middle of the largest industrial growth area in ASEAN, so UBP Karawang should already have a vision that is forward-looking, at least referring to the development of education in ASEAN countries in the first step before moving on to universities with international insight.

Managing the right structural capital will certainly be a very good support in managing the achievement of the vision of higher education. This research was conducted using phenomenological (qualitative) method which will explore the experience of UBP leaders in managing the structural capital of higher education institutions and their various achievements after 3 years of operation from 2015 to 2017. Interviews with informants were carried out to the leaders of the University as many as 3 people, Faculty Leaders as many as 3 people, and lecturers as many as 5 people, so the number of informants was 11 people. The number of informants used is expected to produce valid and reliable data triangulation.

## II. STRUCTURAL CAPITAL THEORY

Structural capital is an organization's ability to meet internal and external challenges. This includes infrastructure, information systems, routines, procedures, and organizational culture. Structural capital is an organizational framework and glue because it provides tools (management philosophy, process, culture) to manage the movement of a set of knowledge that grows in companies (Cabrita, M and Vaz, J, 2006). Structural capital is what is left at the end of the day when employees leave (Roos and Roos, 1997). Structural capital has a strong relationship in developing a vision of organization, which is described as the best approach of intellectual capital, because it will explain what must be owned and must be reproduced by the company (Riahi-Belkaoui, 2002).

Structural capital is an intangible asset that determines how the company works (Alama 2007) the kind of knowledge that has been internalized in the organization and remains in the process structure or culture even if the employee leaves it (Zornosa et al., 2000), is knowledge that remains in the organization when employees return to their homes and, therefore, is owned by the company, in the sense This structural capital is integrated with organizational routines, strategies, manual processes and databases (Ordoñez de Pablos, 2004), consisting of technology, methodology, processes and procedures arising from the intellectual contributions of employees owned by an organization that makes organizational functions work, basically these elements determine the work mode of the company (Bontis, 1996 and Carson et al., 2004).

### **Structural Capital and Higher Education Value Creation**

Structural Capital (SC) is different from the relative consensus of human capital (Human Capital = HC) and Relational Capital (RC), because Structural Capital (SC) is subject to the use of different conceptual approaches. Several papers analyze structural capital as an aggregate concept and include all forms created from various kinds of knowledge, integrated, disseminated and used in organizations (Sveiby, 1997). However, this focus does not allow homogeneous identification in contributing to improving organizational management. This reason is important for separating the two basic components of Structural Capital namely the Organizational Capital component and Technology Capital, which are analyzed separately by (Edvinsson, 1997).

The first component is Technology Capital which is analyzed by Collis, et al, (1995) from the perspective of resources, innovation management and technology. This variable includes a set of capacities needed for employees to carry out basic functional activities at this time or that will be needed to undergo an innovation process with consequent needs to renovate functional competencies according to market needs (Martin, García, 2003).

The second component, is Organizational Capital, integrated by systematic or internalized organizational knowledge, such as organizational routines, decision making processes or planning and control systems. In this sense, structural capital, including improvements in knowledge transfer and, so that it will increase the success of the more adequate function of the company's integration. In this context, Ordóñez de Pablos (2001) and Snell et al. (1999) analyze the strategic potential of an organization's structural capital (SC) with respect to its value and privileged dimensions.

To facilitate the understanding and measurement of competitive advantage, Patricia Ordoñez de Pablos and Miltiadis D. Lytras. (2008) examines the opinion of Barney (1991) and then explains that organizational resources lead to sustainable competitive advantage when they are valuable, rare, difficult to duplicate and have no substitute or substitution.

### III. RESEARCH METHODS

This qualitative research uses the phenomenology method, which will describe the experiences of university leaders in managing the capital of higher education structure. Retrieval of data using interviews, documentation studies and field surveys. The sample is taken proportionally to obtain data that represents the research needs by selecting 9 university leaders who are experienced in managing structural capital. To get the most accurate data, the results of the study were confirmed to 23 university leaders. Interview data were analyzed using content analysis through the process of coding, categorizing, classifying, to get deep meaning from the problem under study. Furthermore, to look for relationships in the planning, organizing, implementing and controlling processes a value chain analysis is performed.

### IV. RESEARCH FINDINGS AND DISCUSSION

#### Structural Capital Planning

The leaders and lecturers of UBP Karawang explained their experience that Strategic Capital Structural Capital Planning begins with a change in the status of a private tertiary institution into a state university in Karawang regency which empirically academic studies will have an impact on decreasing the capacity of prospective local male students, moving on increasing the capacity nationally, so it is necessary to establish new private universities in the form of universities to accommodate them, both in the short and long term.

zTable 2: Structural Capital Planning UBP Karawang

No	Structural Capital Planning	Structural Capital Indicators	Planning Activities	Competitiveness
	<i>Idiosyncratic organizational</i>	Vision, Mission, Objectives and	The initial planning was carried out by the Foundation Trustees of Higher Education with the leadership not	Valuable  Rare

			<p>Targets</p> <p>Strategies to Achieve Vision, Mission, Objectives and Targets</p>	<p>involving lecturers</p> <p>The initial planning was carried out by the Foundation Trustees of Higher Education with the leadership not involving lecturers</p>	<p>Difficult Imitate</p> <p>Non Substitutable</p> <p>Excellence : Competitive parity</p> <p>Valuable</p> <p>Rare</p> <p>Difficult Imitate</p> <p>Non Substitutable</p> <p>Excellence: Competitive parity</p>
		<p><i>Residual organizational</i></p>	<p>Management and development of funds, investments, infrastructure, human resources and information systems.</p> <p>Performance Monitoring System</p>	<p>The initial planning was carried out by the foundation of the Higher Education Trustees and University Leaders, not yet involving the faculty and lecturers</p> <p>The initial planning was carried out with the foundation of the Guidance of University</p>	<p>Valuable</p> <p>Rare</p> <p>Difficult Imitate</p> <p>Non Substitutable</p> <p>Excellence: Competitive parity</p> <p>Valuable</p>

			Evaluation	Leaders, faculty leaders and did not involve lecturers	Rare  Difficult Imitate  Non Substitutable  Excellence Competitive parity
		<i>Essential organizational</i>	Civil Service System	Initial planning was carried out by the Board of Trustees, University Leaders, faculties and did not involve lecturers	Valuable  Rare  Difficult Imitate  Non Substitutable  Excellence: Competitive parity
			Quality Assurance System	Initial planning was carried out by the Board of Trustees, University Leaders, faculty leaders and did not involve lecturers	Valuable  Rare  Difficult Imitate  Non Substitutable  Excellence: Competitive parity

			Organizational culture	The initial planning was carried out with the foundation of the Guidance of University Leaders, faculty leaders and did not involve lecturers	Valuable  Rare  Difficult Imitate  Non Substitutable  Excellence: Competitive parity
			Academic Atmosphere	The initial planning was carried out with the foundation of the Guidance of University Leaders, faculty leaders and did not involve lecturers	Valuable  Rare  Difficult Imitate  Non Substitutable  Excellence: Competitive parity
			New Student Recruitment	Planning is carried out in conjunction with the Foundation of University Leaders, faculty leaders and lecturers	Valuable  Rare  Difficult Imitate  Non Substitutable  Excellence: Competitive

			<p>Education and Teaching</p> <p>Tridarma quality management</p>	<p>Planning is carried out in conjunction with the Foundation Management of University Leaders, Faculty Leaders and Lecturers</p> <p>Planning is carried out with the foundation of the University Leaders, faculty leaders and lecturers</p>	<p>parity</p> <p>Valuable</p> <p>Rare</p> <p>Difficult Imitate</p> <p>Non Substitutable</p> <p>Excellence: Competitive parity</p> <p>Valuable</p> <p>Rare</p> <p>Difficult Imitate</p> <p>Non Substitutable</p> <p>Excellence: Competitive parity</p>
		<p><i>Generic organizational</i></p>	<p>Academic Quality &amp; Graduates' Quality</p>	<p>Planning is carried out in conjunction with the Foundation of University Leaders, faculty leaders and lecturers</p>	<p>Valuable</p> <p>Rare</p> <p>Difficult Imitate</p> <p>Non Substitutable</p>

					Excellence: Competitive parity
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The leaders of UBP Karawang have experience in managing tertiary institutions, so that in the beginning they have already established a Residual Organizational Structural Capital plan together with the Trustees Foundation, so that in the beginning UBP already owned land and a Campus Building. In planning for Organizational Essential and Generic Organizational Structural Capital, UBP leaders involve faculty leaders and lecturers.

Table 2 explains the structural capital planning of the university at the time of establishment did not involve all stakeholders. The superiority of the people is general variety. The university should pay attention to the opinion of Robbins and Decenzo (2013) that in planning refers to the aspect of objectives, the determination of the overall strategy to achieve goals, as well as carrying out various plans to integrate and coordinate the work needed to achieve the goals. Competitive variety according to Patricia Ordoñez de Pablos and Lytras. (2008) from Barney (1991) reflects that university structural capital planning is not yet general in nature and does not yet have the characteristics that can make universities superior.

### Organizing Structural Capital

The leaders and lecturers of UBP Karawang explained their experience that they had divided the tasks into Idiosyncratic Organizational, Residual Organizational, Essential Organizational and Generic Organizational Structural Capital, involving University Leaders, Faculty Leaders, and Lecturers.

Table 3: Organizing Structural Capital UBP Karawang

<i>Organizing Structural Capital</i>	<b>Structural Capital Indicators</b>	<b>Organizing Activity</b>	<i>Competitiveness</i>	
<i>Idiosyncratic organizational</i>	Vision, Mission, Objectives and Targets	All informants conveyed their experience that the making of Vision, mission, goals and objectives through the committee at the University, faculty and study program level	Valuable Rare Difficult Imitate Non Substitutable	Y es N o N o N o Excellence : Competitive parity
	Strategies to Achieve Vision,	All informants conveyed their experience that the making of strategies to achieve the vision, mission, goals and objectives through	Valuable	Y es



	Mission, Objectives and Targets	the committee at the University, faculty and study program level	Rare Difficult Imitate Non Substitutable Excellence: Competitive parity	N o N o N o
<i>Residual organizational</i>	Fund management and development, investment, infrastructure, human resources and information systems	All informants conveyed their experience that the leadership UBP organizes the system Management and development of funds, investments, infrastructure, human resources and information systems according to the level of authority starting from the Foundation, University, Faculty and study program levels.	Valuable Rare Difficult Imitate Non Substitutable Keunggulan: Excellence Valuable Rare Difficult Non Keunggulan: Excellence	Y es N o N o Competitive pa rity Yes No No No Competitive pa rity
	Performance Monitoring System Evaluation	All informants shared their experiences that in order to run the Performance Monitoring Evaluasi System, LP3M had been formed at the University level, GJM at the faculty and GKM at the study program level.	Valuable Rare Difficult Imitate Non Substitutable Excellence : Competitive parity	Y es N o N o

<i>Essential organizational</i>	All informants conveyed their experience that by running the Civil Service System, the Chancellor has made Statutes, quality standards, SOPs and supporting documents	Valuable	Yes
		Rare	No
		Difficult to Imitate	No
		Non Substitutable	No
Excellence: Competitive parity			
Civil Service System	All informants conveyed their experience that in order to run the Higher Education Quality Assurance System, LP3M had been formed at the University level, GJM at the faculty and GKM at the study program level and conducted staffing.	Valuable	Yes
		Rare	No
		Difficult to Imitate	No
		Non Substitutable	No
Excellence : Competitive parity			
Quality Assurance System	All informants shared their experiences that in order to foster good organizational culture, UBP has organized organizing work teams and patterns of cooperation.	Valuable	Yes
		Rare	Yes
		Difficult to Imitate	Yes
		Non Substitutable	No
Excellence: competitive advantage			
Organization al culture	All informants conveyed their experience that in order to foster good Academic Atmosphere, UBP had organized organizing work teams, cooperation patterns, cooperation rules and coaching patterns.	Valuable	Yes
		Rare	Yes

		Difficult Imitate	Y es	
		Non Substitutable	Y es	
		Excellence: Sustained competitive advantage		
Academic Atmosphere	All informants conveyed their experience that in order for the New Student Recruitment to run well, a Committee was formed which involved all lecturers with a continuous coaching pattern.	Valuable	Y es	
		Rare	Y es	
		Difficult Imitate	N o	
		Non Substitutable	N o	
		Excellence: Temporal competitive advantage		
New Student Recruitment	All informants shared their experiences that in order for Education and Teaching to run well, a team of lecturers had been formed, and learning patterns helped one another, mutual cooperation that could grow together.	Valuable	Y es	
		Rare	Y es	
		Difficult Imitate	Y es	
		Non Substitutable	Y es	
		Excellence: Sustained Competitive advantage		
Education and Teaching	All informants shared their experiences that in order to properly manage Tridarma's quality, a team of lecturers was formed, and learning patterns helped one another, mutual cooperation that could grow together.	Valuable	Y es	Y es
		Rare	Y es	N o
		Difficult Imitate	Y es	N o

		Non	Y	N
		Substitutable	es	o
		Excellence: Sustained Competitive advantage		
	All informants conveyed their experience	Valuable	Y	
Tridarma	that organizing Academic Quality & quality		es	
management	Graduates Quality is carried out gradually with quality standards that continue to be improved every year (kaizen)	Rare	N	
		Difficult	N	
		Imitate	o	
		Non	N	
		Substitutable	o	
		Excellencen: Competitive parity		
<i>Generic organizational</i>	Academic Quality & Graduates' Quality	All informants shared their experiences that organizing the Management of Higher Education Names was inherent with all lecturers, education staff, students and foundations	Valuable	Y
			es	
		Rare	N	
			o	
		Difficult	N	
		Imitate	o	
		Non	N	
		Substitutable	o	
		Excellence: Competitive parity		

The results of structural capital organizing are the formation of an organizational structure, and operational committees, the ongoing recruitment activities of lecturers and education personnel (employees), the staffing process in various positions in accordance with the development and growth of higher education.

### 3. Structural Capital Leading

The leaders and lecturers of UBP Karawang explained their experience that the rector of UBP had led the implementation of Idiosyncratic organizational, residual organizational, essential organizational and generic organizational structure capital, by involving the leaders under it according to their functions and positions proportionally.

Table 4: Structural Capital Leading UBP Karawang

Structural Capital Leading	Structural Capital Indicators	Leading Activity	Competitiveness	
<i>Idiosyncratic organizational</i>	Vision, Mission, Objectives and Targets	All informants conveyed their experience that all UBP Karawang leaders led the creation and implementation of their Vision, mission, goals and targets very well	Valuable Rare Difficult Imitate Non Substitutable Excellence : Competitive parity	Y es N o N o N o
	Strategies to Achieve Vision, Mission, Objectives and Targets	All informants shared their experience that all UBP Karawang leaders led the implementation of the Strategy to achieve the vision, mission, goals and targets very well	Valuable Rare Difficult Imitate Non Substitutable Excellence: competitive advantage	Y es Y es Y es Sustained
<i>Residual organizational</i>	Fund management and development, investment, infrastructure, human resources and information systems	All informants shared their experience that Yyasan and the UBP leadership were leading Management and development of funds, investments, infrastructure, human resources and information systems so that the area, campus buildings continue to increase both the amount of quality, construction of buildings and infrastructure facilities and satisfactory information systems that	Valuable Rare Difficult Imitate Non	Y es Y es Y es Y

	strongly support the Academic atmosphere.	Substitutable	es
		Excellence: competitive advantage	Sustained
Performance Monitoring System Evaluation	All informants conveyed their experience of the organization at the University, faculty and study program levels leading the implementation of the Performance Monitoring Evaluasi System well according to their authority periodically.	Valuable  Rare  Difficult Imitate  Non Substitutable  Excellence : parity	Y es N o N o N o Competitive
<i>Essential organizational</i>	All informants conveyed their experience that the Chancellor along with all staff have run the Civil Service System with clear, efficient and assisted guidelines with an excellent information technology system.	Valuable  Rare  Difficult Imitate  Non Substitutable  Simpulan : Competitive pari	Y es N o N o Competitive pari
Civil Service System	All informants conveyed their experience that the Chancellor and all his staff have run the University Quality Assurance System through national accreditation, all study programs have been accredited and are currently in the process of accreditation of institutions by utilizing various collaborations with developed universities.	Valuable  Rare  Difficult Imitate  Non Substitutable  Excellence:	Y es Y es Y es Y es Sustained

		competitive advantage	
Quality Assurance System	All informants shared their experience that the Rector together with all his staff had fostered a good organizational culture so that the lecturers were happy to work and innovate on the UBP campus. Already 83% of lecturers have Functional Positions and 25.7% of lecturers are certified national lecturers.	Valuable	Yes
		Rare	Yes
		Difficult Imitate	Yes
		Non Substitutable	Yes
		Excellence:	Sustained competitive advantage
Organizational culture	All informants conveyed their experience that the Chancellor and all his staff had fostered an Atmospheric Academic which made it possible for the tertiary education to run well. Improve academic quality with training, further studies, and various scientific activities both at home and abroad	Valuable	Yes
		Rare	Yes
		Difficult Imitate	Yes
		Non Substitutable	Yes
		Excellence:	Sustained competitive advantage
Academic Atmosphere	All informants conveyed their experience that the Chancellor and all his staff led the New Student Recruitment by using various media very well by involving all lecturers with a continuous coaching pattern. The number of students continues to increase on average by 24.7% per year.	Valuable	Yes
		Rare	Yes
		Difficult Imitate	Yes
		Non Substitutable	Yes
		Excellence:	Sustained competitive advantage

	New Student Recruitment	All informants conveyed their experience that the Rector together with all his staff had led the implementation of Education and Teaching going well, with learning patterns helping each other, mutual cooperation that could grow together.	Valuable  Rare  Difficult Imitate  Non Substitutable  Excellence: Competitive advantage	Y es Y es Y es Sustained
	Education and Teaching	Seluruh informan menyampaikan pengalamannya bahwa Rektor bersama seluruh staffnya telah memimpin Pengelolaan mutu Tridarma dengan baik, dengan pola pembelajaran saling membantu, gotong royong yang dapat tumbuh bersama-sama.	Valuable  Rare  Difficult Imitate  Non Substitutable  Excellence: Competitive advantage	Y es es Y es es Sustained
	Tridarma quality management	All informants conveyed their experience that the Chancellor along with all his staff have led the management of Academic Quality & Graduates' Quality in stages with quality standards that continue to be improved every year (kaizen)	Valuable  Rare  Difficult Imitate  Non Substitutable  Excellence: Competitive parity	Y es N o N o N o Sustained
<i>Generic organizational</i>	Academic Quality & Graduates'	All informants shared their experience that the Chancellor and all his staff had led the Management of Higher Education Names	Valuable	Y es



Quality	and were attached to all lecturers, education staff, students and foundations	Rare	N
			o
		Difficult Imitate	N
			o
		Non	N
		Substitutable	o
		Excellence: Competitive parity	

The implementation of structural capital is reflected in the increasing number of students an average of 32.4% per year, mining the campus area, building buildings and learning infrastructure, cooperation at home and abroad, increasing the ratio of lecturers and students, 80% of lecturers already have functional positions and 40% of lecturers already have national lecturer professional certificates.

#### 4. Controlling Structural Capital

The leaders and lecturers of UBP Karawang explained their experience that structural capital control has been carried out very well involving the Leaders under it in accordance with their functions and positions routinely, proportionally.

Table 5: Controlling Structural Capital in UBP Karawan

<i>Structural Capital Controlling</i>	<i>Structural Capital Indicators</i>	<i>Controlling Activities</i>	<i>Competitiveness</i>	
<i>Idiosyncratic organizational</i>	Vision, Mission, Objectives and Targets	All informants conveyed their experience that the system controls the implementation of the Vision, mission, goals and objectives very well	Valuable	Y
				es
			Rare	N
				o
			Difficult Imitate	N
	o			
		Non	N	
		Substitutable	o	
		Excellence : Competitive parity		
	Strategies to Achieve Vision, Mission, Objectives	All informants conveyed their experience that all UBP Karawang leaders had carried out controlling the implementation of the Strategy to achieve their	Valuable	Yes
			Rare	Yes

	and Targets	vision, mission, goals and targets very well	Difficult Imitate	s Ye s Ye s Sustained competitive advantage
<i>Residual organizational</i>	Fund management and development, investment, infrastructure, human resources and information systems	All informants conveyed their experience that the UBP Foundation and leaders have carried out Controlling the management and development of funds, investments, infrastructure, human resources and information systems so that in the past three years the number of facilities and infrastructure has continued to grow following the development of the number of students and the growth of tridarma activities.	Valuable  Rare  Difficult Imitate  Non Substitutable  Excellence: competitive advantage	Y es Y es Y es Y es Sustained competitive advantage
	Performance Monitoring System Evaluation	All informants conveyed their experience that UBP has implemented a Controlling Evaluasi Performance Monitoring System properly according to its authority periodically, humanistly and responsibly through a coaching pattern	Valuable  Rare  Difficult Imitate  Non Substitutable  Excellence: competitive advantage	Y es Y es Y es Y es Sustained competitive advantage
<i>Essential organizational</i>		All informants shared their experience that the Chancellor had implemented the Civil Service System with clear guidelines and grew according to the level of organizational growth.	Valuable  Rare  Difficult Imitate	Y es N o N

		Non Substitutable	o N o
		Excellence: parity	Competitive
Civil Service System	All informants conveyed their experience that the Chancellor had carried out the Controlling System of the University's Quality Assurance very well with clear standards	Valuable  Rare  Difficult Imitate  Non Substitutable	Y es Y es Y es N o
		Excellence: competitive advantage	
Quality Assurance System	All informants conveyed their experience that the Chancellor and all his staff had carried out good organizational culture control so that the lecturers were happy to work and innovate on the UBP campus.	Valuable  Rare  Difficult Imitate  Non Substitutable	Y es Y es Y es Y es
		Excellence: Sustained competitive advantage	
Organizational culture	All informants conveyed their experience that the Chancellor and all his staff had carried out an Atmospheric Academic Controlling that the tridarma implementation was controlled and improved in quality according to the standard.	Valuable  Rare  Difficult Imitate  Non	Y es Y es Y es Y

		Substitutable	es
		Excellence:	Sustained competitive advantage
Academic Atmosphere	All informants conveyed their experience that the Chancellor and all his staff had implemented the New Student Recruitment Controlling so well that the number of prospective students increased by 24.7% annually.	Valuable	Y es
		Rare	Y es
		Difficult Imitate	Y es
		Non Substitutable	Y es
		Excellence:	Sustained competitive advantage
New Student Recruitment	All informants conveyed their experience that the Chancellor and all his staff had carried out Education and Teaching Controlling so that the satisfaction of students and lecturers continued to increase on mode 5 of the 6 satisfaction scale.	Valuable	Y es
		Rare	Y es
		Difficult Imitate	Y es
		Non Substitutable	Y es
		Excellence:	Sustained Competitive advantage
Education and Teaching	All informants shared their experience that the Chancellor and all his staff had implemented Tridarma's Quality Management Controlling well, with learning patterns of helping each other, mutual cooperation that could grow together.	Valuable	Y es
		Rare	Y es
		Difficult Imitate	Y es
		Non Substitutable	Y es
		Excellence:	Sustained

			Competitive advantage	
	Tridarma quality management	All informants conveyed their experience that the Chancellor along with all his staff have carried out Academic Quality & Graduates Quality Controlling routinely in weekly, monthly and annual work meetings.	Valuable  Rare  Difficult Imitate  Non Substitutable  Excellence: Competitive advantage	Y es Y es Y es N o Competitive
<i>Generic organizational</i>	Academic Quality & Graduates' Quality	All informants shared their experience that the Chancellor and all his staff had carried out the Controlling Name of the university by monitoring the development of public satisfaction and public leadership	Valuable  Rare  Difficult Imitate  Non Substitutable  Excellence: Competitive advantage	Y es Y es Y es N o Competitive

The results of structural capital control are reflected in the increasingly high public recognition, all study programs have been accredited by the national accreditation body, the number of students continues to increase with an average increase of 32.4% per year, student satisfaction continues to increase, so does the satisfaction of lecturers in implementing Tridarma College.

## V. CONCLUSION

Porter's value chain analysis with the support of Barney's (1991) study on competitive analysis of tertiary institutions on structural capital management is one of the interesting study models, because it can display the interrelations of various dimensions. In this research, it is clear how each element of higher education contributes to the development kinerja perguruan tinggi yang akan berdampak pada tujuan akhir pencapaian visi dan misi perguruan tinggi.

Development of analysis can still be continued by subsequent researchers on developing knowledge indicators according to organizational growth to complement the structural capital measurement instruments that play a role in

tertiary institutions. In this research, Buana Perjuangan University has succeeded in managing the structural capital of higher education institutions, has utilized the knowledge possessed by lecturers, education staff, students, foundations and other stakeholders to grow institutional knowledge in various forms of sustainable excellence to achieve the vision it has carried.

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