



Policy Implementation Of Human Resources Governance In Increasing Competence In The Era Of State Higher Education Legal Agency (PTN-BH)

(Studies at the Faculty of Social Science and Law, State University of Surabaya)

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Abstract. Global competition is proven by changes in the world that entered the era of revolution industry 4.0. In the education sector, in particular education tall required to develop self. Until moment This education Higher education in Indonesia relies on higher education the height of the country which can see from ranking institutions college higher education which is dominated by universities country height. The government owns concentration specifically on colleges to get competitive on the scene international. One case is government applies draft decentralization in Higher Education, which is gift authority in managing education independently of college. The government applies Expected Legal Entity State Universities (PTN-BH). can manage the organization Alone so that Can faster for growing. PTN-BH is the highest level of college high in Indonesia. Based on the latest data, only 21 colleges with the height have been status as PTN-BH, one of them namely the State University of Surabaya (UNESA). Purpose of the study This describes an implementation of sourcing governance policy Power man in increase competency in the era of Legal Entity State Universities (PTN-BH) in the Faculty Social Sciences and Law, State University of Surabaya. The type of research used in the study This is method study descriptive with approach qualitative and data collection techniques through interview, observation and documentation. The subject study was determined using a purposive sampling technique. Data analysis was used through the opinion of Miles and Huberman. On research, this researcher uses implementation models policy public from George C. Edward III as the research focus, which has 4 factors or variables against success or failure implementation policy. These four factors among them namely communication variables, sources power, disposition and structure of bureaucracy.

Keywords: Implementation, human resources, PTN-BH

1 INTRODUCTION

Global rivalry is demonstrated by developments taking place as the globe enters the fourth industrial revolution. Higher education is very important in the subject of education for personal development. As can be seen from the rankings by higher education institutions, which are dominated by state universities, state universities have historically been the main source of higher education in Indonesia. To compete globally, the government places a strong emphasis on higher education. The government implemented the idea of decentralization in higher education as a response to the fourth industrial revolution in the field of education. This entails giving higher education the power to independently manage education, including the use of all facilities, the creation of policies, funding, and decision-making independence. (Abdur Qadir Muslim, et al). PTN-BH is the highest level of higher education institutions in Indonesia. As it is known that based on the latest data there are only 21 tertiary institutions that have status as PTN-BH. The hope is that with PTN-BH status, a tertiary institution can have full autonomy to manage its own organization so that it can develop faster.

Article 2 [1] of Regulation No. 4 of 2020 by the Minister of Education and Culture of the Republic of Indonesia regarding the Changes in State Universities to State Universities with Legal Entities states that the requirements for PTN to become PTN legal entities include the level and degree of ability of PTN to carry out the Tridharma of Higher Education quality, manage PTN organization is based on the principles of good governance, and meets minimum standards of financial fea Higher education institutions are motivated to be more innovative in their development of themselves so that they can compete worldwide by having the flexibility to open and close study programs in accordance with the needs of the community.

As explained above, PTN-BH can arrange for themselves to open a study program or close a study program if it is deemed unnecessary, as well as focus on managing finances and dealing with the resources they have, including lecturers and educational staff. Furthermore, stipulates that PTN-BH has the authority to appoint and dismiss lecturers and education staff themselves.[2] This means that in this article the employment status, rights and obligations of educational staff, lecturers, and policy makers at PTN-BH are important so as not to create vacancies and become dangerous. There are 21 new PTN-BHs, one of which is the State University of Surabaya (Unesa).

Unesa has been inaugurated as a PTN legal entity since October 20, 2022 by President Joko Widodo. This is stated in PP Number 37 of 2022 concerning State Universities Legal Entities at Surabaya State University.[3] By changing Unesa's status to PTN-BH, it certainly changes the management of human resources (HR), especially HR in the faculties. This also applies to the Unesa Faculty of Social and Legal Sciences (FISH). Management of Human Resources, in this case lecturers and students at FISH, are required to improve their performance in line with higher education autonomy. Higher education human resources are expected to be able to carry out three main criteria in the successful management of an organization, in this case PTN legal entities, namely service quality, customer satisfaction and behavioral intentions. The problem

that arises is related to human resources at Unesa, namely that there are still some students whose performance is felt to be lacking.

With the existence of policies and standards for a university as a PTN-BH, it is important to examine the implementation of human resource governance policies in increasing competency in the PTN-BH era.

From some of the definitions above, the authors conclude that PTN-BH stands for State University with Legal Entity. Meanwhile, what is PTN-BH is a state university established by the government with the status of an autonomous legal entity. This means that the government through the Ministry of Education and Culture has given these state universities an autonomous right to be more independent. The autonomous rights granted relate to independence in financial governance. PTN-BH has the right to manage the personal finances of its institutions, without any interference from the government and the Ministry of Education and Culture. This legal status at the same time shows that the quality of the PTN is already qualified so that it has been released by the government.

2 RESEARCH METHODS

This study employs a descriptive methodology with a qualitative approach to better understand how human resource governance policies are implemented in order to increase competence in the period of Legal Entity State Universities (PTN-BH) on the Surabaya State University Campus. Parties who are regarded as competent in relation to the study to be researched are respondents and informants in this study. Purposive sampling was used to identify the informants for the study, or people who were thought to have information relevant to the research. The Deputy Dean for Academic Affairs at FISH Unesa, Mrs. Dr. Wiwik Sri Utami, MP, and Vice Dean for General Affairs and Finance at FISH Unesa, Ms. Indah, were therefore the informant or resource person employed in this study.

3 RESULTS AND DISCUSSION

Human resource governance policies have a very important role in increasing competency in the era of legal entity state universities (PTN-BH). In this context, human resource governance refers to the way tertiary institutions manage and develop human assets (lecturers, education staff, and students) so that they can contribute optimally to the missions of education, research, and community service. The Surabaya State University academic community, which is one of the gateways to the authority of educator-producing institutions, needs to understand independent learning on independent campuses in the era of legal entity state universities (PTN-BH). Four indicators obtained from empirical research on efforts to implement HR governance policies in increasing competency in the Faculty of Social Sciences and Law, Surabaya State University by adopting the implementation theory of George Edward III:

a) Communication, an organization's willingness to change can be influenced by the dynamics of human relationships. The dynamics of interpersonal connections that take place in FISH are connections characterized by mutual reliance and support. In this instance, FISH engages in PTNBH socialization with instructors and students, which is communicated at meetings or other events [4]. This is evident from FISH's preparations for the switch from higher education institutions with public service entities to higher education institutions with legal entities in the areas of general affairs and finance. through the implementation of the Career Development and Training program run by the Faculty of Social Sciences and Law, as well as ongoing training for lecturers, educational staff, and students. which comprises



which comprises.

Fig. 1. Unesa FISH Tendik Joint Leadership Meeting

Then is the clarity indicator. If a policy is to be implemented in accordance with the objectives, there must be efforts in conveying information so that it is clear and easy to understand. The form of clear communication efforts carried out by the Faculty is to continue to provide detailed socialization and guidance on improving HR governance. In addition to direct communication, the Faculty also communicates indirectly through posters, pamphlets regarding a clear and transparent performance appraisal system that is implemented to measure individual contributions to higher education goals. Fair performance appraisal that will encourage individuals to perform better and innovate.

Lastly is consistency. In this indicator it is said that if a policy is to be implemented effectively then the implementing order must be consistent or fixed. Inconsistent policy implementation orders will encourage the implementor to take very lax actions in

interpreting and implementing the policy. So it will result in the ineffectiveness of policy implementation because actions that are very loose may not be used to carry out policy objectives.

b) Resources, A policy requires resources to support the policy implementation process, both from human resources, finance and other supports. Human resources are the main factor in policy implementation, so it is necessary to have quality human resources who have the ability to accelerate between theoretical and practical levels. Recruitment, selection of quality lecturers, educational staff, and students must be based on strict and objective criteria. Selection of individuals who have competence, dedication, and the potential to contribute optimally is important to improve the quality of tertiary institutions. Qualified management of human resources is very important for PTN-BH, because without this it is very difficult for PTN to realize PTN management that is able to produce qualified and competitive graduates. Qualified and well-managed human resources are needed for the management of PTN-BH which requires an arrangement that is able to accommodate the flexibility of managing PTN-BH.

Aside from human resources, resources that affect the efficiency of policy implementation include the finances required to finance its operationalization [5]. The preparations made by the Study Program also reveal Unesa's readiness to serve as a PTN-BH. As each study program aims to produce income-generating activities, it is assumed that they will all produce activities that have the potential to generate income. As Secretary of the Department of Public Administration, Eva Hany Fanida expressed this as follows: "The first thing that can be done is that the Study Program is asked to create activities that are likely to generate income; as a result, its development is directed towards income generating carried out by the Public Policy Management Lab."



Fig. 2. Visit of the Head of the Unesa Central library

c) Disposition, is the next variable that influences a policy implementation. Edward III emphasized that the success of policy implementation is not only determined by the extent to which policy actors know what to do and are able to do it, but also determined by the willingness of the policy actors to have a strong disposition towards the policy being implemented. This variable can explain that the character possessed by the implementer includes strong commitment and honesty which can have a major influence on the policy implementation process. If the implementer has a good attitude then the policy can be implemented according to the objectives. And conversely, if the

implementer has a bad attitude and is against the rules or policies then it will have an effect.

All Unesa members, including leaders, lecturers, and education staff, underwent a transformation in behavior and thinking when Unesa became a PTNBH. They make an effort to break bad old behaviors and cognitive patterns based on indicators of them. Both lecturers and students are required to constantly strive to improve their work and be ready to adapt to changes brought about by advances in science, technology, and communication. In this situation, professors and students are required to constantly innovate in their work, especially when it comes to enhancing community services. To be able to meet the PTN-BH standards, which call for autonomy to be exercised, changes are required. This is as conveyed by Indah Prabawati as follows: "The mindset must be changed if we go to PTN BH, we must be able to provide better service to the academic community, so there are elements that we must fulfill and also PTN-BH has autonomy, so there must be innovations so that the existing facilities have added value for the institution" [6]

This disposition is the will, desire, and tendency of policy actors to implement policies seriously so that what is the goal of the policy can be realized. The existence of research and innovation encourages lecturers and students to be involved in research and innovation. Policies that support research development will help improve the competitiveness and reputation of universities. As well as a focus on active learning. Human resource governance policies must also encourage student-centered learning methods. Active learning, such as case studies, projects, and discussions, can help students develop analytical and problem-solving skills.

d) Bureaucratic Structure, according to Edward III, that the existence of a bureaucratic structure in policy implementation has an important role, where policy implementation cannot yet be effective due to inefficiencies in bureaucratic structure. Organizational structure, power hierarchies, relationships between organizational units inside the organization in question, relationships with other organizations, and other elements are all included in the bureaucratic structure.

This bureaucratic structure variable has a significant influence on the policy implementation process. Procedural operational standards (SOP) are guidelines for implementers in carrying out policies so that they are appropriate. This is in line with the recommendations of Alhamda and Megawati (2021), which state that tertiary institutions must regulate their own policies from the bottom up, starting from the planning, implementation and evaluation stages, according to their roles and functions. responsibility given to each party to ensure the success of the program.

4 CONCLUSIONS

There are four indicators or references in the research's target area, which is based on the thesis of George C. Edward III. Communication, resources, disposition, and bureaucratic structure are these four factors. On the first criterion, it may be said that FISH's communication is effective. When faced with change, employees work together to coordinate multiple tasks, which is the dynamics of interpersonal relations inside the

organization. A factor affecting how adaptable an organization is to change is the dynamics of human relationships. Interpersonal dynamics that take place in FISH are dependent and supportive interactions between individuals. In this instance, FISH engages lecturers and students in PTNBH-related socializing.

The resources are the second indicator. Human resources, which play a key role in putting policies into action, need to be prepared, qualified, and quick to move from theoretical to practical levels. Recruitment and selection of top instructors, academic staff, and students must be based on rigid, impartial standards. To raise the standard of tertiary institutions, it is crucial to choose employees who are competent, dedicated, and have the capacity to contribute most effectively. The disposition is the third indicator. This variable explains how the implementer's strong commitment and honesty can have a significant impact on the process of implementing the policy. The policy can be executed in accordance with the objectives if the implementer has a positive attitude.

The third indicator is disposition. This variable can explain that the character possessed by the implementer includes strong commitment and honesty which can have a major influence on the policy implementation process. If the implementer has a good attitude then the policy can be implemented according to the objectives. And conversely, if the implementer has a bad attitude and is contrary to rules or policies, it will affect when Unesa becomes a PTNBH, then of course there will be changes in both behavior and mindset for all members of Unesa residents, both at the level of leadership, lecturers and education staff.

The bureaucratic framework is included in the fourth indicator. Aspects of the bureaucratic structure include things like organizational structure, authority relationships, relationships between organizational units within the organization in question, and relationships between organizational units and other organizations, among other things. Therefore, the bureaucratic structure includes the dimensions of fragmentation and standard operating procedures that will facilitate and standardize the actions of policy implementers in carrying out their responsibilities.

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