Implementation of Good University Governance Principles in Procurement of Human Resources in Brawijaya University

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Abstrak
This research is motivated by the importance of procurement of Human Resources at UB. The principles of Good University Governance (GUG) become a value and the best choice for universities as a basis for intense competition to become a leading tertiary institution in Indonesia and oriented to world class universities. This research is designed to examine the implementation of the principles of good university governance (GUG) consisting of transparency, accountability, responsibility, fairness, and independence at every stage of human resource procurement (from recruitment to reward and punishment) in UB. This research is a qualitative research with a grounded theory research approach. In this approach, researchers are responsible for developing other theories that arise from observing a group. The theory used in this research is the theory from Wijatno (2009) in which data collection techniques by interview, observation and documentation study, interviews conducted require informants from the Staffing Section of three structural officials. The results of this study indicate the procurement of Human Resources in UB has used the principles of GUG, transparency, accountability, responsibility, fairness, and independence in the recruitment process of teaching staff and education staff, selection of teaching staff and education staff, placement in assignments and positions that are accordingly, training and development, preparation of career paths, up to discipline enforcement and awarding.

Keywords: Implementation, Good University Governance, Universitas Brawijaya, accountability, transparency

INTRODUCTION
Good University Governance reflects the success of universities that produce quality graduates who are ready to compete in the global world. For this reason, hard work and discipline are needed in educating and teaching cultural values and the association of the global community. In an effort to create good university governance, a university or college must surely have educators (lecturers) who have superior qualifications and competencies, high efficiency and productivity of learning, and have educational staff who are able to provide services that meet the standards.

The implementation of Good University Governance principles in the procurement of human resources (GUG) which consists of transparency, accountability, responsibility, fairness, and independence in UB becomes a quite lively conversation, Universitas Brawijaya (UB) as an educational institution responsible for conducting tri dharma universities must participate in achieving the constitutional ideals of the Republic of Indonesia, specifically educating the nation’s life. College or university is a level of education that is commonly used as a benchmark of how the quality of human resources produced.

In Indonesia, there are not many universities that have applied the principles of Good University Governance, as in the speech by the Rector of the Hasanuddin University Prof. Dr. Ir. Ambo Ala, MS, when signing a memorandum of understanding between Hasanudin University (UNHAS) and the Financial and Development Supervisory Agency (BPKP) Wednesday, July 24, 2019 he said that this collaboration was an MWA initiative that had long imagined Unhas would be a pioneer in implementing Good University Governance. The Head of BPKP of South Sulawesi Province expressed his appreciation and appreciation for the initiative of UNHAS implementing GUG, and UNHAS was the first campus to implement GUG. In implementing this GUG, there are three steps that can be taken by UNHAS, namely awareness building, GUG assessment, and the application of manual GUG building. [1]

Today, Universitas Brawijaya is also faced with intense competition in order to become a leading tertiary institution in Indonesia and oriented to world class universities. As in the
results issued by the world higher education institution Times Higher Education (THE) Universitas Brawijaya (UB) was ranked the 4th best campus in Indonesia. The achievement is based on the 2020 World University Rankings (WUR) list. This rating agency has a number of assessment indicators. These include teaching performance (teaching and learning activities), research, quotation performance, industrial synergy and the scope of internationalization of a university.[2]

There is no significant difference between Times Higher Education (THE) and QS World University Rankings. QS World University Ranking itself is an official ranking institution that is used as a reference for the Ministry of Research, Technology and Higher Education (Kemenristekdikti) in measuring the quality of institutional institutions in Indonesia towards World Class University or World-class University, based on QS World University Ranking, Brawijaya University ranked 10th, and entered in 271-280 in ASIA.[3]

The world ranking institution Quacquarelli Symonds released the QS ASIA University Ranking 2019 based on the results of the ranking conducted on more than 400 universities from 17 countries in Asia and 23 universities in Indonesia. This ranking is assessed in 7 indicators, namely; Academic reputation (measuring the overall academic element), Employer Reputation (measuring the quality of graduates in terms of labor users), Faculty Student (measuring the sustainability of teaching and learning activities in tertiary institutions), International Faculty (measuring the number of expatriates / foreign educators in faculties / colleges high), International Students (measuring the number of foreign students in faculties / colleges), Outbound Exchange (measuring the number of college students participating at least one semester in student exchanges at the international level), Inbound Exchange (measuring the number of foreign students studying at tertiary institutions mentioned in the context of student exchange at least one semester).

In Indonesia, the Ministry of Research, Technology and Higher Education (Kemenristekdikti) revealed 100 of the best universities at the National level, although UB is still in 9th position, clustering can be used as a basis for the Ministry of Research, Technology and Higher Education to develop higher education in order to improve the quality and

quality of higher education in Indonesia, the formulation of policies to improve the quality of tertiary institutions and provide information to the general public about the performance of tertiary institutions in Indonesia.[4]

From the three ranks above, we can see that Brawijaya University is always in a position below several of the same universities, this becomes a correction to the quality of UB seen from several indicators listed, so that UB must continually improve itself and compete in implementing improvements good university governance (good university governance) where the spearhead is in the management of human resources.

The implementation of Good University Governance principles in the procurement of human resources in tertiary institutions plays a very important role in the organization of institutions, especially in UB. In relation to the management of Human Resources, UB has experienced several changes related to the Procurement of HR, including the fact that there are still some Faculties, Institutions, UPTs and even work units still carrying out their own recruitment, in this case not through the University Staffing Department, while in terms of the awarding of punishments and punishments was felt not to be carried out optimally. This research is designed to examine the implementation of the principles of Good University Governance (GUG) consisting of transparency, accountability, responsibility, fairness, and independence at every stage of human resource procurement (from recruitment to reward and punishment) in UB.

To realize this, strategic steps need to be taken for the implementation of higher education. To support the main process of higher education, human resources are one of the most important factors. Human resources within the tertiary institution include educators and education staff. The intended teaching staff are professional educators and scientists with the main task of transforming, developing and disseminating science and technology through education, research, and community service. While Educational Personnel are employees whose job is to plan and carry out administration, procurement, development, supervision, and technical services to support the educational process at educational units that have certain career paths.

In essence, the provision of educators and education personnel includes the stages (1) recruitment of teaching staff and education staff
Implementation of Good University Governance (Wuriyanti, et al.)

(2) selection of teaching staff and education staff (3) placement in suitable tasks and positions (4) training and development (5) preparation of career paths (6) discipline enforcement and awarding. In the procurement, UB is guided by Rector’s Regulation Number 74 Year 2016 concerning Personnel as amended by Rector’s Regulation Number 8 Year 2018 concerning Amendment to Rector’s Regulation Number 74 Year 2016 concerning Personnel, while for awarding it is regulated in Rector’s Regulation Number 43 Year 2016 regarding Remuneration followed by Rector’s Regulation Number 50 Year 2016 regarding Performance Bonuses, which so far the application of the regulation has not been implemented in a transparent manner, this can be proven by the small number of educators and educators who feel a performance bonus. For the creation of transparency and uniform implementation, one of the ways to procure it is by developing the principles of good university governance at each stage.

Research Purposes
This study aims to determine the stages of procurement of human resources whether it is in accordance with the principles of good university governance, so that in the end it can provide benefits for the UB to encourage universities to be able to re-analyze university governance in the field of human resource management, because the teaching staff especially as a figure who plays an active role in organizing the Tri-Dharma of higher education, and educational staff in the field of HR in general in order to be able to implement the principles of GUG in the procurement of human resources at universities.

MATERIAL AND METHOD
This research is a qualitative research with a grounded theory research approach. It is expected that the results of this research can better understand and deeply implement the principles of Good University Governance in the procurement of human resources in UB.

The focus of the research is focused on the procurement of human resources, both on the provision of teaching staff and education staff by using the principles of Good University Governance as a benchmark, so that it can be concluded to what extent the implementation of GUG principles in the procurement of human resources in UB.

Data Collection
Data collection is done in a natural setting (natural conditions), primary data sources, and data collection techniques more on participant observation, in-depth interviews and documentation.

The target of interviewees is on the Personnel Section that provides data for the procurement of HR in Universitas Brawijaya. Observations that will be conducted by researchers are participant observation with the guidance of the data needed in observations clearly arranged and researchers enter the research field and interact directly with informants during internship.

Documents to be collected in this study are official HR procurement documents in UB (starting from the recruitment of employees to reward and punishment), as well as external documents such as regulations on procurement of human resource management, both in the form of soft files and hard files. It also uses personal documents in the form of researchers’ field notes.

RESULT AND DISCUSSION
Governance of Brawijaya University
Universitas Brawijaya (UB) is a tertiary institution in Indonesia which was established in 1963 in Malang City, East Java through Ministry of Education and Science Decree no. 1 dated January 5, 1963. The date was later determined as UB’s Anniversary. ama Brawijaya was given specifically by President Soekarno in the hope of being able to resound as Raden Wijaya (Brawijaya I) as the founder of the Majapahit Kingdom and at the same time became the proud campus of the Indonesian nation. Universitas Brawijaya is an elite campus in Indonesia and consistently ranks 5th among the University of Indonesia, Bogor Agricultural University, Gadjah Mada University, and Bandung Institute of Technology based on an official assessment of the Ministry of Research, Technology and Higher Education.

While at the international level, UB is ranked 51 in Asia and 400 in the world. UB is one of a small number of Indonesian campuses that are indexed internationally by QS. UB has four campuses. The main campus is located in the west of Malang City (Ketawanggede), and the second campus is in Puncak Dieng or known as UB Dieng which is used for outdoor sports facilities, and several research and lecture
facilities. While the third and fourth campuses are in Kediri and Jakarta. In total, UB has assets of 981 hectares and endowment funds reaching 5.12 Trillion Rupiah, equivalent to US $ 768.1 Million. This makes Universitas Brawijaya as the second largest and richest campus in the country after the University of Indonesia. [5]

Good university governance reflects the success of the university in producing quality graduates who are ready to compete in the global world. This requires hard work and high discipline in educating, as well as teaching cultural values and the association of the global community. A university or university that has good governance, must realize the mission of higher education in finding, discovering, and disseminating scientific truth.

The mechanism and organization of higher education procurement also need to be regulated in the Statute of Higher Education, which is recorded in Law no. 12 of 2012 concerning Higher Education, Government Regulation No. 4 of 2014 concerning Implementation of Higher Education and Procurement of Higher Education, Minister of Education and Culture Regulation No. 49 of 2014 concerning National Standards for Higher Education (which is being revised).

UB's governance is guided by the Decree of the Minister of National Education Number 080 / O / 2002 on the Statute of the University of Brawijaya, which was later updated by the Minister of Research, Technology and Higher Education Regulation of the Republic of Indonesia Number 58 of 2018 concerning the Statute of the University of Brawijaya, then regulated in the Minister of Research Regulation, Technology, and Higher Education Number 4 Year 2016 concerning Organization and Work Procedure of Universitas Brawijaya (State Gazette of the Republic of Indonesia Year 2016 Number 130) and in more detail governed by Rector Regulation Number 20 Year 2016 concerning Organizational Structure and Work Procedure, with changes to the Rector's Regulation Number 57 Year 2018 concerning Amendment to Rector Regulation Number 20 concerning Organizational Structure and Work Procedure as amended by Rector Regulation Number 18 Year 2019 concerning Third Amendment to Rector Regulation Number 20 concerning Organizational Structure and Work Procedure.

In an effort to create good university governance, a university or college must surely have teaching staff who have superior qualifications and competencies, as well as having high efficiency and productivity of learning. In addition, universities are also required to have education staff who are reliable, professional and have high integrity.

The number of permanent lecturers per 2018 numbered 2,400 people with 612 qualifications with Master's degree (S2) and 1,788 Doctorate (S3) degrees. Then for the number of professors (Professors) owned by UB there are 378 people from various scientific disciplines. The number will inevitably continue to increase in accordance with the acceleration of the professor's program for Brawijaya lecturers, while for educational staff around 1,675, which is divided into levels of education ranging from elementary, junior high, high school, S1 and S2.

The types of employees, procurement and management of employees are regulated in Rector Regulation Number 74 Year 2016 concerning Staffing as amended by Rector Regulation Number 8 Year 2018 concerning Amendment to Rector Regulation Number 74 Year 2016 concerning Staffing.

**Implementasi the Principles of Good University Governance in the Procurement of Human Resources at Universitas Brawijaya.**

Implementation of Good University Governance principles in the procurement of human resources at UB, which consists of transparency, accountability, responsibility (independence), independence and fairness in managing human resources at UB is expected to improve the quality of the organization of higher education so that universities can meet the expectations in society to become a container in an effort to educate the nation's life.

The role of human resources in Universitas Brawijaya is very important, considering that Universitas Brawijaya is engaged in education, which is in terms of improving the quality of service to the satisfaction of the stakeholders served. Both by teaching staff (lecturers) and education staff (administration), each has its own role. Where the task of lecturers providing services in carrying out the tri dharma and educational staff provide services to students and other stakeholders.

Recruitment transparency in Universitas Brawijaya is very clear and has been regulated through Rector Regulation Number 74 Year 2016, which in essence all recruitment is centralized by the institution namely Universitas Brawijaya.
determining the need for implementing CPNS and PPPK all Faculties / Units are involved in preparing a formation of employee needs taking into account:

   a. Existing employees
   b. Employees who will retire
   c. Implementing positions required
   d. Workload analysis
   e. Job analysis
   f. Number of students

Considering the above conditions, the actual recruitment carried out is in accordance with the norms or rules in terms of staffing, but in the implementation there are still several units / faculties that recruit employees independently for various reasons, between waiting for formation for a long time, the need for personnel that cannot be postponed due to conditions or the demands of these work unit activities are getting higher, this cannot be denied, although there are some impacts on the employee that will occur in the future. For example due to the recruitment of employees themselves are, career path is not there, the source of salary is not clear.

However, the existence of the contract staff is very helpful in administrative and technical activities in the relevant work units, as a form of UB's responsibility towards such conditions, so gradually UB accommodates the contract staff employees become non-PNS permanent employees in accordance with applicable procedures and regulations.

UB is demanded to give more transparent and more accurate accountability. This is increasingly important to do in the era of bureaucratic reform through empowerment and the role of several fields and as a counterweight to the power of the government the need to prepare a Government Institution Performance Accountability Report (LAKIP), the seriousness in terms of accountability in that UB proves by the establishment of a work unit or Team that handles the Accountability System Government Agency Performance (SAKIP).

**Good University Governance** is used as a reference so that UB can synergize the direction of national education, UB's long-term strategic plan, UB's work culture (Building Up Nobel Future), basic capital and potential of UB to make UB more confident towards world class universities, one of which is measured from aspects qualified governance.

UB's governance is significantly influenced by government policy. This was evidenced from one of the stages of procurement of Human Resources, that the decisions in the recruitment and selection of CPNS were significantly influenced by government policy in this case the Ministry of Education and Culture. Lecturers and Education Personnel (HR) in higher education play a very strategic role because the quality of graduates is one of which is determined by the quality of HR. Because HR has a strategic role, university leaders must manage HR (which starts from planning, recruitment, up to reward & punishment) according to the principles of GUG which aim to obtain superior and quality human resources.

The mechanism for placing the formation according to qualifications at Brawijaya University is currently being prepared in accordance with the nomenclature of new positions following Permenpan 41 of 2018 concerning Nomenclature of Civil Servants' Position. This is intended one of them in order to accommodate some of the developments in the world of personnel that move continuously. It is hoped that with this new position and nomenclature map all employees in the placement according to qualifications will be well ordered.

Determination of the placement of the formation applies the principle of the right man in the right job, where the staff will conduct an analysis of the position so that the placement of employees in accordance with their competencies. Answering this to what is being done, the staffing is currently arranging employees in accordance with the nomenclature and position map. However, this is not an absolute thing because some policies are in the leadership, but in terms of staffing this has been implemented.

According to [6][7] Good University Governance (GUG) is the application of the basic principles of the concept of good governance in the system and process of governance in tertiary institutions, through various adjustments based on values that must be upheld in the administration of the university specifically higher education and education in general. In simple terms Good University Governance can be seen as the application of the basic principles of Good Governance in the system and procurement of Higher Education institutions through various adjustments made based on values that must be upheld in the administration of Higher Education specifically and education in general [7]. So it can be concluded that the basic
principles of Good Governance can be applied to Good University Governance. The principles adopted are those of the National Committee for Corporate Governance (KNCG, 2006), namely: Transparency, Accountability, Responsibility, Independence, Fairness and Fairness.

The application of Good University Governance (GUG) in the procurement of Human Resources in UB is explained as follows;

1. Transparency

Higher Education must apply the principle of openness in finance, systems and procedures for admission of new students, accounting systems and procedures, financial reporting, recruitment of lecturers and staff, selection of structural officials, selection of faculty / academic senate members, and other important information to stakeholders interests adequately, accurately, and on time.

In relation to transparency in the field of human resource procurement in Universitas Brawijaya, which starts with the recruitment phase of teaching staff and education staff, the UB staffing department first analyzes the needed employee formation needs, starting with planning and analysis of workload. Transparency is needed in employee recruitment planning to anticipate an excessive number of employees or even to anticipate the lack of employee formation in a section or work unit. For example which parts or faculties lack staff, must transparently report to the staffing department for further analysis and if indeed additional staff are needed, it will be proposed in the recruitment planning process.

In the selection of educators and education staff carried out transparently. Information about the selection of CPNS is conveyed to the wider community as a form of transparency and then carried out using appropriate mechanisms and in accordance with the rules. With the principle of transparency there will be direct openness between fellow applicants, so that the results obtained can be accounted for and in the future there will be no questions or problems will arise in the future. The transparency process is supported by using an online computer assisted test (CAT) system.

2. Accountability

Higher Education must have clear job descriptions and responsibilities or commonly referred to the main tasks and functions (in writing) of each structural official, faculty / academic senate member, lecturer and employee. This includes the criteria and processes for measuring performance, monitoring and reporting. There must be an internal audit whose job duties include: assessing, analyzing, and interpreting the activities of the organization independently. Basically the scope of internal audit covers all aspects of activities in the organization in the context of performance appraisal for the purpose of evaluating and controlling the activities of the organization, so that the process of the goals and objectives of the organization can be achieved efficiently and effectively. In addition, it is a good idea to do an audit or financial audit management by an independent KAP.

In addition to the principle of transparency, in order to create professional, qualified, and accountable lecturers and education personnel, competent employees are needed through an accountable employee procurement system that is free from corruption, collusion and nepotism. UB's transformation from BLU to PTNBH brought consequences on expanding UB's scope of accountability from being focused on the ministry to being accountable to all stakeholders.

3. Responsibility

Every individual involved in the procurement of higher education must be responsible for all his actions in accordance with the job description or duties and functions that have been determined in the Employee Performance Achievement. No exception, lecturers must obey the ethics and norms of lecturers in carrying out their duties as educators. Responsibility is a guarantee of quality and relevance, from HR both Educators and Education Personnel as evidence that HR in UB has a work ethic and work methods that are effective and efficient.

4. Independence

The university management in carrying out their roles and responsibilities must be free from all forms of conflict of interest that have the potential to emerge. This is necessary to ensure that decision making is carried out independently, free from all forms of pressure from other parties, so that it can be ascertained that the decision was made solely in the interests of the tertiary institution and thus can hold a Tri-Dharma College. In line with the description the Chancellor as the supreme leader of the University has the prerogative rights he uses to appoint, dismiss and rotate officials / leaders under him, in accordance with his abilities without any interference or influence from the parties concerned. This is evidenced by the appointment of a number of officials in certain
positions such as Officers in the Business Management Agency (BPU), Expert Staff Position of Vice Chancellor, and several other positions appointed based on their competence directly by the Chancellor without any influence or intervention from interested parties.

5. Fairness

Fair and balanced treatment to related stakeholders (equitable treatment). In this case, the stakeholders consist of students, students’ parents, the community, lecturers, non-academic employees. Judging from the Fairness and Equality (Fairness) of procurement of HR in UB it has been implemented this is evidenced by the appointment of employees and officials always based on competence and track records, for officials who have poor track records, then their career paths are not as good as officials who have track records good, and influences the provision of incentives and disincentives.

Implementation of GUG Principles in HR Procurement in UB, supports various theories or concepts regarding good university governance.

Figure 1. Times Higher Education, World University Rankings (WUR) 2020

Figure 2. QS World University Ranking

Figure 3. Clusterization of Non Vocational State Universities Version of Kemenristekdikti

Figure 4. Rector’s Regulation Number 20 Year 2016 concerning SOTK

Sources: ub.ac.id
As a form of implementation of Good University Governance in terms of transparency and accountability UB proves that by achieving an award as a public body in the informative category UB's achievement is the highest category in the field of public information given to public bodies that provide public information services in accordance with UU KIP No. 14 of 2008. In addition, public bodies are categorized as informative, including providing various innovative and collaborative public information services.

In addition, every year UB fills a "self assessment questionnaire" held by KIP to assess how committed the public body is to providing public information in a transparent and accountable manner. To support the implementation of public information disclosure, UB also has a number of support systems, including a whistleblowing system, which is a system for providing information or reporting activities that indicate a discrepancy in regulations in UB. In addition, UB also has an "e-complaint" to serve public complaints related to the services provided by UB. Submission of complaints can also be submitted through the Online People’s Aspirations and Complaints Service (LAPOR) managed by the Office of the President’s Staff (KSP). To be informative, UB already has a Report system that is directly connected to the Presidential Staff Office (KSP), whistleblower, which is a complaints system for public complaints about UB's services. Third, UB also has e-complaints provided for the public to complain electronically so that the complainant’s data is guaranteed confidentiality.

CONCLUSION
The implementation of Good University Governance principles in the procurement of human resources in UB, which consists of Transparency, Accountability, Responsibility, Independence, Equality and Fairness (HR) in the HR field has been applied, both specifically in each work unit and generally in the University. The Chancellor as the University's supreme leader applies this principle by forming a Government Institution Performance Accountability Team (SAKIP) and form of supervision in the form of Government Institution Performance Accountability Report (LAKIP) which is periodically reported as a means of monitoring and evaluating the highest leadership.

This research is limited to the field of procurement of Human Resources while to become Good University Governance should be measured from a variety of issues, and the effect of Good University Governance on a matter is also a benchmark for a University that wishes to become Good University Governance. The researcher does not conduct research in other fields so the problem from the perspective of other stakeholders is unknown. Therefore, it is recommended for future research to conduct similar research in the procurement of other fields.

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