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IMPROVING THE QUALITY OF HIGHER EDUCATION: THE ROLE OF STRENGTHENING INSTITUTIONAL CAPACITY IN HIGHER EDUCATION TRANSFORMATION

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Abstract

This research is to be directed to analyze the development of higher education transformation strategy models through strengthening institutional capacity. The method used is qualitative through in-depth interviews and documentation studies. The results showed that there are several factors that hinder the performance of universities, such as limited human resources and infrastructure. This condition demands organizational change in order to be able to adapt to fast and complex organizational dynamics. In the context of higher education governance, there is an urgent need to transform governance according to the main tasks and functions through strengthening institutional capacity. From this study, researchers recommend that the transformation of governance strategies and strengthening of the role of universities through strengthening institutional capacity need to be implemented comprehensively. It aims to build optimal organizational capacity by strengthening eight key aspects, namely: Strategic leadership; Organizational structure; Human resources; Financial management; Infrastructure; Management of programs and services; Process management; Inter-organizational relations; and Spiritual management. Through this approach, universities are expected to reflect a strong and strategic capacity, which in turn will assist the institution in achieving the vision and goals set in the Gorontalo State University strategic plan. By adopting this strategy, universities can be better prepared for future challenges and opportunities in the ever-changing world of higher education.

Keywords: Implementation; Higher education; Transformation strategy model; Strengthening institutional capacity

INTRODUCTION

Gorontalo State University, hereinafter referred to as UNG is an institution that is forging its future through a long tradition of change. With this in mind, UNG wants to strengthen its identity by making changes and improvements (UNG Strategic Plan, 2021-2024). Currently, UNG is in a transitional stage from the "Momato'o" and "Mopotihulo" (established) stages, namely the Acceleration of Quality Improvement to the Achievement of Competitiveness. The goals and strategies at the "Mopotihulo" (establish) or Quality Competitiveness Achievement stage (2020-2024) are described through the focus on activities including improving the quality and accountability of professional, transparent, and high accountability governance and services towards good university governance.

Efforts to achieve Quality Competitiveness (2020-2024) are actualized through the 2020-2024 UNG Vision namely "The Realization of a Superior and Competitive State University of Gorontalo in Eastern Indonesia" As an effort to realize this vision and support the implementation of the mission of the Directorate General of Higher Education, Ministry of Education and Culture, UNG is committed to realizing UNG's 2020-2024 mission, which includes implementing effective, efficient, transparent and accountable governance in a consistent and sustainable manner. Meanwhile, the target of the 2020-2024 UNG Strategic Plan is to improve the governance of work units within the Directorate General of Higher Education.

In order to achieve the vision and mission of UNG that have been described previously and still pay attention to the objectives of the Ministry of Education and Culture and the Directorate General of Higher Education, UNG sets five goals where one of the objectives is to improve the performance of work units that are effective and efficient through the implementation of good governance, integration, transparency, and accountability.

The Bureau of General Affairs and Finance (BUK) UNG is an administrative implementing unit in the general and financial fields that is led by a Head and is responsible to the Leadership of Gorontalo State University (Rector). In the Regulation of the Minister of Research, Technology and Higher Education of the Republic of Indonesia Number 11 of 2015 concerning Organization and Work Procedures of Gorontalo State University, it is stated that BUK UNG has the task of carrying out affairs, administration, law, management, public relations, housekeeping, staffing, finance, and goods management state property.

The development of UNG which is increasingly fast and dynamic, as well as internal and external challenges that are increasingly diverse and complex, demands the role and capacity of BUK UNG in carrying out its main tasks and functions. There is a need to improve the governance/mechanism of how BUK UNG works by carrying out innovations/updates that need to be carried out by BUK UNG so that it can adjust to the speed of environmental dynamics. BUK UNG must be a rule model for other institutions/units at UNG in general administration, finance, and staffing.

BUK UNG carries out an equally important role, namely as a coordinating function which is considered to have a strategic role as a work unit that assists the Chancellor towards achieving the UNG Strategic Plan, so it is hoped that the institutional capacity of BUK UNG must reflect this function. However, every organization certainly faces constraints and problems. Likewise, BUK UNG faces challenges and problems in the form of the institutional capacity of

BUK UNG which has not met expectations. The author still finds several obstacles in the governance of BUK UNG which are very closely related to the institutional capacity of BUK UNG which needs to be strengthened.

If the obstacles in the organization are not addressed immediately, it will result in minimal achievement of the performance of BUK UNG which will certainly affect the Chancellor's performance in achieving the Strategic Plan and even hinder the performance of the UNG institution as a whole. Besides that, with the proposed new UNG Organization and Work Procedure, as well as the existence of several new laws and regulations, BUK UNG has to evaluate its institutional capacity in the context of transforming higher education general administration and financial governance.

Organizational changes are urgently needed to adjust to the fast and complex dynamics of higher education. Likewise in BUK UNG governance, the need to carry out governance transformation according to the main tasks and functions of BUK UNG through strengthening institutional capacity is urgently needed. It is hoped that the role of BUK UNG as a work unit at UNG can reflect a strong and strategic capacity so that it can assist the Chancellor in achieving the UNG Strategic Plan.

Transformation of BUK UNG governance in the field of General Administration and Finance through strengthening institutional capacity is seen as one of the ways or strategies to realize the targets of the UNG Strategic Plan to face the challenges of developing the world of education in the future and the demands of stakeholders. Quality improvement is carried out by evaluating the achievement of targets from each work plan in the General Administration and Finance Sector.

Research supports the achievements of the strategic plan and superior areas of higher education as a strategy and effort to achieve quality competitiveness (2020-2024) actualized through the 2020-2024 UNG Vision, namely "The Realization of a Superior and Competitive State University of Gorontalo in Eastern Indonesia", as well as an effort to realizing effective, efficient, transparent and accountable governance in a consistent and sustainable manner. Improving the governance of work units within the Directorate General of Higher Education. One of the objectives is to improve the performance of work units that are effective and efficient through the implementation of good, integrated, transparent, and accountable governance.

METHOD

This research was conducted at the Bureau of General Affairs and Finance, State University of Gorontalo (UNG). Referring to the focus and output of the research, the method used is qualitative through in-depth interviews, observation, and documentation/literature review studies. Research Stages start from 1) Selection of Themes, Topics, and Cases, 2) Literature reading in the form of journals, scientific magazines, the results of previous research, books, magazines, and newspapers, 3) Formulation of Research Focus and Problems. Collection of data obtained from several techniques, namely in-depth interviews, observation, and documentation, 4) Completion of data which is carried out if there is not enough data to answer the formulation of the problem, the data is considered incomplete, so the researcher must return to the field to complete the data by meeting the informant again, 5) Data processing, namely checking the correctness of data, compiling data, carrying out coding, classifying data, correcting unclear interview answers. This stage is done to facilitate the analysis phase, 6) Data analysis was carried out after the data in the form of transcripts from interviews and observations, 7) Data Analysis Process, namely activities to give meaning or make sense of data by arranging, sorting, grouping, coding or marking, and categorizing them into parts based on certain groupings, so that a finding is obtained on the problem formulation proposed, 8) Theoretical Dialogue, namely conducting a dialogue on research findings with the theories that have been discussed in the literature review section, 9) Triangulation of findings (confirmability), so that findings are not considered biased, researchers need to triangulate findings by reporting research findings to interviewed informants, 10) Conclusion of Research Results, namely making a synthesis of all that has been stated previously by including theoretical implications.

Data analysis in this study uses the Creswell framework (Creswell, 2016). Data analysis was carried out to organize, sort, classify, code or mark and categorize them so that a finding was obtained based on the focus or problem of this research. Through this series of activities, qualitative data that is scattered and overlapping can be simplified so that it can be understood easily. The data analysis section describes the process of systematically tracking and organizing interview transcripts, field notes, and other materials to present findings. This analysis involves processing, organizing, splitting, and synthesizing data as well as searching for patterns, disclosing important things, and determining what is reported. In this qualitative study, data analysis was performed during and after data collection. In the description of data analysis, operational examples are given in the form of matrices and logic.

After the series of data has been collected, data analysis is then performed using the following procedures and processing techniques: 1) sorting and compiling data classifications, 2) editing data to build data analysis performance, 3) confirming data that require data verification and data deepening, and 4) perform data analysis in accordance with the construction of the discussion of research results. The presentation of data is done by compiling a set of information, thus giving the possibility of drawing conclusions and taking action.

RESULTS AND DISCUSSION

The Implementation of the Higher Education Transformation Strategy Model through Strengthening Institutional Capacity to Support the Chancellor Towards Achievement of the UNG Strategic Plan in this study was carried out based on Luthaus' ideas (Gartika, 2017) regarding strategies for strengthening organizational capacity, then developed in this research that the Implementation of the Higher Education Transformation Strategy Model through Strengthening Institutional Capacity to Support the Chancellor Towards Achievement of the UNG Strategic Plan must carry out strengthening strategies through 1) strategic leadership; 2) organizational structure (organizational structure); 3) Human resources (human resources); 4) Financial management (financial management); 5) Infrastructure (infrastructure); 6) Management of programs and services (program and service management); 7) Process management; 8) Relationships between organizations (inter organizational linkage), and 9) Organizational spiritual management.

Leadership Strengthening Strategy

The Implementation of the Governance Transformation Strategy Model for the General Affairs and Finance Bureau through Strengthening Institutional Capacity to Support the Chancellor Towards Achievement of the UNG Strategic Plan obtains various influences both internally and externally that the UNG General Affairs and Finance Bureau organizations must consider in management (including planning). Several internal and external factors that must be considered in the management and leadership of the UNG General Affairs and Finance Bureau are as follows (Aswatini and Imron, 2010; Gartika, 2017): (1) Internal factors: a) Culture of competition and individual achievement of group members; b) Communication and individual skills are often neglected; c) There is a difference in authority between group members (eg between technicians and administrative staff); and d) Belief that intellectual abilities overcome all differences; (2) External Factors: a) Development of science and technology (national and

global), especially information technology and services; b) National laws and regulations and government policies.

Taking into account the internal and external factors that affect the organization of the UNG General Affairs and Finance Bureau, the UNG General Affairs and Finance Bureau organizations are required to (Aswatini and Imron, 2010; Gartika, 2017): 1) Can develop an environment or climate that can encourage creativity employee and group innovation; 2) Be able to link the activities of the UNG General Affairs and Finance Bureau with the business strategy and planning of the UNG Chancellor; 3) Having a global perspective in determining the goals of the UNG General Affairs and Finance Bureau to achieve competitive advantage in services, processes and products produced; 4) Be able to actively develop partnerships in the administration of the affairs of the General Affairs and Finance Bureau of UNG; 5) Able to see the problems of science and technology, technology and social development (including human resources); 7) Observing and considering the Chancellor's policies; and 9) Administratively responsible (including financially) in administering the affairs of the UNG General Affairs and Finance Bureau.

The achievement of high productivity in a technology-based organization is as follows: (1) Outstanding leadership; (2) Skilled and responsible management; (3) organizational and operational simplicity; (4) Effective staffing; (5) Challenging assignments; (6) Objective planning and control; (7) Specific managerial training. In its development, from the seven management factors above, the management of the General Affairs and Finance Bureau of UNG was greatly influenced by the outstanding leadership of the Head of the General Affairs and Finance Bureau of UNG as the most important factor. It was also stated that leadership is the foundation stone and link of the entire R&D process: the key to the entire productivity chain. (Luhulima, 1996; Santoso, 2010; Gartika, 2017).

Many scientists argue that a leader is someone who has foresight and can empower his people to achieve predetermined goals. A leader has the following characteristics: (1) Very good communication skills; (2) Very high reasoning power; (3) Excellent selling skills; (4) Able to act like teachers and students, both at work and outside the workplace; (5) Have high entrepreneurial skills and like to work with all levels of society; (6) Willing to sacrifice and sacrifice their own desires for the benefit of the group; (7) Having high integrity; (8) Able to recognize and strengthen a positive attitude; (9) Genuinely cares about people; (10) Have good conceptual skills, able to create a vision; (11) Has great attention to personnel development; (12)

Admit mistakes and ask not to repeat the second time; (13) Ready to act as a buffer if needed; (14) Responsible and reliable; (15) Willing to make firm decisions; (16) Able to manage conflict positively (Wolff, 1992; Santoso, 2010; Gartika, 2017).

Consultative or participatory leadership makes employees feel more connected to their organization, are more satisfied with their jobs, and have higher performance (Yousef, 2000; Nugroho, 2011; Gartika, 2017). There are two dimensions of transformative leadership style, namely ideal influence and inspirational motivation found to have a positive relationship to personnel commitment to make changes in the organization. Transformational leadership (leadership that supports change efforts) will be able to motivate subordinates to do the work as expected (Lo and Run, 2010; Nugroho, 2011; Gartika, 2017). There is a significant relationship between leadership style and job satisfaction and organizational commitment (Lok and Crawford, 2004; Nugroho, 2011; Gartika, 2017). Thus it can be concluded that in order to strengthen the role of the Head of the UNG General Affairs and Finance Bureau, the organizational leader of the UNG General Affairs and Finance Bureau must be able to become a transformational, consultative, participatory, assertive and straightforward leader.

To meet the demands mentioned above, leadership in organizations must be able to build effective teamwork (effective team/teamwork), to achieve organizational goals (Santoso, 2010; Gartika, 2017). The effectiveness of the UNG General Affairs and Finance Bureau is largely determined by a manager who has scientific abilities and high business intuition so that the UNG General Affairs and Finance Bureau can survive. Achieving effective leadership of the General Affairs and Finance Bureau of UNG requires training in General and Finance. This training is what is needed for the formation of the Head of the General Affairs and Finance Bureau of UNG and his subordinates to become leaders of the General Affairs and Finance Bureau of UNG who are broad-minded in the development of a useful and efficient UNG General Affairs and Finance Bureau, and especially to assist the Chancellor of UNG in the context of organizing higher education.

Organizational Structure Strengthening Strategy

Organizational structure is a process of how tasks are allocated, who reports to whom, as well as the formal coordination mechanisms and interaction patterns that accompany them (Robbins, 1990; Gartika, 2017). UNG General Affairs and Finance Bureau is lean in structure and rich in functions required to be able to play the role of analyst, catalyst, and evaluator of development. Therefore, a strong and solid organizational structure and the granting of full

authority to carry out the activities of the UNG General Affairs and Finance Bureau are urgently needed.

There are 10 (ten) reasons for the need for organizational development (Beckhard, 1987; Petege, 2008; Gartika, 2017) suggesting at least: 1) There is a need to change managerial strategy; 2) There is a need for an organizational climate that is more consistent with individual needs and the needs of environmental change; 3) There is a need to change cultural norms; 4) There is a need to change the structure and roles; 5) There is a need to increase cooperation between groups; 6) There is a need to improve the communication system; 7) There is a need for better planning; 8) There is a need for decisions related to merger issues; 9) There is a need to change the motivation of the workforce; and 10) There is a need to adapt to the new environment.

It is important for the General Affairs and Finance Bureau of UNG to adhere to the principle of proper function and right-sizing based on workload that is in accordance with the real conditions in each section/sub-section. This is also in line with the organizational management principles of the General Affairs and Finance Bureau of UNG which are rational, proportional, effective, and efficient.

In addition, to increase the existence of the UNG General Affairs and Finance Bureau as a work unit in UNG led by a Head of Bureau and responsible to the UNG Chancellor, the UNG General Affairs and Finance Bureau must be accompanied by the granting of broad authority to formulate policies and directions for the development of the General Bureau. and UNG Finance as well as the implementation of the activities of the UNG General Affairs and Finance Bureau, thus leading to the One Stop UNG General Affairs and Finance Bureau.

Strategy to Strengthen Human Resources

HR is a very valuable asset in an organization. Therefore the existence of human resources must be utilized and functioned optimally so that organizational goals can be achieved. At this time the General Affairs and Finance Bureau of UNG has limited human resource constraints. In terms of quality and quantity, the human resources of the General Affairs and Finance Bureau of UNG are inadequate. This could be due to the fact that there has been no response to proposals for the addition of new personnel; and the lack of benefits for non-permanent employees, so that in carrying out their duties they become half-hearted so that the resulting performance is not optimal.

This condition must be addressed immediately with optimal human resource management changes. HR management includes HR planning and control to ensure that the needs of its people can be met so that they can work to achieve organizational goals. There are 8 (eight) objectives for the development of apparatus human resources, namely: (1) Organizational personnel productivity (productivity); (2) Organizational product quality (quality); (3) HR planning (human resources planning); (4) The morale of the personnel and the organizational climate (morale); (5) Increasing indirect compensation; (6) Occupational health and safety (health and safety); (7) Prevention of decline in the ability of personnel (absolence prevention); and (8) Personal Growth (Luthans, 2002, Gartika, 2017).

HR management refers to the design and application of formal systems within an organization to ensure the effective and efficient use of human resources to achieve organizational goals. This includes activities undertaken to attract, develop and maintain an effective workforce (Robbin and Coulter, 2007; Supriati, 2014; Gartika, 2017). HR development is carried out through training, hands-on practice, developing working climate conditions, and recruitment, which is one of the organizational capacity-building strategies (Grindle, 1997; Gartika, 2017). Reformulation of human resources to build the government bureaucracy in order to increase the capacity of apparatus must continue to be pursued by implementing competence with professionalism and a culture of work discipline so that it has high technical capabilities accompanied by great managerial and high achievements (Sedarmayanti, 2007; Ashari, 2010; Gartika, 2017).

The human resource problem that occurs in the General Affairs and Finance Bureau of UNG is the minimum number of human resources who master information technology. Therefore, it is necessary to immediately make a breakthrough in HR management in order to recruit more human resources who are proficient in information technology. HR management includes (Supriati, 2014; Gartika, 2017): a) Employee recruitment. A successful recruitment process will get the appropriate personnel for the current and future interests of the organization. Permanent personnel will really help the organization to survive and even develop; b) Performance allowance system. Compensation aims to provide stimulation and motivation to employees to improve work performance, work efficiency, and effectiveness; c) Performance appraisal system results of work assessments are feedback in determining policies related to training and development programs; and d) Education and training. Based on this, to recruit more human resources, especially human resources who master information technology, several

things can be done, namely: a) Recruitment of civil servants in tertiary institutions through a mutation process; b) Recruitment of CPNS specifically for information technology expertise; or d) Recruitment of employees with contractual agreements (PPPK).

To attract CPNS/PNS interest, it must allocate an adequate budget for HR capacity-building activities through certification/formal and non-formal education/other technical training; as well as providing an attractive remuneration system, including attractive additional income allowances.

HR problems are not only related to the availability of personnel, but also aspects of HR competence that must be considered. The technical competence of an institution is an important factor that can contribute to the quality and quantity of work (Olson and Bolton, 2002; Santoso, 2010; Gartika, 2017). Some organizational attributes that can relate to the concept of competence are quite essential in creating good performance activities (excellence), namely the quality of knowledge-based organizations, facilities, equipment, and supporting personnel, as well as laboratory competence and reputation (Jordan et al, 1999; Santoso, 2010; Gartika, 2017). The process of selecting human resources, management, and technical organization as well as other technical competencies is an important aspect of the completeness of the UNG Bureau of General Affairs and Finance processes. The main challenge in the organization of the UNG General Affairs and Finance Bureau is balancing between leadership development that can build competency needs with how to generate knowledge itself, so that the results reach the stage of excellent service performance.

There are two definitions of competence, namely individual competence and organizational competence (Santoso, 2010; Gartika, 2017). Individual competence includes knowledge, skills, and abilities possessed by someone in an organization. On the other hand, organizational competence is a collective measure of individual competency characteristics at the organizational level. In the context of individual competencies, several literatures identify a wide range of factors that are important for the success of staff and management in an organization. The literature also provides examples of how to analyze specific jobs and positions to determine what knowledge, skills, and abilities are most appropriate for a particular job.

Based on the above, human resource competency improvement must also be carried out, among others, by providing opportunities for human resources to attend various training related to research, as well as providing opportunities for them to undergo education at a higher level of education. The most important thing in HR development planning, further education taken by

staff must be oriented towards the main tasks and functions of the General Affairs and Finance Bureau of UNG. Therefore, the formal education/training that will be attended by staff must be directed according to the needs of the institution.

Strategy for Strengthening Financial Management

Budget is one of the supporting factors in institutional capacity building, in addition to leadership factors, a conducive work environment, competent human resources, and good coordination (Hariss, 2016; Gartika, 2017). Financial resources are one of the elements in strengthening the governance of the UNG General Affairs and Finance Bureau. In public organizations, financial capacity is usually manifested in the form of budget availability. A budget can be defined as a financial plan that lists all the plans regarding costs and receipts. Thus, the budget can reflect the condition of an organization's financial capability.

Financial management includes planning, implementing, and monitoring financial resources within an organization. Good financial management, namely in terms of budgeting, financial accounting, and in terms of financial reporting, is very important for the functioning of an organization as a whole (Lusthaus, 2002; Gartika, 2017). This is exactly as stated by Berry et al. (in Gartika, 2017), "Good management of budgeting, financial record keeping and reporting is essential to the overall functioning of the organization". This really helps organizational leaders in determining attitudes and making decisions after taking into account the financial condition of the organization.

A sound financial management system (Lusthaus, 2002; Gartika, 2017) is a much-needed resource for the continuity of the organization in carrying out its mission and goals. An organization must be able to predict operational expenses to anticipate excessive spending, be able to determine the amount of data needed for capital expenditures and be able to predict the right time and amount for implementing an organizational activity. Lusthaus stated that "Financial planning is the organization's ability to forecast its future monetary needs and requirements".

The existence of a budget allocation allocated for the activities of the UNG General Affairs and Finance Bureau shows that the UNG Chancellor has a high commitment to the development and utilization of the UNG General Affairs and Finance Bureau to accelerate development in UNG. Activity budgeting patterns in order to increase the efficiency and effectiveness of financial management. The most important thing in financial management is the

need to consistently implement the Government Internal Control System at UNG based on Government Regulation Number 60 of 2008.

Infrastructure Strengthening Strategy

One of the external factors for the success of institutional capacity is information. Information about changes in the environment or changes in community services/products is very useful for organizations as a basis for designing institutional development programs. Organizations that have little information about various changes in their environment will affect the quality and success of the development programs they design (Haryanto, 2014; Gartika, 2017). One of the authorities and responsibilities of the General Affairs and Finance Bureau of UNG is managing the SIM. The implementation of affairs by the UNG General Affairs and Finance Bureau must use the UNG General Affairs and Finance Bureau database with the UNG General Affairs and Finance Bureau website application system. This system is useful as a data source for the UNG General Affairs and Finance Bureau, information provider for immediate/urgent policy making, the basis for preparing the UNG General Affairs and Finance Bureau Work Plan, media publications and/or dissemination for the benefit of the UNG General Affairs and Finance Bureau; and media monitoring, evaluation and reporting of the results of the UNG Bureau of General Affairs and Finance.

One of the efforts to strengthen institutional capacity is through the development of good supporting infrastructure, especially information and telecommunication infrastructure as well as the support of a professional technology management system (Kao, et al, 2008; Lakitan 2010; Gartika, 2017). Information and communication technology infrastructure support is aimed at increasing access to information sources for the UNG General Affairs and Finance Bureau.

Based on this, to strengthen the infrastructure, facilities and infrastructure of the UNG General Affairs and Finance Bureau, the organization must build a database of the UNG General Affairs and Finance Bureau with the UNG General Affairs and Finance Bureau application system such as a website or Integrated Management Information System. This system is useful as a data source for the UNG General Affairs and Finance Bureau, providing information for immediate/urgent policy making, the basis for preparing the UNG General Affairs and Finance Bureau Work Plan, publication and/or dissemination media for the benefit of the UNG General Affairs and Finance Bureau; and media for monitoring, evaluating and reporting the results of the implementation of General and Financial affairs of UNG.

Program and Service Management Strengthening Strategy

Good management is one of the important factors that influence the success or failure of an institution. A public organization has at least 3 (three) types of management, namely program management, service management, and process management (Israel, 1992; Hamidi and Zulkarnain, 2013; Gartika, 2017). Program management is managerial management which includes the division of main tasks and functions, rules that must be obeyed, setting organizational goals and targets, patterns of work relationships, setting goals, organizational planning, and designing effective organizational implementation (Masugiyanto, 2012; Gartika, 2017). In program management, the duties of each field and position must be clearly identified in detail and ensure that everything can be carried out correctly and on time. Program management is important because: 1) It can inform stakeholders what will happen and where the organization is going; 2) Supporting innovation to produce quality work results according to time and budget targets; 3) Presenting a measure of success; 4) Support the achievement of quality objectives; 5) Controlling and managing program work; 6) Prepare and develop a work plan; and 7) Be able to communicate accurately and regularly the status of the program to stakeholders. In order to be effective, each individual/position must: 1) Understand the work program; 2) Understand the goals and targets of the work program; 3) Follow the process by involving the utilization of science and technology; 4) Controlling and processing work program execution; 5) Prepare and develop a work plan; and 6) coordinate with each other.

In carrying out program and service management, there are 2 (two) capacities that must be developed, namely: 1) Capacity in General Administration; 2) Capacity of the UNG Financial Administration. To maximize program management, the General Affairs and Finance Bureau of UNG must prepare a Grand Design for the General Affairs and Finance Bureau of UNG. This is intended so that: a) Activities of the UNG General Affairs and Finance Bureau are carried out on time as needed; b) There is no overlap in the activities of the two fields of the General Affairs and Finance Bureau of UNG; c) Efficient use of resources; and d) The results of the activities of the General Affairs and Finance Bureau of UNG can be utilized for development. In carrying out the authority of the General Affairs and Finance Bureau of UNG, there must be an assertion that there are differences between the two fields of the General Affairs and Finance Bureau of UNG.

Process Management Strengthening Strategy

“Process management is the task of aligning and integrating the various practices and cultures of different segments of an organization through the introduction of common systems

and operations that apply uniformly to all segments of the organization”. (Lusthaus, 2002; Gartika, 2017) argues that The management process is an activity of combining human variables with organizational variables, by applying management principles. Thus the management process is a practical stage of everything that has been previously planned to achieve organizational goals. In this process, every human being with his duties and work interacts with parties, in accordance with the systems and procedures, and provisions that have been established within the organization. The management process in the organization occurs at every level of the organization, starting from the organization at the top level, down to the lowest level.

The organization of the UNG General Affairs and Finance Bureau is the process of preparing/regulating people according to the duties, functions, and responsibilities of everyone involved to achieve the organizational goals of the UNG General Affairs and Finance Bureau. As a process within the organization, there must be a division of tasks, authority, and responsibility to its members in accordance with the expertise (competencies) possessed (academic, technical, and administrative) and must establish relationships both internally and externally in an effort to achieve the success of the organization (Aswatini and Imron, 2010; Gartika, 2017). To achieve its goals, the General Affairs and Finance Bureau of UNG must meet the demands of technical/administrative aspects including accountability in the effective and efficient use of resources.

In the management process, the interaction between the stakeholders of the General Affairs and Finance Bureau of UNG is very important. This interaction can be formalized in the form of cooperation with the UNG General Affairs and Finance Bureau. In order to create a synergistic collaboration between the UNG General Affairs and Finance Bureaus, the UNG General Affairs and Finance Bureau must develop a Standard Operating Procedure (SOP) or UNG General Administration and Finance Implementation Guidelines which is an important guideline that regulates the Governance of the UNG General Affairs and Finance Bureau, Among other things, it contains guidelines for implementing the activities of the UNG General Affairs and Finance Bureau, the mechanism for cooperation in the activities of the UNG General Affairs and Finance Bureau, internal and external coordination mechanisms, service mechanisms for the UNG General Affairs and Finance Bureau, and others. These guidelines are important for creating strong, efficient, and effective governance of the UNG Bureau of General Affairs and Finance.

In order to harmonize the activities of the UNG General Affairs and Finance Bureau, it is necessary to coordinate with other units in UNG that carry out supporting functions for the implementation of UNG General Affairs and Finance Bureau affairs, including with BAKP UNG and Faculties.

Inter-Organizational Network Strengthening Strategy

External factors for the success of institutional capacity include networking. Networking is a process of getting together to get ahead. It is a building of mutually beneficial relationships. It must be understood that the process of developing institutional capacity cannot be carried out in an institutional ego manner, but needs to be carried out in collaboration with stakeholders (Haryanto, 2014; Gartika, 2017). One of the problems faced by organizations is the lack of linkages between institutions (Surminah, 2013; Gartika, 2017). To increase the capacity of the General Affairs and Finance Bureau of UNG, it is necessary to strengthen the network of better cooperation with several parties, both internal and external. Strengthening internal networks is carried out through strengthening networks between sectors in an effective, efficient, effective and targeted manner. On the other hand, to harmonize the activities of the UNG General Affairs and Finance Bureau, it is necessary to coordinate with other SKPDs.

Organizational Spiritual Management Strategy

The organization's spiritual management strategy is the implementation of spiritual functions (religious services and compensation). The organization provides spiritual services to the organization's human resources which is shown by voicing the call to prayer from the Information Center, which is heard in each room of the service unit at the time of prayer (Mozin, 2014). This is a form of spiritual motivation for organizational human resources to increase organizational capacity, as stated by Ashmos (2000) and Tischler (2002) that the development and expression of spiritual functions in the workplace can provide benefits for the organization. Thus To increase the capacity of the UNG General Affairs and Finance Bureau by developing a spiritual function in the workplace as a way to increase loyalty and increase morale, have a more positive social attitude, be more empathetic, show greater social openness, adapt easily to change, have good relations with colleagues and superiors as well as good in responding to criticism.

According to Widyarini (2008) and Ashmos (2000) that the movement for spiritual functioning in the workplace is starting to appear in several countries such as the United States,

it can be seen from the spread of written publications (print and online journals, books) and conferences with the theme of spirituality in the workplace. This is getting the attention of American companies because knowledge about nurturing souls in the workplace is something that has a good impact on organizational profits. Some of the reasons companies in America have begun to develop an interest in performing spiritual functions in the workplace are that the creativity of members is needed to express themselves fully at work.

The organization's spiritual management strategy is the need for the General Affairs and Finance Bureau of UNG, so there is a need for a reformulation in the model of spiritual guidance and mental-spiritual development of organizational members as what can be offered is an Islamic hospital culture by playing the call to prayer during prayer times and social da'wah tours by the Bureau of General Affairs and UN Finance.

CONCLUSIONS

The implementation of the university transformation strategy model through strengthening institutional capacity has so far not been optimal to support the Chancellor towards the goals of the UNG Strategic Plan. Factors hindering the performance of tertiary institutions include limited human resources and infrastructure. Organizational change is urgently needed to adapt to the fast and complex organizational dynamics. Likewise in higher education governance, the need to transform governance according to the main tasks and functions through strengthening institutional capacity is urgently needed. Therefore, the transformation of governance strategies and strengthening the role of higher education institutions through strengthening institutional capacity really must be implemented in order to build optimal organizational capacity through strengthening 8 (eight) aspects that must be, namely 1) strategic leadership; 2) organizational structure (organizational structure); 3) Human resources (human resources); 4) Financial management; 5) Infrastructure (infrastructure); 6) Management of programs and services; 7) Process management (process management); 8) Inter-organizational linkage; 9) Spiritual management. Thus the tertiary institution can reflect a strong and strategic capacity so that it can assist the Chancellor of UNG in the context of achieving the UNG Strategic Plan.

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