

MODEL OF MANAGEMENT CHANGE AT UNIVERSITIES

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ABSTRACT

This paper aims to explain and describe reasons or factors that encourage a university in Indonesia to make changes and how the planning process changes. This is interesting because the stages in the change process affect the function and role of all organizational resources. The impact becomes very complex. A qualitative approach is chosen to obtain information that can provide a comprehensive picture of the phenomena that exist in the field with in-depth interviews, observation and documentation. Any information obtained is recorded and after the data collected all as needed, then grouping data based on the theme and data category. Further verification and conclusion. To test the validity of data used triangulation technique data and member check. The findings of the study show that management change as a strategy to organizational operations effectively in teaching, research and community service. The pattern of change is influenced by external factors (changes in government regulations in the management of universities) and internal factors (organizational needs to develop and streamline organizational performance).

Keywords: Effectiveness, management change, private university, state university, existence, cases study

INTRODUCTION

Changes are common in organizations. Hendriks & Tops (2003) explains that the drivers of change are financial market fluctuations. Government decisions as the driving factor (Kuipers, 2014). Cases that occur in management changes in universities bring different impacts with the organization in general. Because college organizations have different tasks with other organizations namely education, research and community service. The impact becomes very complex. When a college experiences ambiguous management, management changes are required for effectiveness and efficiency. Organizational change is a dynamic of organization that aims to improve, develop the vision and goals of the organization. As an institution that produces quality human resources, universities need to develop themselves to be able to participate in national development activities and have high competitiveness in global competition. Kezar & Eckel (2002), Davidson (2005) explains that through innovation in organizational resource elements, it can enhance and develop institutional capacity through minor changes or underlying changes such as sustainable, harmonious harmonious, operational, operational strategies. Changes occur everywhere with varying speed and complexity and increasing.

Changes occur everywhere with varying speed and complexity and increases. Jones (2007), Stephen & Graham (2010) explains that the environment affects the products produced by the organization and the stakeholders it serves or its customers. Strategy to face environmental

change through the transition management framework used to gain information and priority scale. Changes to conditions under desired conditions require adaptation of all elements of the organization. Kezar & Eckel (2002) explains that financial pressures, technological growth, role change in faculty, public security, demographic demographic changes, competition, rapid rate of change are factors that drive unusual changes in higher education. Organizations need to follow or adapt to those changes. The organization can not isolate itself from its environment. Organizations need to follow, understand and anticipate changes in the environment that occur both from the internal environment and external environment.

Armenakis, Haris & Moosholder (1993) explains that organizational change requires preparation to prevent resistance. Preparation strategy for change should be in accordance with the context or problems that occur within the organization. Design changes containing messages or information changes. Affirmed by Madsen, Miller & John (2005) that there is a significant relationship between readiness for change, organizational commitment and social relations. Holt, Armenakis, Fileld & Harris (2007) assert that readiness for change is a multidimensional construct because it involves the beliefs of employees as affected people. Employee confidence in the ability to apply changes after the planned, there is support management and benefits can be felt by employees. Hameed, Khan, Sabharwal, & Arain (2017) explain that the preparation of change requires communication and mediation to change the beliefs of change (employee) recipients. Organizational preparation in the face of change requires careful planning and along with readiness, human resource confidence in the face of change. Design of change preparation appropriate to the organizational context, management role in supporting change process, and organizational commitment. Communications and mediation are required to prepare employees to be prepared for changes.

The change in the management status of 29 universities in Indonesia in the last five years is not due to the inability of management but rather the expansion of access and equity of education, especially at the university level throughout Indonesia. The process of determining change through the selection of college's financial ability, special character and resources. Unlike other organizations, changes to universities begin after the status of management changes has been established. Improved education performance, research and community service as the goal of change in the organization of universities. In addition to increasing the sale value of universities also develop the performance of education, research and community service. As explained by Polkinghorne, Roushan & Taylor (2017) that students who become university consumers demand an explanation of the potential of university programs. The quality of teaching, learning achievement and evaluation of learning outcomes are considered in the process of taking the study program. Achievement of change objectives, among others, through the transition status of management from private to the state as one of the strategies undertaken to improve organizational performance. The research subjects are three private universities that have long standing and achievement in Indonesia, but make changes in management. Problems faced almost the same but have different characters in dealing with change.

Puangyod, Sirisushi & Sriphutharin (2015) explained that the development of administration, personnel management, technology management and mission, encourage universities to explore to make the quality of education at a better level. Changes in recruitment and placement of human resources on organizational structures that pay attention to the application of moral systems, knowledge, good ethics and intelligence. Poole (2003) explains that "the renewal of universities in Japan is influenced by market orientation, regulation,

liberation, differences and individualism". Fremerey (2006) explains that: "The University as an organization can be long-lasting when making marginal changes or procedures". When a college wants to realize its long-term goals, it is necessary to make changes in the mechanisms and procedures for achieving its goals to be effective and efficient. Changes are made by managers as a strategy to improve or sustain the organization. A change strategy is managed to meet the internal needs of the organization as well as the organization's external needs. As stated by Huempfer & Kopf (2017) that the interests of stakeholders into consideration in deciding the curriculum to be a college attraction as a marketing strategy. Colleges that can adopt stakeholders' interests (external needs) will successfully meet the needs of students and businesses (internally) integrated in the college program. The students gain a better understanding of the choice to continue college as needed.

METHODOLOGY

The study used a qualitative approach to describe events, behaviors or circumstances in the research site in detail. Mack (2005), Oppong (2013) explained that in the qualitative research that became the subject of research are individuals who can provide information relevant to the research problem. Data or facts were collected through in-depth interview techniques, participant observation and documentation studies (. Unique phenomena that occur from the study subjects. Information obtained from interviews with resource persons who understand the focus of research, are directly and indirectly involved, have time and are willing to be interviewed. Required documents obtained from media and informant informed data.

Data Collection and Procedure

This technique is intended to enable researchers to explore data from informants through survey techniques, so that obtained values, meanings, and understandings are depth possible . For the purposes of the interview, researchers complete with tools such as voice recording devices, cameras and notes. Data obtained from key informants, directly recorded and then sorted into sub-focussed, simplified, determined the theme and given the data code. From the main informant will be obtained information subyek informant next. In the same way, data continues to be collected until saturated data is obtained. This process is called data condensation (Miles, Huberman & Saldana, 2014). Observation to understand and analyze the various symptoms related to the object of research through various situations and real conditions that occur both formally and non formally. Researcher presence as a research instrument that goes into the site.

Data Analysis

For the credibility and data validity is done through discussion with colleagues, triangulation and member checks. Dependency is done by coaching activities by dissertation counselors. Miles, Huberman & Saldana (2014) explains that data analysis includes data presentation, data condensation, verification and conclusions. After data analysis, the following findings are obtained.

FINDINGS

The change of university status from private to state became a phenomenon in Indonesia in the last five years, as happened in UJT, UY and UJ. These three universities are determined as state universities on October 6, 2014. From the interviews and documentation, it was found a factor that juridical factor that is the violation of the college operation as one of factor driving the change. The utilization of state assets at university operations. The findings

obtained from factors that encourage the change of UJT, UY and UJ from private universities to the state, due to internal and external factors that drive it. The result of data analysis from interview, observation and membercheck showed the same result. Government regulation is an external factor that encourages change. Conditions at that time resources in the organization are mostly government employees who are seconded (hired) in UJT, UY and UJ.

This can happen because before becoming a private university is a college under a certain ministry. Being in a government organization, the existing resources belong to the government, including employees. Developments in subsequent university management policies encourage the ministry to transform its management into private. Government employees working on UJT, UY and UJ are still employed there. (01/01/TD/11.07.2017/1:1-6)

Government regulations on university management that focus on higher education ministries, encourage the Foundation to reorganize the organization. Because the regulation affects the existence of government lecturers employed there. Not recognizing the status of the lecturers affect the ratio of student lecturers, university permits, accreditation and diploma issued. (01/01/TD/11.07.2017/1:7-11)

The data explains that there are juridical factors (government regulations), social factors (recognition of the role and function of lecturers seconded in UJT, UY and UJ) and technical factors (management of higher education). These problems encourage the planning of management changes from private to the country. The explanation of the findings can be explained as follows:

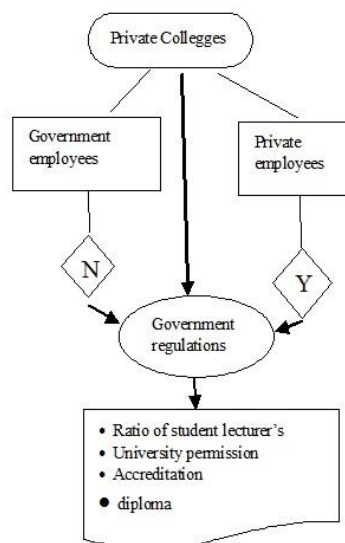


Figure 1. Reasons for organizational change

The historical factor of the university with the background as a state university resulted in the existence of assets in the form of movable and immovable goods as well as government employees in the operations of private. Yuridically, based on Government Regulations on the management of universities this can not be justified. In addition to assets there are also government employees in private organizations, other than foundation employees in private university. This problem affects the existence of universities and the existence of lecturers in the college. Williams (2009) explains that: "university operations will be able to work optimally with substantial levels of autonomy supported by dedicated staff and support of all

organizational elements". Internal forces that are driving the change of UJT, UY and UJ are the existence of universities, the operation of universities whose ambiguity and existence of lecturers. The change from the private to the country is due to the ambiguity in the management of universities that affects the existence of universities and the existence of lecturers.

Further analysis results show that three locations of this study have the same problem that is the existence of higher education, college operations and lecturer existence because of historical factors, juridical factors and technical factors of college operations. These issues encourage alternatives to make changes by restoring management status as initially this as a state university. To overcome this problem it is planned to change by restoring the university status according to the history of its establishment.

The pattern of change follows the prevailing government rules, including having special characters, passing financial verification, the availability of funds for up to six years into the future. Planning changes by making submissions in the form of reports called "academic texts". (01/02/TD/11.07.2017/3:1-4)

Submissions of changes to clarify the status of universities are proposed, among others, to remain private, state universities under non-higher education ministries or universities under the ministry of higher education. The proposed proposal with consideration of existing resource capability is to be a college under the ministry of higher education. (01/02/TD/11.07.2017/3:5-10)

Changes in university management follow a pattern set by the government. The special character, passing the financial verification and sufficient funds for the next six years, illustrates that the change of private universities to the country is not due to the inability of the organization to be handed over to the government. Stipulation of changes from the government to reorganize the organization's operations more effectively. The description of the findings is as follows:

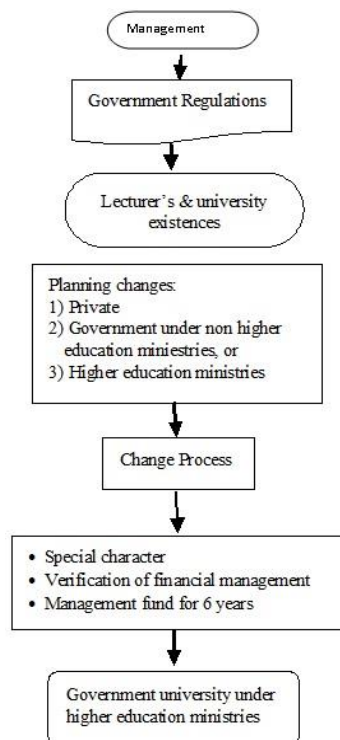


Figure 2. Pattern of change management

Planning changes to adapt to Government Regulations and streamline university operations with several alternatives. All assets are given to the government, employees are withdrawn to the government if they remain private. This alternative affects re-approval and re-accreditation, and this is not applicable. Further impact on the 3,000 students who are threatened its existence. And this is a difficult alternative. So next to keep private universities impossible. The second alternative is to become a state university in the previous ministry. The juridical is not possible because it must have a study program in accordance with the main duties and functions of the Ministry. So the best solution becomes a state university under the Ministry of Higher Education. Special characters as a condition of change become important to the organization. Shin, J.C (2012) and Liu, S (2016) describe the development of higher education in East Asia especially Korea, in quality and quantity. Modern universities impart a socio-cultural factor (Confucian tradition). This achievement is connected with enthusiasm for education and economic development. The character that distinguishes one university from another in Indonesia illustrates the uniqueness and uniqueness of its organizational mission vision.

The findings of this study found that there is generally a positive impact on the recognition and increase in the value of college sales. Strategy of change planning with restructuring, strategic position of organization become effective in conducting education, research and community service.

DISSCUSION

Drucker (2012) explains that the main source of the drivers of change is essentially from unexpected internal and external factors. The final estrangement of the demands on the organization to grow or change. The opinion explains that the drivers of change are triggered by the demands on the organization to grow or make changes. The driving factors of change shape the pattern of organizational change in college, as is the case in this study. Changes are driven by external factors of the organization (changes in government regulations on organizational management) and internal factors (the need to develop and reorganize the organization's operations).

Discussions on the drivers of change in higher education are explained by Kezar & Eckel (2002), that financial pressures, technological growth, role change in faculty, public security, demographic demographic change, competition, rapid rate of change are factors driving unfamiliar change in the world of higher education. Robbins & Conter (2005) explains that external forces of market, government regulation, technology and economic change are factors driving organizational change. Modification of organizational strategy, dynamic work, new equipment and employee dissatisfaction are the internal forces that drive change. On the findings of this external factor is due to changes in university management regulations that impact on the existence of universities.

Changes in Government Regulations on Higher Education Management thwart plans that have been made since 2010. This fact explains that government regulations affect policies in strategies and policies on the effectiveness of university management. The ambiguity of management makes operational organization ineffective and efficient. The research findings explain the causes of the slow progress of the functional rankings of the lecturers because two different guidelines are used together ("two captains in one ship").

Factors driving change can be considered as a force for change (Hussey, 2000). The demand for improving the management of the organization due to the ambiguity of management and the rules of management of the college is the strength that UJT, UY and UJ have to make improvements. Becoming a government university as a chosen strategy to restore the existence

of colleges and lecturers. Kotter (1997) also explained that regulation is an external factor that drives organizational change. Technically, with the ambiguity of university management is needed a strategy to make changes that aims to reinforce management status. In research, the existence of universities and lecturers as well as students in universities are the internal factors that drive change. Described by Hussey (2000) that: "The driving force of change as a power of change due to technological change, intensification and more global competition, demands from stakeholders, demographic profile of changing states, privatization, shareholders. The findings of this study explain that external factors (findings of state-owned assets in organizations and government regulations) that impact on the existence of universities and lecturers (internal factors) is a driver of change management of university organizations from private to the government.

The challenges facing universities from both internal and external environmental factors should enable the organization to act quickly and respond to the challenges arising from a wave of change in the form of a comprehensive strategic a strategy and policy of the organizational and management aspects that enable the development of a strong "life force", effective and competitive (Suharsaputra, 2015). Planning for the change of UJT, UY and UJ status from private to the state is a strategic step done so that the organizational and management aspects are more clear. Uncertainty in organizational and management operations affects the existence of universities and lecturers. Stephen & Graham (2010) explains that the transition management framework can provide guidance for informing and prioritizing strategies for planning to change. The conditions will now undergo a transition period to the desired conditions, and this requires a transitional management framework. Once we know the factors that cause change, it is necessary to think about how to planned the changes. Transition management frameworks that are made based on the present state of the art by taking into account the organizational resource capabilities.

Universities are relatively difficult to make changes, although for a simple change because college as an organization has a structured system with authority, the division of authority and responsibility is relatively tight for decision making (Buller, 2015). The researcher findings different, because result illustrate the transition process of change is not easy, but changes can be made and change goals can improve organizational performance. The drivers of effective change can overcome the problems that exist within the college organization by making management changes. Rowan & Ramsay (2018) explains that in making public policy should consider the data available in the field. The involvement of academic researchers is expected to help practitioners to gain a deeper understanding of the real conditions in the field. New policies aimed at achieving better educational outcomes, taking into account the actual conditions in the field, previous systems and policies that have been made.

CONCLUSION

Management changes from private universities to the state in Indonesia pay attention to the factors of the ability of the college's resources and the special character it possesses. The government decides on changes to meet the needs of higher education equally in Indonesia. The meaning of change for the college itself is a strategy to improve organizational performance and clarify its existence to be more effective. The pattern of change is influenced by external factors (changes in government regulations in the management of universities) and internal factors (organizational needs to develop and streamline organizational performance). Management change pattern is a effective strategy to streamline organizational operations in teaching, research and community service. The components of

resources within the organization are laid out in a structure consistent with applicable governmental requirements, so that operations can be more efficient and effective.

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