



DOI: <https://doi.org/10.38035/dijms.v6i5.4574>

<https://creativecommons.org/licenses/by/4.0/>

## Optimization of the Internal Quality Assurance System (SPMI) at the Army Polytechnic (Poltekad) through the Development of Organizations and Tasks (Orgas) of the Quality Assurance Agency (LPM)

Suherli Suherli<sup>1</sup>

<sup>1</sup> Universitas Dirgantara Marsekal Suryadarma, Jakarta, Indonesia, email. [suherlay.310772@gmail.com](mailto:suherlay.310772@gmail.com)

Corresponding Author: [suherlay.310772@gmail.com](mailto:suherlay.310772@gmail.com)<sup>1</sup>

**Abstract:** Internal Quality Assurance System (SPMI) is a fundamental aspect in maintaining and improving the quality of higher education. The Army Polytechnic (Poltekad) as a higher education institution within the Indonesian Army has a great responsibility in implementing SPMI. This study aims to analyze and optimize SPMI at Poltekad through the development of the organization and duties of the Quality Assurance Institution (LPM). A qualitative approach was used with the methods of document study, interviews, and observation. The results of the study indicate the need to improve the organization and duties of LPM structurally, including increasing the rank of the Head of LPM and increasing the number of personnel. Optimization of SPMI at Poltekad can be achieved through the development of LPM, which will contribute to improving the quality of education and meeting quality standards. This study emphasizes the importance of strengthening LPM in the context of quality assurance of higher education in Indonesia.

**Keyword:** SPMI, Poltekad, LPM, Organizational Development, & Quality Assurance.

### INTRODUCTION

Rapid developments in science and technology have driven significant changes in various sectors, including higher education. University governance and management are increasingly influenced by technological advancements, which require institutions to adapt to stay relevant and competitive (Smith et al., 2018; Johnson, 2019). One of the key indicators of the success of university governance is the standardization set by accreditation bodies, such as the National Accreditation Board for Higher Education (BAN-PT) in Indonesia. To maintain accredited status and improve quality, universities must implement the standards set by BAN-PT through the Internal Quality Assurance System (SPMI) independently (Permenristekdikti No. 62/2016).

Although Permenristekdikti No. 62/2016 has outlined the main components of the Higher Education Quality Assurance System, including SPMI, the External Quality Assurance System (SPME), and the Higher Education Database (PD-DIKTI), there is still a gap in the understanding and effective implementation of SPMI at the institutional level. The existing

literature mostly focuses on the theoretical and conceptual aspects of SPMI (Suharto, 2017; Wijatno, 2019), while empirical studies investigating the factors that affect the success of SPMI implementation are still limited.

This research aims to analyze and optimize the implementation of SPMI at the Army Polytechnic (Poltekad) through the development of the organization and tasks of the Quality Assurance Institute (LPM). In particular, this study seeks to: (1) evaluate the current structure and function of LPM in implementing SPMI; (2) identify the obstacles and challenges faced by LPM related to the position, rank, and position of its personnel; and (3) propose recommendations to optimize the role of LPM in the implementation of SPMI in Poltekad.

This research is expected to make a significant contribution to the development of SPMI in Poltekad and other higher education institutions. The findings of this study will broaden the understanding of the organizational factors that affect the effectiveness of SPMI implementation, as well as provide practical insights into strategies to optimize the role of quality assurance institutions. In addition, this research will also contribute to the development of a conceptual framework to assess and improve institutional capacity in implementing SPMI. The results of this study are expected to inform policies and practices at the institutional and national levels to strengthen the quality assurance system of higher education in Indonesia.

Internal quality assurance systems in several government organizations show that this topic has become a major concern in efforts to improve continuous quality. Although most of the research is still in the form of case studies or conceptual studies (Tabrizi & Farahsa, 2015; Winarsih, 2017), but the results are quite consistent in showing the important role of the internal quality assurance system. A quantitative study by Amtu et al. (2020) provides stronger empirical evidence of the relationship between factors such as leadership, commitment, and organizational culture and the successful implementation of internal quality assurance systems. Through the synthesis of evidence from various articles, several main themes and patterns can be deduced. First, internal quality assurance needs to be carried out systematically and continuously by involving all components of the organization (Tabrizi & Farahsa, 2015; Winarsih, 2017; Amtu et al., 2020). Second, effective leadership, commitment from all parties, and the development of a quality culture are key factors that determine the success of the implementation of the internal quality assurance system (Amtu et al., 2020; Indri & Utomo, 2020). Third, some commonly used evaluation models include self-assessment based on criteria, external audit, and the CIPP model (Tabrizi & Farahsa, 2015; Winarsih, 2017).

However, a critical review of the articles also revealed some limitations and potential biases. For example, some studies have a limited sample size (Amtu et al., 2020) or only focus on one or a few institutions (Shah et al., 2011; Grebennikov & Shah, 2008), so generalizations of his findings may be limited. In addition, some studies lack detailed procedures for collecting and analyzing data (Persky et al., 2012) or rely solely on respondent perception surveys without further validation, which has the potential to cause bias. Despite these limitations, the results of this review provide important implications for internal quality assurance research and practices in higher education institutions. Research by Yosepha et al. (2024) in the 10 companies with the largest market capitalization on the Indonesia Stock Exchange, showing the importance of a quantitative approach in analyzing organizational variables. Through the regression method of panel data, the study identified that factors such as Return on Assets (ROA) and capital structure can have an indirect influence on organizational performance. This confirms the significance of the use of quantitative methodologies in exploring institutional dynamics, albeit with a different range of variables in the context of higher education.

Consistent findings on the factors that affect the success of internal quality assurance systems, such as leadership, commitment, and organizational culture, need to be of concern to policymakers and institutional managers in developing and implementing such systems. However, more confirmatory research with a quantitative approach, a wider and representative sample, and longitudinal studies is needed to strengthen the existing empirical evidence and

look at the long-term impact of the implementation of the internal quality assurance system on improving the quality of the institution. In the end, this emphasizes the importance of an internal quality assurance system for higher education institutions in guaranteeing and improving quality in a sustainable manner. Although research in this area is still evolving, the conceptual foundation and empirical evidence that exist provide a solid basis for the development and implementation of an effective internal quality assurance system. Future research is expected to enrich and strengthen existing findings, as well as provide practical guidance for institutional managers in implementing an internal quality assurance system that is able to significantly and sustainably improve the quality of higher education.

## **METHOD**

This study uses a qualitative approach with document study methods, semi-structured interviews, and observations to gain a deep understanding of the implementation of the Internal Quality Assurance System (SPMI) at the Army Polytechnic (Poltekad). The qualitative approach was chosen because it was considered more appropriate to explore the strengths, weaknesses, opportunities, and obstacles faced by the parties involved in SPMI, as well as to understand the interaction of various factors in the context of SPMI Poltekad's performance. Data collection is carried out through three main techniques. First, semi-structured interviews are conducted with stakeholders at Poltekad, consisting of managers of the Quality Assurance Institute (LPM), Education and Teaching Development staff, and Department/Study Program staff. Respondents were selected using the purposive sampling technique based on their role and involvement in the implementation of SPMI. The interviews lasted for 30-60 minutes per respondent and were conducted over a period of 2 months. Second, direct observation was carried out in the Poltekad environment for 3 months along with the interview period to observe the dynamics and interactions that occurred in the context of SPMI implementation. Third, the study of documents including policies, procedures, and reports related to SPMI is carried out for 1 month after the interview and observation period is completed.

Data analysis was carried out using thematic analysis techniques, where data from the results of interviews, observations, and document studies were encoded and grouped based on the main themes that emerged. Document study is an important component of this study, where the researcher analyzes policies, procedures, and reports related to the Internal Quality Assurance System (SPMI) at the Army Polytechnic (Poltekad). These documents provide essential information regarding the structure and processes that have been established to support the implementation of SPMI. Through the study of the document, researchers can identify gaps between written plans and implementation in the field, as well as gain a deeper understanding of the perspectives of managers and other stakeholders towards SPMI.

The data analysis process involves coding, where the information obtained is grouped based on relevant themes. This thematic analysis technique allows researchers to compile a comprehensive narrative and describe the condition of SPMI in Poltekad as a whole, as well as draw broader conclusions and provide evidence-based recommendations to optimize the quality assurance system. The results of the analysis are expected to provide a clear and detailed picture of the condition of SPMI at Poltekad, including the challenges faced and the opportunities that exist for improvement. Through a holistic approach, this study aims to make a significant contribution to the development of SPMI in Poltekad and the improvement of the quality of education produced.

The findings of this study are expected to be the basis for Poltekad in making decisions and formulating appropriate policies to strengthen the implementation of SPMI, overcome existing challenges, and optimize opportunities to increase the effectiveness of the quality assurance system in the context of higher education. With a deep understanding of the dynamics of SPMI, Poltekad is expected to be able to implement strategic steps that are right on target to achieve higher education quality standards.

## RESULTS AND DISCUSSION

A comprehensive study on the Quality Assurance Institution (LPM) at the Army Polytechnic (Poltekad) revealed a number of critical findings related to the organizational structure and implementation of the Internal Quality Assurance System (SPMI). In-depth analysis shows that LPM organizations face significant challenges, with empirical data revealing that 100% of LPM members have the rank below Colonel, so no one holds structural positions at the institutional level.

This condition substantially affects the ability of the institution to carry out its quality assurance function optimally. An in-depth study identified that ranks and positions have a direct correlation with freedom of expression and the effectiveness of LPM officials in implementing the quality assurance system. The findings of this study are in line with previous studies by Sulaiman (2018) and organizational theory from Robbins & Judge (2017), which emphasized the importance of a balanced organizational structure and the proper distribution of power in supporting team performance. Although LPM has made efforts to evaluate and supervise quality, there are significant obstacles that hinder systematic implementation, including limited personnel, limited performance coverage, and lack of communication across units.

Based on these comprehensive findings, the study recommends a series of strategic organizational development steps. The main recommendations include increasing the rank of the Head of Quality Assurance, increasing the number of LPM personnel, expanding the workload, and strengthening the organizational structure. Special focus is given on the importance of strengthening collaboration between LPM and various units in Poltekad, including departments, study programs, and other administrative units. Closer collaboration is expected to result in more accurate data collection, get constructive input from stakeholders, and create positive synergies in efforts to improve the quality of education. The contribution of this research is very significant in the realm of higher education quality assurance literature, especially in the context of military institutions. The implementation of the proposed recommendations is expected to help Poltekad achieve several strategic goals: meet the quality standards set by the Army Leadership and the Ministry of Research, Technology and Higher Education, contribute to the development of quality human resources, and prepare graduates to face the challenges of their duties as Technicians, Research Assistants, and Instructors. To deepen the understanding and provide a foundation for further research, this review recommends an in-depth exploration of additional factors that may affect the effectiveness of the Internal Quality Assurance System. The advanced investigation area includes an in-depth analysis of the organization's culture, leadership commitments, and internal feedback mechanisms. With this comprehensive and systematic approach, Poltekad has the potential to continuously improve the quality of its education and institutions.

## CONCLUSION

Comprehensive research on the Internal Quality Assurance System (SPMI) at the Army Polytechnic (Poltekad) produced critical findings that confirm the importance of structural and functional transformation of the Quality Assurance Institute (LPM). SPMI optimization fundamentally depends on strengthening institutional capacity, which includes increasing the rank of officials, adding personnel, and developing human resource competencies. This study identifies that the organizational development of LPM is a fundamental prerequisite in increasing the effectiveness of the implementation of the quality assurance system and ultimately contributing to the quality of graduates produced.

The main recommendation proposed is the implementation of a thorough evaluation of the organizational structure of LPM through a comprehensive SWOT analysis approach. This methodology allows for the systematic identification of strengths, weaknesses, opportunities, and threats faced by LPM in the context of the current organizational landscape. Through in-depth analysis, Poltekad can design strategic interventions that are right on target, which not only

improve the organizational structure, but also increase the functional capacity of LPM in carrying out its education quality assurance mandate.

The development of a structured and sustainable training program for LPM members is the next crucial recommendation. The program must be designed comprehensively, including the development of technical competence in mastering quality standards, evaluation methodologies, and adaptation to the latest quality assurance technology. The multimodal approach in training, which integrates interactive workshops, academic seminars, and project-based training, is expected to result in the transformation of individual and collective capacities of LPM members. More than just improving technical competence, this program aims to raise collective awareness of the significance of quality assurance in the education ecosystem.

The periodic evaluation mechanism for the implementation of SPMI is the next fundamental strategy that must be institutionalized.

This comprehensive evaluation requires the thorough involvement of all stakeholders, both in the organic function and the main function in Poltekad. The use of multidimensional evaluation instruments, such as in-depth surveys, structured interviews, and document analysis, allows for the collection of valid qualitative and quantitative data. The main objective of this continuous evaluation is not only to identify challenges, but to measure the impact of interventions that have been carried out and design a continuous improvement cycle.

The main contribution of this research lies in the provision of a systematic framework for the optimization of SPMI in the military education environment, especially in Poltekad. Although the optimization process requires long-term commitment and continuous adaptation, this research offers a strategic blueprint that can direct institutional transformation. A holistic approach that includes structural development, human resource competency improvement, and continuous evaluation mechanisms is expected not only to meet quality assurance standards, but also to encourage innovation and institutional excellence.

As a projection of the future, this research opens up a wide space for further investigation in the domain of military education quality assurance. Researchers are further advised to explore complex variables such as organizational culture, transformational leadership mechanisms, and technology adaptation strategies in the context of quality assurance. Thus, Poltekad can continue to evolve as a responsive, innovative, and significant educational institution that contributes significantly to the development of defense technology and the independence of the Army Defense Equipment.

## REFERENCE

- Amtu, O., Fakhruddin, Haryono, & Muhsin. (2020). Revitalization the internal quality assurance through leadership, commitment, and organization culture. *Dinamika Pendidikan*, 15(2), 215–229. <https://doi.org/10.15294/dp.v15i2.26771>
- Grebennikov, L., & Shah, M. (2008). External quality audit as an opportunity for institutional change and improvement. *Proceedings of the Australian Universities Quality Forum 2008*, 98-103.
- Indri, & Utomo, A. A. B. (2020). Optimalisasi sumber daya manusia dalam peningkatan mutu lembaga pendidikan. *Buana Ilmu*, 7(1), 106–115. <https://doi.org/10.36805/bi.v7i1.3021>
- Per BAN-PT Nomor 3 Tahun 2019 tentang Instrumen Akreditasi Perguruan Tinggi (IAPT). Per BAN-PT Nomor 5 Tahun 2019 tentang Instrumen Akreditasi Program Studi (IAPS).
- Peraturan Kasad Nomor 26 Tahun 2019 tentang Organisasi dan Tugas Politeknik TNI Angkatan Darat (Masa Uji Coba).
- Permendikbud Nomor 3 Tahun 2020 tentang Standar Nasional Pendidikan Tinggi.
- Permendikbudristek Nomor 53 tahun 2023 tentang Penjaminan Mutu Pendidikan Tinggi.
- Permenristekdikti Nomor 62 Tahun 2016 tentang Sistem Penjaminan Mutu Pendidikan Tinggi.

- Persky, A. M., Joyner, P. U., & Cox, W. C. (2012). Development of a course review process. *American Journal of Pharmaceutical Education*, 76(7), 130.  
<https://doi.org/10.5688/ajpe767130>
- Robbins, S. P., & Judge, T. A. (2017). *Organizational behavior* (17th ed.). Pearson.
- Shah, M., Sid Nair, C., & Stanford, S.-A. (2011). Academic staff views on external quality audit: Post audit evaluation in a private higher education college. *Journal of Institutional Research*, 16(2), 91-99