

# Impact of Management Change in Higher Education

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**Abstract:** *The purpose of this study to describe the impact of management changes in higher education to policy of employment. The method uses a qualitative approach to the type of case studies in new public universities at Surabaya, Yogyakarta and Jakarta, Indonesia. Data were collected through the technique of in-depth interviews, participant observation and documentation study. The results showed that the changes in the management of higher education have an impact on the transformation of human resources. Changes in labor policy in juridical aspect is impact on the rule of law in the rights and obligations of lecturers. Technically the adjustment process occurs constraints related to the persistence of the internal organization of the inhibiting factors unresolved. The social aspect of the changes associated with the process of adjustment to the new values and norms related to changes in employment policies.*

**Keywords:** impact; management change; higher education; employment policy

## 1. INTRODUCTION

Change is something that is inevitable and will occur in all organizations, as well as going on in the college environment. As an institution that produces quality human resources, the universities need to develop themselves to be able to participate in national development activities and have high competitiveness in the global competition in science, technology, and or art. Changes occur everywhere with varying speed and complexity and increases. Changes through innovation in organizational resource elements, can enhance and develop institutional capacity (Kezar & Eckel, 2002; Davidson, 2005). Jones (2007), Stephen & Graham (2010) describes environmental changes affecting the products produced by the organization. Adapt to environmental change, through the transition management framework used to gain information and scale the priorities of all organizational elements. Environmental change can be a factor that drives unusual changes in higher education. Organizations must follow or adapt to those changes. The organization can not isolate itself from its environment. Universities can not be separated from the need to follow, understand and anticipate environmental changes that occur both from the internal environment and external environment.

Armenakis, Haris & Moosholder (1993) explains that organizational change must be in accordance with the context or problems that occur within the organization to anticipate resistance. 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) states that the readiness of employees as affected people changes depending on the employee's confidence and trust in management's ability to implement changes after planned

and benefits that employees can perceive. Hameed, Khan, Sabharwal, & Arain (2017) explained that communication and mediation needed to change the employee's belief in change. Careful planning preparation should be in line with the readiness, trust of human resources in the face of change. Design preparation changes according to the organizational context, the role of management in support of change processes, and organizational commitment. Communications and mediation are required to prepare employees to be ready for change.

Institutional development requires changes in the behavior and integrity of the quality of life of the organization. Change itself is a phenomenon that includes the time and reality. Changes in private colleges into state universities in the last five years with a reason to boost the quality of education in Indonesia, especially in remote areas, is a policy that needs to be done. The need of change in higher education for (a) the level of higher competition, (b) Development of science and technology, much of the information is very fast and varied, (c) the life of the community and the nation is based on knowledge, and (d) based competition benefits of human resources.

## 2. METHOD

The study used a qualitative approach to describe the events and behavior or circumstances at the site in detail and in-depth research by assembling facts into the fabric in order to describe and explain the facts in depth. Data and facts collected through depth interview, participant observation and documentation study. The presence of the researcher as a research instrument that goes into the location and deal directly with the informant. For the credibility of the validity of the data is done through discussions with colleagues, triangulation and member checks. Addiction is done with

coaching activities by the dissertation supervisor. Data analysis included data presentation, data reduction, verification and conclusion.

### 3. FINDINGS AND DISCUSSION

Subjects were college who are older than 50 years and more than twice the change of organizational governance. Beginning as an Academy in the period 1959-1965. Then in 1968 turned into a College under the guidance of the Ministry of Defence and Security. Decree together (SKB) between the Ministry of Education and Culture and the Minister of Defence and Security became Colleges. With these changes the University shift responsibility to the Foundation but supporting them government employees and teachers who have worked to remain a part of this university. In order to meet the needs of faculty and employees, the foundation did toughest of recruits as an employee of the foundation. The college is operationally under the guidance of the Foundation but functionally under the guidance of the Ministry of Defence and Security.

These are nominally violates the law because of the privately-held organizations are government employees. To comply with the Act, the technical university planned organizational changes. Returns the university management in government. If the private colleges remain the one obstacle is government employees in this university must be removed. Socially it is not possible for 58% of all employees are government employees.

Based on Presidential Decree No. 122 of 2014 on the establishment of the University the formal judicial becomes Universities since October 6, 2014. Based on the Decree of the National Accreditation Board of Higher Education Ministry of National Education entire course has gained the status of an accredited A or B. The changes affect the status of employee organization status. Government employees who are in college with mutations in the ministry, while the foundation for employees to follow the Law of the Republic of Indonesia Number 5 of 2014 concerning the State Civil Apparatus as Article 1 of Government Employees to Work Agreement.

From facts on the ground through interviews obtained information about the management of employee status after the changes include:

There are four types of employees in the organization as a result of the organization's history that have undergone changes in form and management of more than 2 times. There are government employees, employees of foundations, government employees of private colleges coordinator seconded at the University "VJT", temporary employees. Mutation of government employees has been implemented through a process of repeated data (PUPNS) while the status of foundation employees have gone through the

process of data collection in accordance with ASN. Communication and information to all employees of the foundation conducted a meeting with the Rector and relevant officials. (01/W/SDM/I1/17-3-2016)

The uniqueness of this study site is on their employment status. The process of development of higher education who are aged 52 years and changes the shape of higher education resulted in the four types of employees in public universities recently. Once the changes are nominally of private colleges into state universities began a transformation in human resources. Mutations employment from the Ministry of Defence and Security into the Ministry of Education and Culture through PUPNS.

Employees remain the foundation in accordance with Law on Government Employees (ASN) in the process status and continue to be communicated in a meeting between the employee and the Rector and relevant officials.

Changes in employee status affects the ratio of lecturers and students. Status unclear for non-civil servants can affecting the confidence of employees. Distrust of employees conducted by resisting change behavior or leave the organization. (03/W/OC/I3/20-9-2016)

Based on the Regulation of the Minister of Research, Technology and Higher Education of the Republic of Indonesia Number 50 Year 2015 concerning Establishment, Change, Dissolution of State Universities and Establishment, Amendment, Revocation of Permit Colleges of Article 8 which explains that each study program has a minimum of six lecturers with qualifications aged highest 58 (fifty-eight) years in the case has the status of Civil Servants (PNS), or has not aged 35 (thirty five) years in the case yet civil servant status, when received as a lecturer at the Universities to be established.

Non-civil servants already have legal protection. The data collection process has been done, then waiting for technical guidance. Members who came out there were three people because they want to develop a career elsewhere (01/W/OC/ I4/30-9-2016)

Resistance to personnel policies shaped the resignation of three non-civil servants with reasons for wanting to develop a career elsewhere. Based on observations through discussions with several non-civil servant lecturer obtained information that they follow only the currently running process. Devotion is already over at least 10 years old and already more than 35 years to make them commit to remain devoted in college while still expect given the best. Although restless but still function and its role as an educator and still struggling to obtain certainty status.

The problem for the functional rank, certification lecturers and professors holding a national number

for tenured faculty with the status of civil servants in University "VJT" becomes constrained due to the structure of the Ministry of Defence and Security does not recognize the functional position of lecturer, and so can not provide status and functional benefits and lecturer certification. Next will affect the careers of faculty and accreditation". (02/W/SDM/I2/22-3-2016)

Based on the Regulation of the Minister of Research, Technology and Higher Education of the Republic of Indonesia Number 2 Year 2016 About the Register of Teachers In Universities that alter regulation of Research, Technology and Higher Education No. 26 of 2015, the problem NIDN has been resolved and can satisfy the composition ratio of lecturers and students. Requirements to obtain NIDN is a lecturer with the letter of agreement as Lecturer Full-time employment. Apparatus State Civil status Civil Servants must submit a copy of the decree as a Civil Servant (PNS). Government Officials to Work Agreement (PPPK) must submit a copy of the employment agreement.

Obstacles in the management of human resources after being turned into Universities is dissatisfaction with the employment policies of the status of government employees with the kind of civil servants (PNS) and Government Employees to Work Agreement (PPPK).

The change of status became public universities have an impact also on the organizational structure that affect staffing in the role and function, because the law limits the "motion" PPPK that affect the composition of the faculty and placements at certain positions. And this applies generally to all new public universities. Uncertainty regarding the status of lecturers PPPK effect on payroll. (03/W/SDM/I3/20-9-2016)

The college is relatively difficult to make changes even for a simple change for the university as an organization that has a structured system with authority, division of authority and responsibility are relatively very tight for decision making (Buller, 2015). Organizational change in higher education is planned as an effort to create quality human resources better and better performance.

The unclear status of non-civil servants have an impact on the financial problems in terms of payment or employment expenses. Based on the regulation of all activities and personnel expenses State Universities will be financed by the state budget and non-tax revenues. The problem is non-civil servant status is not clear that difficulties in financing the salaries and allowances of non-civil servants because there is no legal framework or legislation authorizing the issuance of state funds or

non-tax revenues for non-civil servants (01/W/SDM/I5/11-10-2016).

Changes initiated by the organization will not succeed if it does not touch the realm of the individual, that means there will be no change if it has not yet managed to make an individual change. Individuals who have an openness to change tend to bring flexibility when faced with new challenges. It is necessary for understanding the needs of its members leaders in the change process.

The change of status became public universities are the best choice due to become public universities the opportunity to increase the quality of education and infrastructure. (01/W/OC/I5/11-10-2016).

Change requires leaders who can lead to the achievement of the objectives of changes to the common interest. Leadership style that is applied within an organization will determine whether the organization will generate a lot of innovation. The quality of human resources became dominant in organizational performance. The increased performance of human resources management requires a systematic process to the achievement of organizational goals can be implemented effectively and efficiently. Changes in university management requires a change agent who has the ability to motivate, guide and provide moral support to human resources affected by the change in order to understand and implement the changes. Commitment and ability leader directing member on a key goal of the change is the core changes.

The challenges facing higher education institutions require a response in the form of strategies and policies (Suharsaputra, 2015). Universities and colleges should be able to act quickly and appropriately in the face of a wave of change in order to remain able to perform its role as an institution of higher education. In the face of competition in the global era requires a way to integrate the knowledge within the framework of human resource development in the organization.

#### 4. CONCLUSIONS

Management changes have an impact on the process of internalization, of a new employment policy. Lecturer status is not yet clear impact on confusion, despair and ended in resignation. The rule of law in the rights and obligations of a formal judicial lecturer can motivate to accept the stages of change. Process know, understand and accept the changes is a process to be followed and in need of management and leadership in change. The adjustment process and through the constraints related to the persistence of the factors inhibiting the internal organization of the unresolved part. The social aspect of the changes associated with the process of adjustment to the new values and norms related to changes in employment policies.

The uniqueness of the diversity of employee status in college, requiring completion for different techniques according to the proposition. Justice is not always something that should be the same. Management changes have an impact on the status of lecturers. For the purpose of the change is effective and faculty rights are met requires commitment, leadership focused on human relations for the realization of effective change. Change management and organizational learning in the process of change is important to do.

## 5. SUGGESTIONS

Colleges that change management needs to consider the benefits of change for the organization's members and the organization itself. Resistance can be managed effectively when leaders can communicate the benefit of change for the organization's members and the organization. Members of the organization need to have a commitment to the organization. Build awareness of members about the benefits of the change through the role of agents of change so that members can participate in and support the changes. Leaders need to consider the interests of member organizations in the process of change and involve members in decision making.

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