

**DEVELOPING STRATEGY OF PUBLIC ORGANIZATION : A STUDY
OF FACULTY OF SOCIAL SCIENCES AND LAW STATE
UNIVERSITY SURABAYA EFFORT INTO STATE UNIVERSITIES
LEGAL ENTITIES**

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Abstract

The strategic target of education development following the Strategic Plan of the Ministry of Education and Culture 2020-2024 is directed at two things, namely expanding access to education and strengthening the quality and relevance of education. One of the efforts made is to create the independence in higher education through government policies that encourage State Universities (PTN) to become State Universities Legal Entities (PTN-BH) as stipulated in the Regulation of the Minister of Education and Culture Number 88 of 2014 and Regulation of the Minister of Education and Culture Number 4 of 2020 regarding the Change of PTN to PTN-BH. This policy provides an opportunity for the State University of Surabaya (Unesa) to increase its independence status from PTN-BLU to PTN-BH. This study aims to describe the strategy of the Faculty of Social Sciences and Law in welcoming the State University of Surabaya to become a PTN-BH. The research method used in this research is descriptive research using a qualitative approach through document studies using supporting documents to support research activities. The data analysis technique in this study is an interactive model such as data collection, data reduction, data condensation, data presentation, and drawing conclusions. The results of this study indicated that in the attempt to increase its independence into PTN-BH, FISH Unesa applied several strategies namely the arrangement of Unesa FISH Strategic Plan for 2020-2024, Master Plan for Research and Community Service FISH Unesa for 2021-2025, as well as Mapping and Analysis of Human Resources for 2021-2025.

Keywords : *Strategy, Development, State universities legal entities*

A. Introduction

In achieving a certain goal, it is necessary for a country to make a plan of activities to be carried out.. Planning is carried out based on the scarcity/limitation of resources and available sources of funds so that it is not difficult to determine a choice of activities. Kartasasmita in Fikri et al. (2015) reveals that planning has a management function which is a decision-making process from several kinds of options to achieve the desired goal. Based on the Law of the Republic of Indonesia Number 25 of 2004 concerning the National Development Planning System, development planning is a unified procedure for producing long-term (RPJP), medium-term (RPJM) and annual development plans called the Government Work Plan (RKP).

In the 2020-2024 National Medium- Term Development Plan, it is stated that the 2020-2024 medium-term development target is to create an independent, advanced, fair and prosperous Indonesian society through accelerating development in various fields by emphasizing the establishment of a solid economic structure based on competitive advantages in various fields the region that is supported by qualified and competitive human resources.

Based on the direction of the RPJPN2005-2025, the medium-term development target of 2020-2024 is to create an independent, advanced, fair, and prosperous Indonesian society through accelerated development in various fields by emphasizing the establishment of a solid economic structure based on

competitive superiority in various regions supported by natural resources. quality and competitive human resources. This is in accordance with the vision and direction of the President and Vice President, namely "The Realization of an Advanced Indonesia that is Sovereign, Independent, and Has a Personality Based on Mutual Cooperation". The President's direction related to the development of human resources (HR) states that building hardworking human resources that are dynamic, productive, skillfull, mastering science and technology is supported by industrial collaboration and global talents.

Therefore, in the Strategic Plan (Renstra) of the Ministry of Education and Culture (Kemdikbud), the strategic objectives of education development are directed at two things, namely first, expanding access to quality education for students which is fair and inclusive, namely increasing the distribution of quality education services. at all levels; second, strengthening the quality and relevance of education centered on the development of students which is characterized by the improvement of the quality of learning and the relevance of education at all levels.

Education is one of the most important things to shape and to improve the quality of society in facing the development of science and technology. Considering that, in the era of globalization, everything is developing rapidly and accompanied by the development of technology and information that is increasingly widespread, it requires the society to always follow every development that exists.

Quality education is something

that every country should have in preparing qualified human resources so that they can compete in the future. Indonesia is one of the countries that has the quality of education which is still relatively low and lagging behind other countries.

In realizing the development agenda in increasing quality and competitive human resources, the Ministry of Education and Culture has set policy directions including: first, increasing the distribution of quality education services; and second, increasing productivity and competitiveness. To realize this policy direction, the Ministry of Education and Culture uses strategies including improving education development governance, financing strategies, and increasing the effectiveness of the use of the education budget; and strengthening quality higher education.

According to the Minister of Finance of Indonesia Sri Mulyani at the National Working Meeting of the Ministry of Research, Technology and Higher Education (Kemenristekdikti) with the theme Ristekdikti in the Industrial Revolution Era 4.0 said that high-level education is a very vital key in determining the ability of the Indonesian nation to achieve progress and create prosperity for all Indonesian people.

In realizing this, higher education is expected to have the autonomy to manage its institution as a center for teaching, research, and community service (tri dharma). This is following the New Public Management concept which

is seen as a new concept that wants to eliminate the inefficient monopoly of services carried out by government agencies and officials. In this concept, bureaucratic leaders are encouraged to improve and to create public accountability to customers, to improve performance, to restructure public bureaucratic institutions, to reformulate organizational missions, streamlining bureaucratic processes and procedures and to decentralize policy-making processes (Thoha, 2014:74-75). The role of higher education is as regulated in Law Number 12 of 2012 concerning Higher Education. The implementation of the law is regulated through PP Number 4 of 2014 concerning the Implementation of Higher Education and Management of Higher Education. In PP Number 4 of 2014 Universities are grouped into 1) State Universities (PTN); 2) Legal Entity State Universities (PTN BH); 3) Private Universities (PTS). The PTN management pattern is further grouped into 1) PTN with a general state financial management pattern (PTN Satker); 2) PTN with the pattern of financial management of public service bodies (PTN BLU); 3) PTN as a legal entity (PTN BH).

This policy provides an opportunity for the State University of Surabaya (UNESA) to increase its independence status from PTN-BLU to PTN-BH. UNESA has a PTN-BLU status for 13 years since 2009 based on the Decree of the Minister of Finance No. 50/KMK.05/2009. UNESA's intention to become a PTN-BH is getting stronger by taking into account the various progress achieved by it, although it is still accompanied by continuous hard work. UNESA's

efforts to become a PTN BH also support the Merdeka Campus policy by the Minister of National Education in 2020 which has several important programs, one of which is turning the Satker PTN into a PTN-BH.

Based on Permendikbud Number 4 of 2020, among the components required to become a PTN-BH, namely: (1) financial report obtained an unqualified opinion without exception for 2 (two) years and UNESA has achieved this for 5 years; (2) the ability to raise funds apart from tuition fees from students and UNESA has empowered the assets owned in addition to being prioritized for the benefit of improving the quality of learning as well as being a source of income aside of education fee. In this case, it is following the concept of Reinventing Government, which is to transform performance in the business world into government organizational performance. This effort is carried out by the officials accompanied by all components of the public agency and always works hard to improve the sources of economic potential owned by government agencies from unproductive ones can become productive, from those with low production can be increased to higher production. (Thoha, 2014:77).

UNESA has a strong commitment to implement the principles of good management as referred to in Article 2 paragraph (1) of the Minister of Education and Culture No. 4 of 2020 concerned with the accountability of public

universities management. In January 2021, the Ministry of Education and Culture determined that UNESA was awarded first place in the management of the Government Agency Performance Accountability System (SAKIP) and second place for the Budget Performance Value (NKA) category for Legal Entity State Universities (PTN-BH) and Public Service Agency (PTN) State Universities. -BLU). Along with UNESA's plan as a PTN-BLU to become a PTN-BH, the Faculty of Social Sciences and Law (FISH) will prepare a developmental plan in the field of higher education of community service and strengthening the institutional governance.

According to Triatna in Purnomo (2019) in increasing the effectiveness and enabling the organization to achieve its strategic goals, a planned effort is needed which is known as organizational development. Organizations as organisms must adapt to changes in their environment. In this process requires organizations to develop both those caused by internal and external changes.

The Faculty of Social Sciences and Law, which was established in 1964, currently has eight educational and non- educational study programs, namely the undergraduate Civics Study Program, the undergraduate History Education Study Program, the Geography Education Study Program, the Social Sciences Education Study Program, the State Administration Science Study Program, the Social Sciences Education Study Program. Undergraduate program of Sociology, undergraduate program of Communication Studies Study

Program, and undergraduate program of Law Studies. Of the eight study programs, five of them are accredited A from the National Accreditation Board for Higher Education (BAN-PT) and three study programs are accredited B. In terms of human resources, FISH is currently being strengthened by 107 lecturers, three professors with functional titles, 21 principal lecturers, 24 expert assistants, 43 lecturers and 16 educational staffs.

In an effort to prepare themselves to enter the UNESA PTN-BH era, FISH has carried out development both in the field of community service and institutional governance. This development research is limited to the development of organizational/institutional governance. Along with the change in UNESA's status to PTN-BH, FISH's institutional governance has also adapted. This research has developed faculty strategic plans, mapping, and analysis of human resource needs (lecturers and education personnel) and master plans for research development and community service.

Surabaya State University is a form of public organization. Public organizations are organizations established with the aim of providing services to the community. According to Mahsun in Hubaisy (2014) states that public sector organizations are directly related to the provision of services and goods to meet human wants and needs. In order to adapt to the environment around it, an organization needs to carry out organizational development

(Purnomo, 2019). According to Anggara (2012: 80), organizational development is a large-scale organizational effort planned from the top to increase the effectiveness and survival of the organization by carrying out calculated interventions on active organizational work using behavioral science knowledge. Organizational development has an important meaning, namely as follows:

1. As an anticipation if there is a change in the role and goals of an increasingly complex and complicated organization.
2. Various sizes are applied as organizational standards.
3. The form of adaptation to the development of increasingly sophisticated science and technology.
4. The emergence of various forms of organization with new models.
5. Changes in the view of the human concept that is not only seen as an element of production but must be more humanized.

In organizational development there are three important aspects, namely:

1. Product, which is an important part of a business because it is one of the main focuses in organizational development.
2. Process, which is a way of serving customers.
3. Members of the organization, who become the spearhead of a company in all matters.

Based on the description that has been described above, the

researchers are interested in conducting research on the Development of the Faculty of Social Sciences and Law to Welcome the State University of Surabaya to Become a Legal Entity State University (PTN BH). The purpose of this study is to describe the strategy of the Faculty of Social Sciences and Law in welcoming Surabaya State University to become a PTN-BH by producing a draft Strategic Plan (Renstra) for the Faculty of Social Sciences and Law of UNESA for 2020-2024, a draft Master Plan for Research and Community Service, Faculty of Science Social and Law in 2021-2025 and a draft document mapping the human resource needs of the Faculty of Social and Legal Sciences for 2021-2025 which is expected to have an important contribution to the Faculty of Social Sciences and Law in running the organization so that it is able to welcome Surabaya State University to become PTNB.

B. Research Method

The type of research used in this research is descriptive research using a qualitative approach. This research is development research that focuses on the strategy of the Faculty of Social Sciences and Law in welcoming Surabaya State University to become a Legal Entity State University (PTN-BH). As a developmental research, this research was carried out by following the stages of development research which consisted of four stages that had been passed, namely the proposal preparation stage, the research implementation stage, the

research data analysis stage, and the research report preparation stage.

The data collection technique used in this research is through document study using supporting documents to support research activities. Sources of data in this study are primary data sources, namely data on organizational structure, study programs, students, lecturers, education staff, research, community service, FISH income, and the main performance indicators of Unesa and FISH which are used according to research needs.

The data analysis technique in this study uses an interactive model according to Miles and Huberman (in Sugiono, 2011: 46) which consists of data collection, data reduction, data condensation, data presentation, and drawing conclusions. This research also uses data triangulation techniques to check the correctness of the data obtained by researchers so that they get valid and accountable data, namely by comparing the data that has been obtained.

C. Research Result and Discussion

State University of Surabaya is one of the public universities located in the city of Surabaya and is a PTN-BLU which has the vision of "Excellent In Education Strong In Science". The Faculty of Social Sciences and Law (FISH), which is one of the Rectorate organs and is an integral part of the UNESA organizational structure, has planned to prepare the FISH UNESA Strategic Plan for 2020-2024, the Master Plan for Research and Community Service for the Unesa FISH for 2021-2025. as well as Mapping and Analysis of Human Resources in 2021 – 2025.

Strategic Plan of the Faculty of Social Sciences and Law (FISH) UNESA for 2020-2024

This research has produced the outcomes of the UNESA FISH Strategic Plan for 2020-2024. This means as FISH UNESA has a good plan in determining the direction and strategy to achieve the main performance indicators charged by the university to support the achievements of the rector's main performance indicators. The UNESA FISH Strategic Plan 2020-2024 is drawn up in a five-year period, which is a medium-term strategic plan. The FISH Strategic Plan is a plan that is the elaboration of the university's mid-term plan. The directions and strategies and indicators of achievement stated in the UNESA FISH Strategic Plan document refer to the directions and strategies and indicators of achievement of the University strategic plan. The FISH Strategic Plan 2020-2024 is prepared based on the UNESA RPJP 2020-2045 and the UNESA Strategic Plan 2020-2024, and the results of the evaluation of program implementation in the previous period.

The UNESA FISH Strategic Plan 2020- 2024 is prepared in a 5-year period, which is a medium-term strategic plan. The FISH Strategic Plan is a plan that is the elaboration of the university's mid-term plan. The directions and strategies and indicators of achievement contained in the Unesa FISH Strategic Plan document refer to the directions and strategies and

indicators of achievement of the University strategic plan. The FISH Strategic Plan 2020-2024 is prepared based on the UNESA RPJP 2020-2045 and the UNESA Strategic Plan 2020-2024, and the results of the evaluation of program implementation in the previous period. The implementation of these various activities must be transparent and accountable. Therefore, each work unit within the FISH environment must carry out the activities in a transparent and accountable manner. After carrying out the activities, each work unit is required to make activity reports and financial accountability.

In the activity report, each work unit must take measurements of the indicators' achievements and make financial reports.

Master Plan for the Development of Research and Community Service, Faculty of Social Sciences and Law (FISH) UNESA 2021-2025

The Master Plan for the Development of Research and Community Service has a strategic role in a university. To carry out research activities and community service, clear policy directions are needed. The policy direction in the medium term is outlined in the five-year Strategic Plan. The preparation of this five-year strategic plan is part of the effort to implement the law.

Law Number 20 of 2003 concerning the National Education System states that universities are obliged to provide education, research, and community service. Research activities are carried out to seek and find the truth through scientific methods in the fields of

science, technology, or art for the advancement of science, technology, or art itself and the welfare of society and the competitiveness of the nation. Law Number 20 of 2003 concerning the National Education System states that universities are obliged to provide education, research, and community service. Research activities are carried out to seek and find the truth through scientific methods in the fields of science, technology, or art for the advancement of science, technology, or art itself and the welfare of society and the competitiveness of the nation.

In order for the above mandate to be carried out properly, the implementation of research and community service in universities must be directed to achieve certain goals and standards. To realize the above objectives of research and community service, a Master Plan for Research and Community Service (RIP & PKM) is a strategic plan in a higher education organization, including how to allocate existing resources. As a process, RIP & PKM is a tool used to determine the existence of a higher education organization for the next few years. RIP & PKM can also be said as policy directions and decision-making facilities in the management of research and community service institutions within a certain period of time.

The Research and Community Service Master Plan contains the priorities, themes, and focus of research and community service. The priorities, themes, and focus of research and community

service within FISH UNESA are inseparable from the policies of the Institute for Research and Community Service (LPPM) of the State University of Surabaya (UNESA) and the Ministry of Education, Culture, Research, and Technology (Kemdikbudristek). The Research and Community Service Master Plan contains the priorities, themes, and focus of research and community service. The priorities, themes, and focus of research and community service within FISH UNESA are inseparable from the policies of the Institute for Research and Community Service (LPPM) of the State University of Surabaya (Unesa) and the Ministry of Education, Culture, Research, and Technology (Kemdikbudristek).

The Master Plan for the Development of Research and Community Service FISH UNESA refers to the Strategic Plan (Renstra) of the Ministry of Education and Culture (Kemdikbud) for 2020-2024 and the Strategic Plan of the State University of Surabaya for 2020-2024 as well as the Research Master Plan for the Research and Community Service Institute (LPPM) UNESA 2020-2024. In the Strategic Plan of the Ministry of Education and Culture 2020- 2024, it is stated that the target of the ministry's program is to increase the number, quality, and relevance of educational and cultural research.

The Master Plan for the Development of Research and Community Service FISH Unesa refers to the Strategic Plan (Renstra) of the Ministry of Education and Culture (Kemdikbud) for 2020-2024 and the Strategic Plan of the State

University of Surabaya for 2020-2024 as well as the Research Master Plan for the Research and Community Service Institute (LPPM) Unesa in 2020-2024. In the Strategic Plan of the Ministry of Education and Culture 2020-2024, it is stated that the target of the ministry's program is to increase the number, quality, and relevance of educational and cultural research.

Mapping and Analysis of Human Resources FISH Unesa 2021-2025

Conceptually and theoretically, the development of Human Resources (HR) is a systematic and planned effort by an organization to study and increase competition for its members, which is carried out by mapping and analyzing workloads.

Analysis of the workload at FISH UNESA was carried out to obtain information regarding the level of effectiveness, efficiency, and professionalism of adequate human resources so that they can carry out academic and non-academic service tasks professionally. In addition, workload analysis is also carried out to produce a benchmark for HR such as norms for work completion time, work efficiency levels, workload and performance standards, preparation of employee formations, improvement of work procedures and other management systems when carrying out work activities.

FISH UNESA has compiled HR analysis and mapping for lecturers and education staffs, but

there are differences between the two. The analysis and mapping of lecturers is based on the knowledge group in each individual's field of study and is based on the condition of the field of expertise and the retirement age of each lecturer. So with the analysis and mapping that has been done by FISH with these variables, it can determine the needs of lecturers in each cluster and also have a roadmap of lecturer needs in five years. The recruitment of new lecturers is not only based on the ratio of lecturers to students but is also based on the competencies required by each knowledge group in each study program or department.

Before having HR analysis and mapping documents, the recruitment of FISH lecturers was based on the quota provided by the university as well as the needs of the lecturers in each study program or department because the study program or department within FISH has not yet grouped the fields of study so that it has not or has not been developed competence or area of expertise of lecturers in each science cluster. This also had an impact on the careers of functional positions for FISH UNESA lecturers who had difficulty obtaining functional positions because the research roadmap was unclear and until 2021 it was proven that FISH UNESA had only three lecturers with professor functional positions. Analysis and mapping of education personnel are important to do to create an effective and efficient government administration to work professionally. However, in reality, the expected professionalism has not been fully realized due to a

mismatch between the employee's competence and the position occupied, this is due to the composition of the employee's expertise that is not proportional. The distribution of employees who do not refer to the actual needs of the organization causes the accumulation of employees in one unit without a clear job and results in a lack of employees in other units. To overcome this, it is necessary to improve the implementation of personnel management in a better direction, directed, has a clear pattern, and is sustainable.

One of the components that are urgently needed to be regulated at this time is the planning of the formation of civil servants because so far the formation of civil servants has not been fully carried out to meet the needs of the organization. Concerning planning the formation of civil servants, there are three articles which mandate that a civil servant is: a person who sits in a position; Needed because of the workload of the organization; placed and developed to perform the duties as described in the job description; utilized to obtain work results as targeted by the position. These articles include Law Number 43 of 1999 Article 1 paragraph 1, Article 15 paragraph 1, and Article 17 paragraph 1. Therefore, the planning for the formation of civil servants must be based on the results of the calculation of the workload of the organization so that the employee formation that has been prepared can meet the organization's needs for the

implementation of organizational tasks in supporting the achievement of its vision and mission.

To comply with the provisions of the legislation, FISH Unesa has conducted an analysis and mapping of educational staff based on the workload for each position. So with this data on the needs of education personnel, FISH Unesa can submit the needs of education personnel to universities according to the needs in each position.

D. Conclusions and Suggestions

Conclusions

The UNESA FISH Strategic Plan 2020-2024 is prepared in a 5-year period, which is a medium-term strategic plan. The FISH Strategic Plan is a plan that is the elaboration of the university's mid-term plan. The directions and strategies and achievement indicators contained in the UNESA FISH Strategic Plan document refer to the directions and strategies as well as achievement indicators for the University Rentsra.

This research has succeeded in developing the Master Plan for Research Development and Community Service FISH UNESA for 2020-2024. RIP Research and PKM FISH UNESA has referred to RIP Research and PKM LPPM UNESA and the Strategic Plan of the Ministry of Education and Culture for 2020-2024. RIP Research and PKM FISH UNESA contains priorities, themes, and focus of research and community service. The priorities, themes, and focus of research and community service in the UNESA FISH environment cannot be

separated from the policies of the UNESA LPPM and the Ministry of Education and Culture. RIP Research and PKM FISH UNESA has also developed a research and community service model based on UNESA's excellence, namely sports and health sciences, disability, arts and culture, science and technology, social and humanities, and education.

FISH UNESA has compiled an analysis and mapping of human resources, both lecturers and education staff. Lecturer analysis and mapping are based on knowledge associations in their respective fields of study. With this kind of analysis and mapping of lecturers, the Faculty will have a roadmap of lecturer needs in five years. FISH UNESA has data and roadmaps for employee needs in each position for five years. FISH UNESA also has data on employee needs for five years (2021-2025). With this data on the needs of education personnel, FISH UNESA can submit the needs of education personnel to the university according to the needs of each position.

Suggestions

This research is development research that develops the FISH UNESA Strategic Plan for 2020-2024, the Master Plan for Research and Community Service Development for FISH UNESA for 2021- 2025, and Analysis and Mapping of Human Resources (HR) for FISH UNESA for 2021-2025. As planning documents, these three documents should be used as a

reference for FISH leaders in making decisions and carrying out faculty developments.

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