

**STRATEGI TRANSFORMASI DIGITAL
PADA INSTITUSI PENDIDIKAN TINGGI SWASTA**



DISERTASI

**Diajukan untuk memenuhi syarat memperoleh gelar Doktor
Pada Program Studi Doktor Manajemen
Konsentrasi Manajemen Strategi**

Oleh

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ABSTRAK

Heri Purwanto: Strategi Transformasi Digital Pada Institusi Pendidikan Tinggi Swasta. Disertasi Doktor Manajemen Fakultas Pendidikan Ekonomi dan Bisnis Universitas Pendidikan Indonesia di bawah bimbingan Prof. Dr. Agus Rahayu, MP., Prof. Dr. Vanessa Gaffar, SE., Ak.MBA, dan Dr. Lili Adi Wibowo, S.Pd.,S.Sos., MM.

Transformasi digital telah menjadi landasan strategis bagi institusi pendidikan tinggi swasta dalam merespons tekanan eksternal, perubahan regulasi, dan perkembangan teknologi yang disruptif. Penelitian ini bertujuan untuk menganalisis pengaruh *University Ranking Requirement* (URR), *Government Regulation* (GR), *Emerging Technology* (ET), dan *University Governance Capability* (UGC) terhadap *Higher Education Institution Performance* (HEIP), dengan menempatkan *Digital Transformation Strategy* (DTS) dan *Enterprise Architecture Program* (EAP) sebagai variabel mediasi yang membentuk jalur mediasi serial dan paralel. Penelitian ini menggunakan pendekatan kuantitatif dengan teknik *Structural Equation Modeling* (SEM) melalui perangkat lunak AMOS. Responden terdiri atas 200 pimpinan institusi pendidikan tinggi swasta di bawah koordinasi LLDIKTI Wilayah IV. Instrumen dikembangkan melalui tahapan validasi konstruk, reliabilitas, serta pengujian pengaruh langsung dan tidak langsung antar variabel laten. Hasil penelitian menunjukkan bahwa hanya ET yang memiliki pengaruh langsung signifikan terhadap kinerja institusi, khususnya melalui jalur paralel ET → DTS → HEIP. Sementara itu, URR, GR, dan UGC tidak berpengaruh secara langsung terhadap HEIP, tetapi memberikan pengaruh signifikan secara tidak langsung melalui mediasi DTS dan EAP. Temuan ini mengindikasikan bahwa DTS dan EAP berperan sebagai penghubung penting antara faktor eksternal dan internal terhadap pencapaian kinerja institusi. Secara teoritis, penelitian ini mengintegrasikan *strategic management theory*, *dynamic capabilities*, *enterprise architecture*, *disruptive innovation theory*, dan *institutional theory* untuk menjelaskan respons strategis PTS terhadap dinamika lingkungan. Implikasi praktis dari penelitian ini memberikan acuan bagi PTS untuk membangun transformasi digital yang terstruktur, berorientasi masa depan, dan berkelanjutan dalam menghadapi tantangan perubahan yang cepat.

Kata kunci: *Digital Transformation Strategy*, *Enterprise Architecture Program*, *Higher Education Institution Performance*, *Strategic Management*

ABSTRACT

Heri Purwanto: *Digital Transformation Strategy in Private Higher Education Institutions. Management Doctoral Dissertation*, Postgraduate School of Universitas Pendidikan Indonesia under the supervision of Prof. Dr. Agus Rahayu, MP., Prof. Dr. Vanessa Gaffar, SE., Ak.MBA, dan Dr. Lili Adi Wibowo, S.Pd.,S.Sos., MM.

Digital transformation has become a strategic foundation for private higher education institutions in responding to external pressures, regulatory changes, and the development of disruptive technologies. This study aims to analyze the influence of University Ranking Requirement (URR), Government Regulation (GR), Emerging Technology (ET), and University Governance Capability (UGC) on Higher Education Institution Performance (HEIP), positioning Digital Transformation Strategy (DTS) and Enterprise Architecture Program (EAP) as mediating variables forming both serial and parallel mediation pathways. A quantitative approach was employed using Structural Equation Modelling (SEM) with the AMOS software. Respondents comprised 200 institutional leaders from private higher education institutions under the coordination of LLDIKTI Region IV. The research instrument was developed through construct validation, reliability testing, and evaluation of direct and indirect effects among latent variables. The findings reveal that only ET directly affects institutional performance through the parallel mediation pathway $ET \rightarrow DTS \rightarrow HEIP$. Meanwhile, URR, GR, and UGC do not directly influence HEIP but show significant indirect effects through DTS and EAP mediating roles. These results indicate that DTS and EAP are critical bridges linking external and internal factors to institutional performance. Theoretically, this study integrates strategic management theory, dynamic capabilities, enterprise architecture, disruptive innovation theory, and institutional theory to explain the strategic response of private higher education institutions to environmental dynamics. The practical implication of this research is that it provides a clear guide for private universities to build a structured, future-oriented, and sustainable digital transformation framework in the face of rapid change.

Keywords: Digital Transformation Strategy, Enterprise Architecture Program, Higher Education Institution Performance, Strategic Management

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