

SWOT STRATEGY: STRENGTHENING OF THE COMPETENCE OF STUDENTS OF FEBI UINSU MEDAN THROUGH MBKM PROGRAM

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Abstrak

Program Merdeka Belajar Kampus Merdeka (MBKM) bertujuan untuk meningkatkan kemampuan, *Soft skill*, dan *hard skill*. Tujuan penelitian ini adalah untuk menyusun strategi yang tepat guna meningkatkan *soft skills* mahasiswa program studi perbankan syariah dalam program MBKM. Penelitian ini menggunakan metode analisis SWOT guna menganalisis faktor internal (kekuatan dan kelemahan) dan eksternal (peluang dan ancaman) bagi mahasiswa yang menjadi dasar untuk penentuan strategi. Total populasi mahasiswa aktif program studi perbankan syariah dalam penelitian ini berjumlah 41 mahasiswa. Teknik pengumpulan data yang digunakan dalam penelitian ini adalah kuesioner. Hasil dari penelitian ini menunjukkan bahwa strategi yang dilakukan program studi perbankan syariah adalah strategi *Turnaround* atau WO yaitu dengan Ciptakan strategi yang meminimalisasi kelemahan untuk memanfaatkan Peluang dengan strategi "Manfaatkan MBKM Kompetensi soft skill dan hard skill sebagai modal mahasiswa untuk menjadi agen leadership yang memiliki wawasan luas melalui Magang/Pertukaran Mahasiswa atau Proyek Membangun Desa"

Kata Kunci: Strategi; Soft Skills; MBKM

Abstract

The Merdeka Belajar Kampus Merdeka (MBKM) program aims to improve abilities, soft skills, and hard skills. The purpose of this study is to develop the right strategy to improve the soft skills of Islamic banking study program students in the MBKM program. This study uses the SWOT analysis method to analyze internal (strengths and weaknesses) and external (opportunities and threats) factors for students that are the basis for determining strategies. The total active student population of the Islamic banking study program in this study amounted to 41 students. The data collection technique used in this study was a questionnaire. The results of this study show that the strategy carried out by the Islamic banking study program is a Turnaround or WO strategy, namely by creating a strategy that minimizes weaknesses to take advantage of opportunities with the strategy "Take advantage of MBKM soft skills and hard skills competencies as student capital to become leadership agents who have broad insight through Internships / Student Exchanges or Village Building Projects"

Keywords: Strategy; Soft Skills; MBKM

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INTRODUCTION

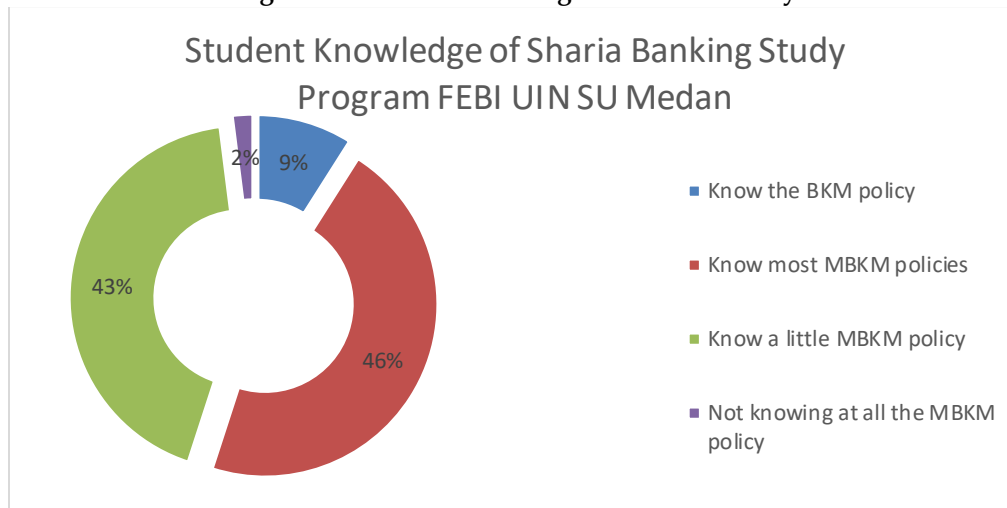
In order to prepare students to face changes in society, culture, the world of work, and rapid technological advances, students' abilities must be prepared to better respond to the demands of the times. Connect and match not only with industry and the world of work, but also with the ever-changing future. Higher education institutions need to be able to design and implement innovative learning processes so that students can achieve learning outcomes across attitudes, knowledge and skills optimally and always relevant. The government through the policy of the Ministry of Education and Culture issued the Merdeka Belajar Kampus Merdeka (MBKM) program with the issuance of Permendikbud number 3 of 2020, students are entitled to take 3 semesters outside the study program. According to the Directorate General of Higher Education, the purpose of the MBKM program is to improve the ability of graduates, soft skills and hard skills, be better prepared and adapted to the needs of the times, prepare graduates to become future leaders of the nation who are superior and have personality. (*Merdeka Belajar : Kampus Merdeka - Direktorat Jenderal Pendidikan Tinggi Kementerian Pendidikan Dan Kebudayaan*, n.d.)

MBKM has 8 forms of learning activities that are in line with the tri dharma of higher education, both education, research, and community service. The eight forms of learning activities include: (1) student exchanges, (2) internships/work practices, (3) teaching assistance in educational units, (4) research/research, (5) humanitarian projects, (6) entrepreneurial activities, (7) independent studies/projects, and (8) building thematic villages/KKN. Students who can take part in the MBKM program are required to be active students from accredited study programs. These MBKM programs are designed to provide a wider choice of learning spaces for students to gain learning experience and be able to develop, hone, expand, and deepen competencies outside their own campus. (Sukono, Suyudi, M., Islamiyati, F., & Supian, 2017).

In this study, the Sharia Banking Study Program is one of the study programs at the State Islamic University of North Sumatra Medan, considering that the MBKM program organized by the Directorate General of Higher Education (Dikti) of the Ministry of Education and Culture is very suitable to improve students' soft skills, as well as in order to fulfill the vision and mission of universities that excel in research and as MBKM organizers. Therefore, the Faculty of Islamic Economics, State Islamic University of North Sumatra Medan strongly supports and facilitates its students to take part in the MBKM program both organized by internal campuses, faculties, and study programs, as well as those organized by the Higher Education of the Ministry of Education and Culture. Some of the previous programs that already exist at the State Islamic University of North Sumatra are KKNT, Student Exchange, internships, entrepreneurship and others.

The Islamic banking study program itself has run the MBKM program starting in 2020 by carrying out student exchanges and village building projects. However, students' knowledge and understanding in MBKM activities is still minimal. This can be seen based on the results of the following survey are:

Figure 1. Student knowledge of MBKM Policy



Source : Questionnaire data, 2023

Based on the picture above, it shows that the level of student knowledge of MBKM policies has not been fully evenly distributed. It can be seen that students who know the overall MBKM policy are only around 9%, while most students only know part of the content of the MBKM policy at 46%. The remaining 43% only know a little and 2% of students who do not know at all about the MBKM policy. The uneven understanding and knowledge of students towards MBKM policies and the benefits obtained has an impact on the lack of student participation in the MBKM program, both MBKM activities organized by the Ministry of Education and Culture and internal study programs (Nanggala & Suryadi, 2020)

Some previous studies, however, concluded that as (Suyoto et al., 2021) the results of his research showed the interest of students in following the MBKM had a significant influence on the improvement of the Soft Skill of students, with R-squared scores quite large (0.62). This means that the variation of improvement in the softskill of graduates can be explained by the student's interest in following a MBKM program. Later, (Rahmawanti & Nurzaelani, 2021) stated that the results of the study showed that there was an increase in soft skills of students with the highest indicator of creativity of 97.3%, and there was a increase in hard skills students with a highest indikator of creative and innovative thinking of 96%.

According to the research, (Loisa et al., 2022) the results of FGD show that, in general, the Faculty has implemented MBKM activities within the curriculum such as cross-prodi learning, internships, entrepreneurship, humanitarian projects, research, independent projects, building villages, student exchanges, and student assistance of 20 credits. However, the obstacles faced more lead to the readiness of industry partners in

accommodating MBKM activities in accordance with the learning access that students must.

The direction of curriculum development and the choice of collaborative partners for the implementation of MBKM are also factors to consider in preparing its accreditation both nationally and internationally. The key to successful implementation of the MBKM policy at a college is the presence of courage in changing the mentality from a rigid content-based curricular approach to an adaptive and flexible learning access-based curricula to prepare students to become capable adults (Rodiyah, n.d.).

Through this policy open wide opportunities for students to enrich and enhance their insights and competences in the real world according to their wishes and ideals. The adaptation of the curriculum in the implementation of MKBM is implemented in an effort to improve the quality of education to produce graduates who have high creativity, innovative, have a competitive advantage so capable in the face of global challenges. The Islamic banking study program is one of the study programs at the State Islamic University of North Sumatra Medan continues to strive to develop the curriculum by adjusting to the times and producing work-ready alumni in accordance with the expected learning outcomes (Nanggala & Suryadi, 2020) The development of soft skills and character through MBKM will make students have special experience and abilities in solving a problem, either in the company or in the community.

Soft skills can be defined as abilities, skills, traits, attitudes, behaviors, and characters that are related to personality and emotional intelligence and have become habits. In Islam the concept of soft skills is in line with the concept of morals. Based on the background of the above problems, the author is interested in researching the Strategy for Improving Soft Skills of Sharia Banking Study Program Students through the MBKM Program. Therefore, this study can explain how the strategy to improve the soft skills of Islamic banking study program students through the independent campus learning program. In addition, this research is expected to be a reference to maximize the potential and opportunities of the MBKM program to improve soft skills.

RESEARCH METHODS

The type of data used in this study is quantitative primary data expressed in the form of numbers. Quantitative primary data is obtained from survey results through questionnaires. The population selected in this study is all active students of the Sharia Banking study program, Faculty of Islamic Economics, State Islamic University of North Sumatra, Medan, totaling 71 people. And the sample obtained in this study was 41 students. After being collected, the data is then processed and explained according to research needs. The data collection technique used to obtain research data is by distributing questionnaires. (Prof. Dr. Sugiyono, 2015)

The data analysis method used in this study is a descriptive method with a quantitative approach. The method carried out is to analyze internal (strengths and

weaknesses) and external (opportunities and threats) factors for students which are the basis for conducting SWOT analysis. SWOT analysis is carried out through an IFE (Internal Factor Evaluation) matrix evaluation which will describe the biggest strengths and weaknesses of students and an EFE (External Factor Evaluation) matrix evaluation which will describe the opportunity and threat factors that students have and an IE (Internal External) matrix evaluation which shows where students are currently so that the best strategy can be formulated to improve Soft Skills in the MBKM program.

SWOT analysis is the systematic identification of various factors in order to formulate the best strategy, according to (Rangkuti, 2006), this analysis is based on logic that can maximize strengths and opportunities, but simultaneously can minimize weaknesses and threats. SWOT analysis is based on the assumption that an effective strategy can maximize existing strengths and opportunities and minimize weaknesses and threats like picture below are :

Figure 2. SWOT strategy analysis

SWOT Analysis		
<i>A strategic planning technique used to identify the Strengths, Weaknesses, Opportunities, and Threats related to project planning or business competition.</i>		
Internal Factors	Strengths (S)	Weaknesses (W)
External Factors		
Opportunities (O)	SO Strategies Generate strategies that use strengths to take advantage of opportunities.	WO Strategies Generate strategies that take advantage of opportunities by overcoming weaknesses.
Threats (T)	ST Strategies Generate strategies that use strengths to avoid threats.	WT Strategies Generate strategies that minimize weaknesses and avoid threats.

Sumber : <https://i0.wp.com/marketbusinessnews.com/wpcontent/uploads/2018/02/SWOT-Analysis-meaning-and-example.jpg?fit=867%2C674&ssl=1>, 2023

If applied accurately, this simple assumption has a profound impact on the design of a strategy that can provide the information needed to identify opportunities and threats to a goal. SWOT analysis in research is used to develop appropriate strategies to improve the soft skills of students of the Sharia Banking Study Program, Faculty of Islamic Economics, State Islamic University of North Sumatra in the MBKM program.

RESULT AND DISCUSSION

A. Result

1. MBKM Activities Sharia Banking Study Program

In Merdeka's curriculum, education focuses on the essence of learning, where each child has their own talents and interests (Fauzan et al., 2023). Therefore, the measure applied to judge two children who have different interests is not the same. So that every child can't be forced to learn something he doesn't like. The goal is to sharpen the interests and talents of children from an early age. (Fahmi et al., 2022)

Various forms of study activities outside the college include internships in industry or other workplaces, implementing community dedication projects in the village, teaching in educational units, following student exchanges, conducting research, doing entrepreneurial activities, making independent studies or projects, and attending humanitarian programs. (Sulistiyani et al., 2021)

All such activities must be conducted under the guidance of the lecturer. An independent campus is expected to provide contextual field experience that will enhance student competence fully, make them ready for employment, or create new jobs.

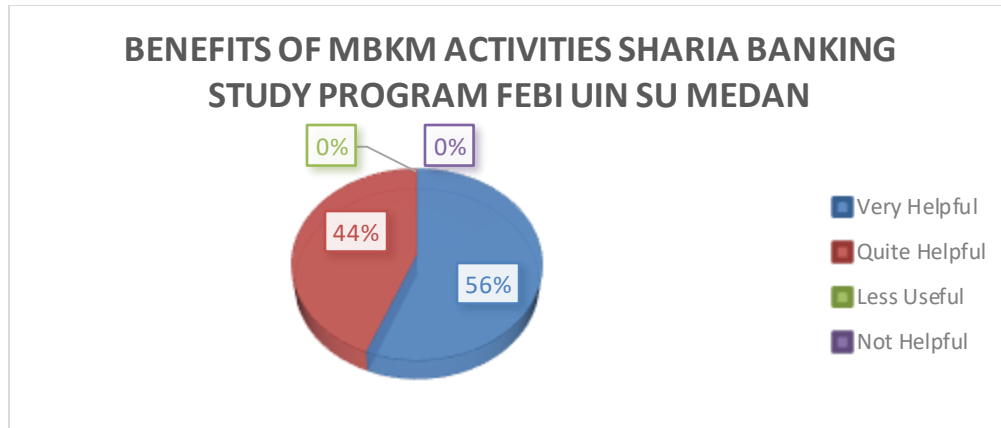
The learning process at Merdeka Campus is one of the most essential student-centered learning practices. Learning on the Free Campus provides challenges and opportunities for the development of innovation, creativity, capacity, personality, and needs of students, as well as independence in seeking and discovering knowledge through realities and field dynamics such as skills requirements, real problems, social interaction, collaboration, self-management, performance demands, goals, and achievement. Through a well-designed and well-implemented independent learning program, students will develop strong hard and soft skills. (Abna et al., 2022)

MBKM activities in the Sharia Banking study program there are several MBKM programs that have been implemented including village building projects, student exchanges and internships. This is done as a strategy to improve students' soft skills through the MBKM program. The results of the development are then followed up with MBKM evaluations of students to develop new policies to expand the MBKM program.

This is strengthened by the goal of students of the Islamic banking study program in studying at universities, namely to work in the Islamic banking sector so that the enthusiasm to take advantage of the MBKM internship program is very welcome and in great demand. The second order chosen by students is student exchange where this program provides opportunities for students to take part in teaching and learning activities outside of college as partners.

Students tend to join the MBKM program if they have an understanding of the benefits obtained. Where the MBKM program has potential and opportunities that can improve soft skills (Wulandari et al., 2023). Therefore, students of the Islamic banking study program can maximize the MBKM program as an effort to improve soft skills. The survey results on student understanding of the benefits of the MBKM program can be explained in the following figure:

Figure 3. Student knowledge of the benefits of the MBKM program



Source : Questionnaire data, 2023

From the picture above, it can be concluded that the majority of Sharia banking study program students think that the MBKM program is very useful for improving student competition/skills, 44% stated that they were quite beneficial and 0% of students who stated that they were less useful.

2. Strategies for Improving Soft Skills of Sharia Banking Study Program Students through the MBKM Program

Human intelligence is divided into two parts: soft skills and hard skills. Soft skills are related to Emotional Intelligence Quotients (EQ) while hard skill is related to Intelligence quotients. Colleges need to enhance soft skill and hard skill students in order to develop graduates in the future. According to Mendikbud Nadiem Makarim, "hard skills are required in order to adapt to technology, while soft skills are needed for creativity, critical ability, and problem solving" (*Mendikbud: Soft Skill Dan Hard Skill Sama Pentingnya*, n.d.) The MBKM is prepared by Nadiem to prepare students to be able to cope with social change, culture, the world of work, rapid technological advances, and the competence of students to be better equipped with the needs of security. The link match is meant not only for the world of industry and work but also for the fast-changing future. Colleges that are truly a place to pursue science are required to be more efficient in designing and implementing innovative learning processes so that students can access learning that includes aspects of attitude, knowledge, and skills that are optimal and always relevant. (Dhartikasari Priyana, 2022)

This study uses SWOT analysis to determine the advantages and weaknesses as well as opportunities and threats in improving students' soft skills in MBKM activities. (Rangkuti, 2006) Students involved in this study are all populations who will, are, and have participated in MBKM activities in the Islamic banking study program totaling 41 people. The following are the results of internal and external analysis of improving students' soft skills in MBKM activities.

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Table 1. Analysis of Internal and External Factors

Analisisof Internal Factor	
Strenght	Weakness
Learning is more variative	The theory of lessons obtained decreased
Preparation of the MBKM document has been completed	Minimum conversion understanding
The MBKM program has been implemented in Sharia Banking	Some programs executed by MBKM cannot be converted in SKS
Preparedness in MBKM activities	Slowing down the study time.
There's support from the college.	Minimum understanding of the MBKM program
Information obtained directly from the curriculum	The information obtained is uneven
Analysis ExternalFactors	
Opportunity	Threats
Study time is faster	Trouble in searching for MBKM activity locations
Following the MBKM program	Worrying about expenses
Information obtained from various sources	Some of the information obtained is uneven
Acquire additional competence outside the curriculum	Competence doesn't match the world of work that it requires.
Widening perspective	Lack of support from parents
Improve leadership skills	Lack of understanding outside the campus regarding MBKM policy

Source : Questionnaire data, 2023

Tabel 2. Analisis IFAs dan EFAS

No	Faktor Internal	Jumlah	Bobot	Rating	Bobot x rating
	Strenght				
1	Learning is more variative	40	0,080	4	0,293
2	Preparation of the MBKM document has been completed	36	0,072	3	0,237
3	The MBKM program has been implemented in Sharia Banking	42	0,085	4	0,323
4	Preparedness in MBKM activities	36	0,072	3	0,237
5	There's support from the college.	43	0,087	4	0,338
6	Information obtained directly from the curriculum	41	0,082	4	0,307
	Total	238			1,735
	Weakness				
1	The theory of lessons obtained decreased	43	0,087	4	0,338
2	Minimum conversion understanding	41	0,082	4	0,307
3	Some programs executed by MBKM cannot be converted in SKS	44	0,089	4	0,354
4	Slowing down the study time.	44	0,089	4	0,354
5	Minimum understanding of the MBKM program	43	0,087	4	0,338
6	The information obtained is uneven	44	0,089	4	0,354

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	Total	259			2,046
		497	1,000		
<i>Exsternal Factor</i>					
	Opportunity				
1	Study time is faster	43	0,094	4	0,366
2	Following the MBKM program	43	0,094	4	0,366
3	Information obtained from various sources	43	0,094	4	0,366
4	Acquire additional competence outside the curriculum	44	0,096	4	0,383
5	Widening perspective	41	0,089	4	0,333
6	Improve leadership skills	40	0,087	4	0,317
	Total	254			2,132
	Threats				
1	Trouble in searching for MBKM activity locations	37	0,081	3	0,271
2	Worrying about expenses	35	0,076	3	0,243
3	Some of the information obtained is uneven	35	0,076	3	0,243
4	Competence doesn't match the world of work that it requires.	32	0,070	3	0,203
5	Lack of support from parents	33	0,072	3	0,216
6	Lack of understanding outside the campus regarding MBKM policy	33	0,072	3	0,216
	Total	205			1,391
		459	1,000		

Source : Questionnaire data, 2023

Based on the above analysis, that priority strategy is WO start-up because the internal value (IFAS) of the dominant strengths and weaknesses is the weak. Based on the external analysis (EFAS) of the predominant threat is the chance so in the SWOT matrix it falls into the category of the "Turnaround" strategy whose predicament will be described in the "WO" SWOT Matrix which is the creation of a strategy simulating weaknesses to the opportunity.

B. Discussion

The Shariah Banking Study Program opened the MBKM internship/space practice program at the Sharial financial institutions in the coming semester as part of the implementation of the curriculum based on MBKM. This program has become one of the programs that are much sought by Sharial banking students, it is reinforced with the aim of students of the Shariaha Banking Studies Program in pursuing college education that is to work in Sharial Banking department. So the enthusiasm of studying to take advantage of the MBKM internship program was very well received and much sought.

Tabel 3. Matriks SWOT

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No	Strength	No	Weakness
1	Learning is more variative	1	The theory of lessons obtained decreased
2	Preparation of the MBKM document has been completed	2	Minimum conversion understanding
3	The MBKM program has been implemented in Sharia Banking	3	Some programs executed by MBKM cannot be converted in SKS
4	Preparedness in MBKM activities	4	Slowing down the study time.
5	There's support from the college.	5	Minimum understanding of the MBKM program
6	Information obtained directly from the curriculum	6	The information obtained is uneven

NO	Opportunity			
1	Study time is faster	Create a strategy that uses power to opportunity		Make use of MBKM Soft Skill and Hard Skill competencies as student capital to become a broad-based leadership agent through Internships/Student Exchanges or Village Building Projects
2	Following the MBKM program			
3	Information obtained from various sources			
4	Acquire additional competence outside the curriculum			
5	Widening perspective			
6	Improve leadership skills			
	Threats	Create a power-based start-up to overcome threats		Create a Strategy to Minimize Weaknesses to Face Threats
1	Trouble in searching for MBKM activity locations			
2	Worrying about expenses			
3	Some of the information obtained is uneven			
4	Competence doesn't match the world of work that it requires.			
5	Lack of support from parents			
6	Lack of understanding outside the campus regarding MBKM policy			

Source : Questionnaire data, 2023

The table above shows that the internal and external analysis obtained based on a survey distributed to 71 students of the Islamic banking study program was used to determine strategies in improving the soft skills of Islamic banking study program students through MBKM. With the preparation of the implementation of this SWOT strategy, the study program can determine directions and strategy plans in improving the soft skills of Islamic banking students running smoothly and systematically in achieving goals. Based on the SWOT analysis above, there are several strategies for improving soft skills in the MBKM program that have weaknesses and opportunities (WO) to improve students' soft skills in the Islamic banking study program with a Turnaround strategy, namely by Creating Strategies That Minimize Weaknesses To Take Advantage of Opportunities with Strategy "Take advantage of MBKM Soft skills and hard skills competencies as student capital to become leadership agents who have broad insights through Student Internship/Exchange or Village Building Project". Implementation includes the following:

1. Implementation of Internship/Field Practice Program

The Sharia Banking study program opens an MBKM internship/field practice program at Islamic financial institutions in the upcoming even semester as part of the implementation of the MBKM-based curriculum. This program is one of the programs that are in great demand by Islamic banking students, this is strengthened by the aim of Islamic banking study program students in studying at universities, namely to work in the Islamic banking sector. So that the enthusiasm of students to take advantage of the MBKM internship program is very welcomed and in great demand.

In this internship program, the study program frees students to choose companies for internships. However, the study program still provides direction regarding the selection of companies for strategic and credible internship activities to all students in each batch. This program gives students enough experience for 1-2 semesters in the form of direct learning in the workplace. If the internship runs for 1 semester, it is mandatory to get a minimum of 20 credits (not less, but can be more than that number). From this MBKM internship activity, it is expected to improve students' soft skills / hard skills as a provision in facing competition in the world of work.

2. Implementation of Student Exchange Program

The forms of activities that can be done are student exchanges between study programs at the same university, student exchanges with the same study program at different universities, or student exchanges between study programs at different universities. The purpose of this program is to build student friendships between regions, tribes, cultures, and religions. In addition to providing opportunities to experience the learning culture on other campuses.

Sharia Banking Study Program increases the intensity of socialization to motivate students to join the program. In addition, the Sharia Banking study program also recommends students to choose a student exchange place that has previously partnered with the Islamic banking study program. This is done so that students know the excellent courses from partner universities. Through this student exchange program, students can expand social interaction so that this can improve the communication skills of these students. Because indirectly students must communicate directly with their environment. And when we are used to interacting and mingling with anyone, we will not have significant difficulties when meeting new people.

3. Implementation of the Village Building Project Programme (PMD)

The Village Development Project (PMD) is a similar program to the KKNT program that has previously been implemented in Sharia Banking. This activity provides a learning experience for students to live socially outside the campus. With this program, students are required to be able to solve problems that are happening in the middle of society. The KKNT program has a credit recognition equivalent to 6-12 months or 20-40 SKS. KKNT is implemented to support cooperation with the Ministry of Rural Affairs of the PDDT and other ministries/stakeholder.

The Shariah Banking Study Program helps students determine the location for implementation of the Village Building Project (PMD). It is done to facilitate students in determining the location of PMD activities. As well as implementing the concept of building and empowerment of the community through technological innovations implemented in a multidisciplinary and collaborative team of work. Through this PMD program, you can improve your leadership skills that will be beneficial to student personality formation.

CONCLUSION

The activities of MBKM on the Sharia Banking study program that has been prepared can still be developed, so it is necessary to have a proper strategy to improve soft skills students through the MBKM program. As for the strategy carried out by the student banking program, it is a Turnaround strategy, i.e. with the Creation of a Strategy that Minimizes Weaknesses To Make Use of Opportunities with the strategy *“Use MBKM Soft Skill and Hard Skill Competences as student capital to become a broad-based leadership agency through Student Exchanges or Village Building Projects”* with the implementation of 1) Opening MBKM's internship/space practice program at the Syrian financial institution on a full semester. And it is expected to improve soft skills/hard skills students as supplies in the face of competition in the world of work; 2) Increase the intensity of socialization to motivate students to follow the student exchange program and recommend students to choose the exchange place of students who have previously partnered with the schariah banking study program and 3) Help students determine the

place for implementation of the Village Building Project (PMD) as well as implement the concept of building and empowerment of the community through technological innovations implemented in a team of work that is multidisciplinary and collaborative.

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