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Student Affairs Program Management Analysis Pattimura University

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ABSTRACT

Performance management in all areas, including the student affairs sector at Pattimura University, has a significant influence on the achievement of planned work targets in the field. The performance of an employee becomes a barometer in achieving the results of the implementation of the program set by the institution/institution/organization and the implementing work unit. And therefore the arrangement described in the main tasks and functions of the Student Affairs and Public Relations section which provides services for fostering student interests, talents, and welfare, managing data and facilitating alumni activities and public relations affairs is expected to run well in accordance with applicable provisions. Research on the Analysis of Student Affairs Program Management is intended to understand the appropriate strategy model that can be used for the development of student affairs and contribute to the future development of the university, and can provide significant benefits to the direction of policy in this field. The implementation of the right strategy must be accompanied byevaluation, analysis and identification of various factors that are weaknesses so that performance achievements can be measured and sustainable.

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1. INTRODUCTION

Various efforts and activities carried out by all components of the nation within the framework of national and state life, including activities in the field of education, should be joint efforts and provide real contributions to realizing national goals as stated in the opening of the 1945 Constitution, namely protecting the entire nation and all of Indonesia's territory, advancing general welfare, improving the life of the nation, and participating in implementing world order based on independence, eternal peace and social justice.

The world of education, especially higher education, is expected to prepare superior students who have critical, creative, innovative, productive and competitive thinking skills. In an effort to fulfill its duties, higher education as stated in article 14 of Law number 12 of 2012 concerning Higher Education, the education process is carried out through curricular, co-curricular and extra-curricular activities. Student activities currently have an important position considering that these activities are carried out to instill soft skills that are increasingly considered important to be provided to students to meet the demands of the world of work. The world of work or the world of industry currently in recruiting workers gives high weight to soft skills, especially soft skills in the form of people skills, problem solving, communication skills, team work and collaboration skills, creativity, integrity and other soft skills.

Starting in 2015, the Ministry of Research, Technology, and Higher Education (Kemristekdikti) has conducted clustering and ranking of higher education institutions under its guidance. Then the results are published for the information of higher education stakeholders. The objectives of this ranking include: 1) mapping or grouping higher education institutions in Indonesia; 2) improving the quality of higher education institutions in implementing the Tri Dharma of Higher Education

continuously; 3) the basis for fostering higher education institutions; 4) the basis for formulating policies by the ministry; and 5) information to the public about the performance of higher education institutions. The assessment for determining the clustering and ranking of higher education institutions in 2020 is based on the Output-Outcome Base. The aspects assessed include Input Performance with a weighting of 20%, Process 25%, and Output with a weighting of 25%, and Outcome 30%.

The ranking conducted by the Ministry of Research, Technology and Higher Education is based on five main components, namely 1) quality of human resources; 2) quality of institutions; 3) quality of student activities; 4) quality of research and community service; 5) quality of innovation. Along the way, the 2020 higher education clustering indicators have changed from the clustering indicators in 2017, 2018 and 2019. In 2017, the aspects assessed for this ranking included human resources with a weighting of 30%, institutions with a weighting of 28%, student affairs with a weighting of 12%, and research and community service with a weighting of 30%. While in 2018, the aspects of the ranking assessment included human resources with a weighting of 25%, institutions with a weighting of 28%, student affairs with a weighting of 12%, research and community service with a weighting of 30%, and the emergence of additional innovation aspects with a weighting of 5%. Meanwhile, in 2019, the aspects that were assessed for the ranking included input performance of 40% (consisting of 15% input and 25% process) and output performance of 60% (consisting of 25% output and 35% outcome).

Universitas Pattimura (UNPATTI) has experienced various ups and downs in terms of ranking and clustering of higher education institutions. Based on the latest clustering conducted by the Ministry of Education, Culture, Research, and Technology (Kemdikbudristek) for 2024, UNPATTI is included in the Main Cluster category. This clustering is based on research performance and community service as measured through data from SINTA (Science and Technology Index).

This clustering not only considers the number and quality of scientific publications, but also various other aspects such as involvement in community service, intellectual property rights, and other scientific works. Although this clustering is not a ranking in the form of a numerical ranking, UNPATTI's inclusion in the Main Cluster shows good performance in various indicators assessed.

Table 1. Pattimura University Ranking According to the Ministry of Research, Technology and Higher Education 2019-2023

NO	Year	Ranking
1.	2019	103
2.	2020	96
3.	2021	97
4.	2022	105
5.	2023	101

Source: Processed by Researchers, 2024

Seeing the ranking of Pattimura University which changes from year to year, even dropping to rank 105 in 2022, it is necessary to formulate a strategy that can optimize and improve the ranking of Pattimura University at the national level in accordance with the provisions of the Ministry of Research, Technology and Higher Education. Therefore, the study of the strategy for optimizing the increase in ranking is expected to be able to help Pattimura University on a national scale. Increasing the ranking is needed as a competitive value for Pattimura University to be even more superior and become one of the quality state universities, both nationally and internationally.

Key Performance Indicators that are the key to the success of Pattimura University in Realizing the Top Ten in 2025. In order to realize this higher education ideal, it must be implemented in the performance assessment of State Universities (PTN) which will be assessed based on the IKU which is a work contract between State Universities (PTN) and the Ministry of Education and Culture. Decree of the Minister of Education and Culture of the Republic of Indonesia Number 3 / M / 2021 concerning the Main Performance Indicators of State Universities and Higher Education Service Institutions at the Ministry of Education and Culture. Has eight Main Performance Indicators, which are included in the student field, namely Independent Learning Independent Campus (MB-KM) by

spending 20 credits outside the campus, and the second is the achievement field with the weight of participating in every competition that exists at least at the national level. From IKU 2 (two) in the achievement field, this is an institutional activity of students of Pattimura University State Universities. In the field of achievement, Pattimura University has a development of achievements that fluctuates every year based on all competitions participated in by students, for example in the development of achievements regionally, nationally and internationally for the period 2022 - 2023, as can be seen in the table below:

Table 2. National and International Achievements of Students Per Faculty in 2022 – 2023

No	Faculty	Target (Student)		Achievements (Student)		Achievements Percentage (%)	
		2022	2023	2022	2023	2022	2023
1	Economics and Business	10	10	0	5	0%	50%
2	Law	10	10	1	31	10%	310%
3	KIP	40	40	4	5	10%	13%
4	Agriculture	10	10	0	1	0%	10%
5	Technique	10	10	15	9	150%	90%
6	ISIP	10	10	2	3	20%	30%
7	MIPA	10	10	7	4	70%	40%
8	Medical	10	10	1	2	10%	20%
9	Fisheries and IK	10	10	0	2	0%	20%
	Amount	**120**	**120**	**30**	**62**	**25%**	**52%**

Source: BAK Unpatti, 2024.

From the rise and fall of overall achievements in the field of student affairs at Pattimura University, it can also be seen in the achievements at the level of eight faculties spread across Pattimura University. Based on the achievement of the Main Performance Indicators in the field of achievement, this is the basic foundation for researchers to carry out a performance strategy model in the field of student affairs related to achievement based on IKU at Pattimura University which is sourced from the Directorate General of Higher Education.

The performance strategy model of Pattimura University's student affairs requires a Strength, Weakness, Opportunity, Threat (SWOT) analysis in the student affairs sector in order to identify the strengths, challenges, weaknesses and opportunities in it. In order to determine the right strategy model to improve the achievements and reputation of the student affairs sector so that the IKU of Pattimura University's student performance can be achieved properly.

From the existing data problems, the environmental conditions of Pattimura University students related to performance in the field of achievement require a strategic performance model so that Pattimura University's IKU in the Student Affairs Field can be achieved and previous research as a reference in conducting the SWOT analysis.

Formulation of the problem
Based on the problems above, the formulation in this study is: What is the appropriate strategy model for developing a performance strategy for the student affairs sector at Pattimura University.

2. RESEARCH METHOD
Data Types and Sources
Data type
Based on the type, the data in this study is grouped into two, namely:
a. Qualitative data, namely data collected based on statements/information related to the problem being raised.
b. Quantitative data, namely data collected in the form of numbers related to the problem being discussed.

b. Data Source

Based on the source, the data in this study is grouped into two, namely:
a. Primary data sources are data obtained from first sources or directly obtained at the research location, either verbally or through interviews with informants and data from the results and completion of questionnaires.
b. Secondary data sources are data obtained not from the first party but from certain parties related to this research, data in the form of documentation related to location, organizational profiles obtained from government institutions, previous research, literature studies or other references.

Research Type
In this study, the researcher used a qualitative descriptive method with the consideration that in this method there are philosophical bases that it has, namely phenomenological, meaning that truth can be obtained by capturing a phenomenon that emanates from an object being studied and the existence of symbolic interactions that are used as the basis for social studies and are also used in qualitative research (Fuad, 2014).

In qualitative research, it is also defined as a type of assessment that aims to reveal symptoms holistically-contextually through data collection by utilizing researchers as a key instrument (Sugiarto, 2015). The questionnaire data will then be processed using the SWOT Analysis method (Strength, Weakness, Opportunity, Threat) and the data from the processing results are processed using the Quantitative Strategic Planning Matrix (QSPM) and the results of the processing are re-analyzed and proven to be true with the conditions in the field as well as re-interviews with actors or sources selected by researchers who represent several actors or sources.

Research Informants
The research informants for the analysis of the model formulation through the SWOT Analysis method are planned to be 4 people plus 8 people from representatives of each faculty with the position of vice dean 3 for student affairs in the University environment totaling 105. The selection of informants is determined intentionally (purposively) based on the level of importance to the problem being studied as well as their knowledge and experience of the problem. Because the purpose of the study is to explore information about the strategy for Achieving Student Affairs Performance Based on IKU Universitas Pattimura.

Measurement of Research Variables
The object of the research is the Key Performance Indicator (KPI) variable and the research subjects are the actors involved in achieving the KPI of Pattimura University, especially in the field of student affairs, in which in this study these actors act as research informants.
a. Research Variables.
Based on the formulation of the problem proposed, the variables in this study are:
1) Internal factors (strengths and weaknesses) and external factors (opportunities and threats) which are the formulation of strategies for achieving student performance at Pattimura University.
2) Key Performance Indicators (IKU 2) for Student Affairs at Pattimura University.
b. Operational Definition.
Operational definitions are used to avoid double interpretation, namely by providing limitations on the variables in this study.
a. The Strategy for Achieving IKU2 in the Student Affairs Sector is defined as taking policies quickly and appropriately in accordance with the desires and needs of the Pattimura University campus.
b. SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis is an analytical approach to determine the formulation of an organization's future policy strategies.
    1) *Strength*(strength) is the internal factors of the Organization that support or have advantages for achieving Organizational development.
    2) *Weaknesses*(Weaknesses) are factors outside the organizational environment that are beneficial to the development of the organization.
    3) *Opportunities*(Opportunities) are factors outside the Organization's environment that are beneficial to the development of the Organization.
    4) *Threats*(Threats) are factors outside the Organization's environment that are a threat to the Organization and thus hinder the Organization's development.

Data collection technique
The data collection techniques used by researchers are as follows:
  a.   Observations are carried out to provide inspiration (1) to describe the observed phenomenon. (2) after being able to describe it, then focusing is carried out on the observed phenomenon. (3) finally, a selection is made of the phenomenon that is the target for observation.
  b.   Interview, interview is one of the data collection techniques that is often used. This technique produces the specific purpose of obtaining research relevant information and caused.
  c.   Documentation is secondary data by exploring several literature and documents to find data related to student development.

Data Analysis Techniques
Data analysis is a process of arranging data sequences, organizing them into a pattern, category and basic description unit (Neuman, 2014). The data analysis technique used in this study is by using SWOT (Strength, Weakness, Opportunity, Threat) and the data from the processing results are processed using the Quantitative Strategic Planning Matrix (QSPM) as an alternative strategy that is suitable for use, especially in achieving Key Performance Indicators (KPI).
        The analysis techniques used in this study are:
  a.   Descriptive Analysis Descriptive analysis is a way of formulating and interpreting existing data so as to provide a clear picture of the strengths, weaknesses, opportunities and threats of the Pattimura University Student Affairs Division.
  b.   Internal Analysis and External Analysis Internal analysis is conducted to obtain the strength factors that will be used and the weakness factors that will be anticipated. To evaluate these factors, the IFAS (Internal Factors Analysis Summary) matrix is used. Determination of internal strategy factors is conducted before creating the IFAS matrix.

Table 3. IFAS (Internal Factors Analysis Summary)

Internal Strategy Factors	Weight	Rating	X Rating Weight	Comment
Strength: (Stuffing)	1.0 (Very Important) Until With 0.0 (Not Important)	+4 (Very Good), Up to +1	Results from the weight column multiplied by column rating	For example: Key quality success, knowing, good relationship, good but tending to go down, have a good reputation
Weakness: (Stuffing)	1.0 (Very Important) Until With 0.0 (Not Important)	1 (Big Weakness), Up to 4 (Slight Weakness)	Results from the weight column multiplied by the rating column	For example: Slow, threat superstore, high debt etc.
Total			**Weight Results X Rating**	

Source: (Rangkuti, 2006)

The stages are as follows:
  1)   Determine the factors that are the strengths and weaknesses of the organization in column 1.
  2)   Give each factor a weight on a scale ranging from 1.0 (most important) to 0.0.
  3)   Calculate the rating (in column 3) for each factor by giving a scale starting from 4 (*outstanding*) up to 1 (poor).
  4)   -Multiply the weight in column 2 by the rating in column 3, to obtain the weighting factor in column 4.

5) The sum of the weighted scores in column 4, to obtain the total weighted score for the organization concerned.

The following are ways to determine external strategy factors:

1) Arrange in column 1 (5 to 10 opportunities and threats)
2) Assign weight to each factor in column 2, ranging from 1.0 (very important) to 0.0 (not important). These factors may have an impact on strategic factors.
3) Calculate the rating (in column 3) for each factor by giving a scale ranging from 4 (outstanding) to 1 (poor) based on the influence of the factor on the condition of the organization/campus institution concerned. The rating value for the opportunity factor is positive (a greater opportunity is +4, but if the opportunity is small, it is given a rating of +1). The threat rating is the opposite. For example, if the threat value is very large, the rating is 1. Conversely, if the threat value is small, the rating is 4.
4) Next, multiply the weight in column 2 by the rating in column 3, to obtain the weighting factor in column 4. The result is a weighting score for each factor, the value of which varies from 4.0 (outstanding) to 1.0 (poor).
5) Use column 5 to provide comments or notes on why certain factors were selected and how their weighting scores were calculated.
6) Add up the scores on the weighting (in column 4), to obtain the total weighting score for the company concerned.

Table 4. External Factors Analysis Summary (EFAS) Matrix

Factors External Strategy	Weight	Rating	X Rating Weight	Comment
Opportunity: (Stuffing)	1.0 (Very Important) to 0.0 (Not Important)	+4 (Increasing Opportunities), Up to +1 (small chance)	The result of the weight column is multiplied by the rating column.	For example: acquisition, quality, maytag, weak presence.
Threat: (Stuffing)	1.0 (Very Important) Up to 0.0 (Not Important)	1 (The threat) Very Big), Up to 4 (little threat)	Result of weight column multiplied by rating column	As an example: need to be careful, new challenges, pay attention.
Total			**Weight Results X Rating**	

Source: (Rangkuti, 2006)

Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis

At this stage, analysis and decision making are carried out using the SWOT matrix approach. Based on the SWOT matrix analysis, various alternative strategies for achieving IKU 2 in the Student Affairs Sector of Pattimura University are formulated. The combination of SWOT components is a strategy that supports the development of object potential such as: Strengths Opportunities (SO), Strengths Threats (ST), Weaknesses Opportunities (WO) and Weaknesses Threats (WT) strategies. Description:

1. SO strategy, namely utilizing all strengths to seize and take advantage of opportunities as much as possible.
2. ST strategy, namely using the strengths possessed by the object to overcome threats.
3. WO strategy, namely utilizing existing opportunities by minimizing existing weaknesses.
4. WT strategy, namely defensive activities and attempts to minimize existing weaknesses and avoid threats.

After the strategy is formulated, it is continued with the formulation of a program which is an action plan.

Table 5. SWOT Analysis Matrix

IFAS EFAS	Strengths (S) Determine 5-10 Factors Internal Strength	Weakness (W) Determine 5-10 factors Internal Weaknesses
Opportunities (O)Determine External Opportunity Factors	SO Strategy Create a strategy that uses strengths to take advantage of opportunities	WO Strategy Create a strategy that minimizes weaknesses to take advantage of opportunities.
Threats (T)Determine External Threat Factors	ST Strategy Create a strategy that uses strengths to overcome threats.	WT Strategy Create a strategy that minimizes weaknesses and avoids threats.

Source: (Rangkuti, 2006)

Next, the data analysis presentation is carried out. The presentation of the results of the data analysis is carried out informally (in narrative form) and formally (in the form of tables, graphs, etc.). The presentation in narrative form is to identify what kind of strategy is applied so that a complete picture of the problems discussed is obtained. The formal presentation is carried out to describe the SWOT analysis carried out by the Student Affairs Division of Pattimura University on the achievement of IKU 2. The SWOT analysis diagram is treated so that the description of the existing research results can be determined precisely, namely which strategy is the suggestion for the research object.

Figure 2. SWOT Analysis Diagram

a. Quadrant I (positive) This position indicates a strong and promising organization. The recommended strategy is aggressive, meaning that the organization is in prime and stable condition so that it is very possible to continue to expand, increase growth and achieve maximum progress.
b. Quadrant II (positive, negative) This position indicates a strong organization but facing major challenges. The recommended strategy is Strategy Diversification, meaning that the organization is in a stable condition but facing a number of major challenges so that it is estimated that the wheels of the organization will have difficulty continuing to turn if they only rely on the previous strategy. Therefore, the organization is advised to immediately increase the variety of its taxi strategies.
c. Quadrant III (negative, positive) This position indicates an organization that is weak but has great opportunities. The recommended strategy is Turn-Around (change strategy), meaning that the organization is advised to change its previous strategy. This is because the old strategy is feared to be difficult to capture existing opportunities while improving organizational performance.
d. Quadrant IV (negative, negative) This position indicates an organization that is weak and facing major challenges.
       .

Quantitative Strategic Planning Matrix (QSPM)

The method used in the final stage is to use the Quantitative Strategic Planning Matrix (QSPM) approach. QSPM is the final stage of strategy formulation analysis in the form of selecting the best alternative.

3.   RESULTS AND DISCUSSIONS
Organizational Performance
The demographic bonus in 2030 provides great hope for the young generation of Indonesia to compete in various fields and can be done through the transformation of Higher Education which produces graduates who are superior, competitive, adaptive, flexible, productive, and competitive with the character of Pancasila.

The Directorate General of Higher Education has 3 (three) main tasks in the field of higher education:
a.   improve the quality and relevance of higher education;
b.   strengthening the quality of lecturers and education staff; and
c.   increasing access to higher education

Quality universities must be relevant and competitive with the business world and the world of work. Human resources in universities, both educators, education staff and students, must be able to present solutions amidst the problems faced by the government, society, and the world of work/industry.

Permendikbud 03 of 2020 concerning National Standards for Higher Education and Decree of the Minister of Education and Culture of the Republic of Indonesia Number 754/P/020 concerning the Main Performance Indicators of State Universities (IKU-PTN), signal that every institution is expected to carry out a transformation of higher education in line with the 8 (eight) Main Performance Indicators, namely:

IKU 1: Graduates Get Decent Jobs
IKU 2: Students gain experience outside campus
IKU 3: Lecturers carry out activities outside the campus at IKU
IKU 4: Practitioners teach on campus
IKU 5: The results of lecturers' work are used by the community or receive recognition. international
IKU 6: Study programs collaborate with world-class partners
IKU 7: Collaborative and participatory classes
IKU 8: International standard study program

The Higher Education Key Performance Indicators are designed with the following principles:
1.   Increasing the relevance of higher education to the needs of industry, the business world, and the world of work.
2.   Giving universities the freedom to choose the strengths they want to develop.
3.   Prioritize goals so that universities can focus on pursuing the changes that matter most.

By paying attention to this, PERFORMANCE and work systems are important factors supporting the success of various Higher Education programs and activities. According to KBBI, organizational performance is something that one wants to achieve, achievements that are seen, or work capabilities.

According to Armstrong, Performance is about doing work and the results achieved from that work. Performance is the work that is displayed by each person as a work achievement produced by employees according to their role in the company. One way used to see the development of the company is by looking at the results of employee performance assessments.

According to Levinson, performance is the achievement or accomplishment of a person in relation to the tasks assigned to him/her. Performance is the result of the function of work or activities of a person or group in an organization that is influenced by various factors to achieve organizational goals in a certain period of time. Factors that influence employee or staff performance, such as motivation, skills, role perception and so on.

Description of the Performance of the Student Affairs and Public Relations Section

Regulation of the Minister of Education, Culture, Research and Technology Number 20 of 2016, in article 2 explains that UNPATTI has the task of organizing academic education and can organize vocational education in various fields of science and/or technology and if it meets the requirements can organize professional education. Civil servant performance is the work results achieved by each civil servant in the organization/unit in accordance with employee performance targets.

And therefore, in order to improve the performance of Pattimura University in implementing services and organizing education, research, and community service, it is necessary to carry out an arrangement.

The arrangement is then described in the Organizational and Work Procedures Regulations of Pattimura University which are clearly described in articles related to Position, Duties and Functions; Organizational Structure; Echelonization; Work Procedures; and Other Provisions;

The Student Affairs and Public Relations Section is part of the Academic, Student Affairs, Planning and Public Relations Bureau which has the task of carrying out services in the academic, student and alumni fields, as well as planning affairs, and public relations has the following functions:

a. implementation of education, research and community service services;
b. implementation of evaluation of education, research, and community service;
c. implementation of student registration and academic statistics;
d. implementation of services to foster student interests, talents and welfare;
e. implementation of data management and facilitation of alumni activities;
f. implementation of planning affairs;
g. implementation of coordination and administration of cooperation; and h. implementation of public relations affairs

The Student Affairs and Public Relations Section as referred to has the task of implementing services for fostering student interests, talents and welfare, managing data and facilitating alumni activities as well as public relations affairs.

The Student Affairs and Public Relations Division carries out the following functions:

a. implementation of services for developing students' interests, talents and reasoning;
b. implementation of administration of student activities;
c. implementation of student welfare services;
d. implementation of alumni activity facilitation;
e. implementation of student and alumni data and information management; and
f. implementation of public relations affairs.

The Student Affairs and Public Relations Division consists of:

a. Sub-section of Interests, Talents, Reasoning, and Student Information;
b. Student Welfare Services Sub-section; and
c. Public Relations Subsection.

Targets to be achieved from the implementation of student activities

To achieve targets in the student affairs sector, optimal performance is certainly needed from all employees to support:

a. Achieving the target for activities in the field of services for fostering interests, talents and reasoning as well as managing student data and information;
b. The target for Student Welfare service activities has been achieved in implementing student activity administration, student welfare services, facilitating alumni activities and managing alumni data and information.
c. Achievement of the target for carrying out tasks in compiling coordination and implementation materials public relations matters.

It is hoped that the various main tasks and functions carried out by the student affairs division will achieve targets in accordance with the activity implementation plan and performance targets for employees that have been determined.

Regulation of the Minister of Education, Research, Technology and Higher Education Number 20 of 2016 concerning the Organization and Work Procedures of Pattimura University, explains the details of the duties of the Student Affairs and Public Relations Section, which is under the Bureau of

Academic, Student Affairs, Planning and Public Relations.

Article 19 states that the Student Affairs and Public Relations Section has the task of implementing services to foster student interests, talents and welfare, data management and facilitation of alumni activities as well as public relations affairs.

And in Article 20 it is stated that the Student Affairs and Public Relations Section carries out the following functions:

a. implementation of services for developing students' interests, talents and reasoning;
b. implementation of administration of student activities;
c. implementation of student welfare services;
d. implementation of alumni activity facilitation;
e. implementation of student and alumni data and information management; and
b. implementation of public relations affairs.

The Student Affairs and Public Relations Division consists of:

a. Sub-section of Interests, Talents, Reasoning, and Student Information;
b. Student Welfare Services Sub-section; and
c. Public Relations Subsection.

The duties of the Student Interest, Talent, Reasoning, and Information Sub-section are to provide services for fostering interests, talents, and reasoning as well as managing student data and information.

The Student Welfare Services Sub-Division has the task of administering student activities, student welfare services, facilitating alumni activities and managing alumni data and information.

The Public Relations Subsection has the task of preparing materials for coordinating and implementing public relations affairs.

Supporting Factors for the Implementation of Student Affairs and Alumni Performance

To achieve optimal results in carrying out performance in the student affairs and public relations division, various factors are needed which are expected to play a role, have an impact and be able to contribute to the work organization, including:

a. Strategic human resources, high productivity;
b. Performance management;
c. Supportive work environment,
d. Training and development,
e. Effective leadership management, motivation, ability, role, and of course supportorganization.
f. Relevant budget according to needs

Educational staff who carry out duties in the Student Affairs and Public Relations Section:

No	Number of Employees	Last education			
		SENIOR HIGH SCHOOL	D3	S1	S2
1	civil servant	3	1	6	1
2	First Aid Kit	-	-	1	-
3	PPNPN	-	-	8	1

From the results of research related to the implementation of various tasks, main points and functions carried out in the Student Affairs and Public Relations section using (SWOT) analysis, it is known that there are strengths, weaknesses, opportunities and threats which can be described as follows:

STRENGTH

- Having human resources in the form of educational staff in the positions of PNS, P3K and PPNP totaling 21 people
- Have adequate work facilities and infrastructure
- The ability of human resources to carry out main tasks and functions
- Have SOP and SPP in carrying out duties

WEAKNESSES

- Effective communication has not been implemented properly

- Adjustment of functional positions as per government policy is not relevant to the duties and functions of the student affairs department
- In carrying out its duties, Standard Operating Procedures are often not submitted and are dominated by directives or policies.
- Understanding of job descriptions and work management is not yet optimal
- Weak IT skills among some staff
- Discipline

OPPORTUNITIES
- Have Work Experience in Student Affairs
- Have better analytical and career development skills, both functional and structural
- Have the opportunity to occupy a strategic position in a functional position
- Functional positions can be transferred according to main tasks and functions

THREATS
- The spread of information should not be for public consumption regarding various student activities, especially those related to scholarships.
- There are employees who are dishonest and do not understand work flow

Student Affairs Performance Strategy
From the analysis outlined, there are several strategies to support activities carried out in the student affairs field that must be carried out to achieve optimal targets, namely:
1) Turnaround Strategy
This strategy is an effort to ensure that performance in the student affairs sector can run well, by taking various important steps to improve performance and management weaknesses so that in the future the student performance target can run well, and this strategy is important to carry out, namely:
- Encourage the realization of the implementation of integrity zones in carrying out work and public services in the student affairs work environment.
- Improve employee discipline in carrying out performance.
- Conducting analysis of various reciprocal communications between leaders and employees in a clear and transparent manner. Also considering potential ideas and concepts.
- Conduct performance evaluations and evaluations of roles and responsibilities in managerial positions to ensure that everything runs according to applicable procedures and mechanisms.
- Conduct evaluations of all employee performance through regular coordination meetings.
- Identify and fix obstacles in the decision-making process. Firmness is needed so that the implementation of various tasks refers to the applicable Standard Operating Procedures.
- Plan HR training and development activities through training
- Budget all activities that support the duties and functions of the Student Affairs sector

2). Aggressive Strategy
This strategy is intended to support student affairs policies in achieving predetermined work targets by encouraging available resources by:
- Conducting analysis on potential employees, having ideas, development and innovative concepts and having good mastery of IT and student affairs duties.
- Becoming a Coach to accompany and involve employees in career development but also provide responsibility in work and in the team.
- Encourage employees to be able to provide solutions and resolve problems, if things happen that are beyond prediction but are related to student issues.
- Providing awards and appreciation for the performance of highly potential employees.
- Support and implement SOP and SPP for student affairs properly according to applicable procedures

3) Defensive Strategy

Preparing all employees to be able to work well and according to the flow, SOP/SPP and mechanisms so that they are able to answer various questions from the public and students, in this case both direct questions, conflicts in the media and when demonstrations occur.

4.   CONCLUSION

The analysis of student affairs program management at Pattimura University highlights the essential role of performance strategies in improving student development and achieving institutional performance indicators. The study emphasizes the necessity of adopting a strategic model based on SWOT analysis to strengthen internal capabilities, minimize weaknesses, leverage external opportunities, and mitigate threats. With fluctuating achievements in recent years, a clear and structured approach—such as Turnaround, Aggressive, and Defensive Strategies—is crucial in elevating student outcomes and aligning them with national education standards, particularly Key Performance Indicator (IKU) 2. Effective communication, consistent implementation of SOPs, and targeted HR development are key to enhancing student services and achieving excellence in higher education. Ultimately, the success of the student affairs division will contribute significantly to Pattimura University's goal of becoming a top-tier institution by 2025.

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