



## Reconstruction of the Performance Management System of Legal Entity Higher Education Institutions (PTN-BH) Using the SMART Model: A Strategic Approach to Achieving World-Class Higher Education Status

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### Abstract

The change in status of a Higher Education Institution (PT) to a PTN BH is road going to independence in exploit Resources owned in a way creative and innovative in build Human Resources in Indonesia. In addition, PTNBH is also required own good reputation in ranking national or international. In order to reach objective mentioned, required management institutional apply system management guaranteed performance development sustainable. In addition, the system management developed performance No Again absorption oriented budget, but also optimization budget (efficiency and efficiency). Reconstruction system management performance in study This use SMART approach (Specific, Measurable, Achievable, Relevant, and Time- bound). The approach used in this research This is Research and Development (RnD). Stages study This is (1) stage Study introduction (data collection); (2) stage preparation of grand design; (3) trial stage expert and scale limited; (4) trial and refinement stage scale big. Data is already obtained from results trials will done analysis descriptive For get material as analysis research. Based on model test results obtained results that based on three aspect that is appearance, materials and benefits assessed very well by the work unit leader and capable make it easier time planning in compile plan activities and budget year walk.

## Rekonstruksi Sistem Manajemen Kinerja Perguruan Tinggi Negeri Berbadan Hukum (PTN-BH) Menggunakan Model SMART: Sebuah Pendekatan Strategis untuk Mencapai Status Perguruan Tinggi Kelas Dunia

### Abstract

Perubahan status Perguruan Tinggi (PT) menjadi PTN BH merupakan jalan menuju kemandirian dalam mengeksploitasi Sumber Daya yang dimiliki secara kreatif dan inovatif dalam membangun Sumber Daya Manusia di Indonesia. Selain itu, PTNBH juga di tuntut memiliki reputasi yang baik pada pemeringkatan nasional maupun internasional. Dalam rangka mencapai tujuan tersebut, diperlukan manajemen kelembagaan menerapkan sistem manajemen kinerja yang terjamin pembangunan berkelanjutan. Selain itu, sistem manajemen kinerja yang dikembangkan tidak lagi berorientasi pada penyerapan anggaran, tetapi juga optimalisasi anggaran (efisiensi dan efisiensi). Rekonstruksi sistem manajemen kinerja dalam penelitian ini menggunakan Pendekatan SMART (Spesifik, Terukur, Dapat Dicapai, Relevan, dan Terikat Waktu). Pendekatan yang dilakukan pada penelitian ini adalah Riset and Development (RnD). Tahapan penelitian ini adalah (1) tahap belajar pendahuluan (pengumpulan data); (2) tahap penyusunan grand desain; (3) tahap uji coba ahli dan skala terbatas; (4) tahap uji coba dan penyempurnaan skala besar. Data sudah didapatkan dari hasil ujicoba akan dilakukan analisa deskriptif untuk mendapatkan bahan sebagai analisa penelitian. Berdasarkan hasil uji model didapatkan hasil bahwa berdasarkan tiga aspek yaitu tampilan, bahan dan manfaat dinilai sangat baik oleh pimpinan unit kerja dan mampu memu dahkan waktu perencanaan dalam menyusun rencana kegiatan dan anggaran tahun berjalan.

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The change in status from Public Service Agency (BLU) to Legal Entity Higher Education Institution (PTN-BH) has a fundamental impact on the management of Higher Education Institutions (PT). The PTN-BH status has consequences for the main tasks and responsibilities of the PT academic community towards a World Class University. Darlis (2023) explains that students of State Universities with PTNBH status are given the freedom to organize higher education autonomously in order to produce quality higher education. Improving the quality of higher education certainly requires a commitment to teaching and research (Boyer 1990; Massey & Wilger 1995; Fairweather 1996, 1997).

Therefore, the quality of the organization as assessed through performance is an important issue in ensuring sustainable development (sustainability). (Wadsworth 1994; Grant 1998; Hearn 1999; Altbach 2000; Gillespie 2002; Kaiser & Neilson, 2003). Robbins et al. (2017) explain that planning is a crucial element in achieving organizational performance (performance management). The performance management system model applied will greatly affect the organization's ability to manage resources. (Mintzberg & Lampel, 2008; Greenberg & Baron, 2008; Kreitner & Kinicki (2019). Performance Management System is a structured approach used by organizations to plan, measure, and manage performance in accordance with overall organizational goals (Armstrong & Baron, 2017; Bacal 2012).

The approach used in the reconstruction of the Performance Management System in this study uses the SMART model. The SMART model in planning is largely based on effective goal achievement (Doran 1981; Locke & Latham 2002; Armstrong, 2012). Through SMART planning, an organization will be able to use resources efficiently and will directly make a positive contribution to improving organizational

performance (Maloney & Singh, 2019). PTN-BH has a very different basic pattern of institutional management compared to PT with BLU status. PTN-BH status means that PT must be able to achieve goals with consequences for the effectiveness and efficiency of resource use. Based on the explanation above, a study is needed that is able to produce a performance-based institutional management model in order to ensure that all resources contribute to PT's achievements.

The SMART method consists of from specific and measurable variables (Specific and Measurable), can attainable and realistic, relevant and binding time (relevant and timely). Allen & Meyer (2013) explain components SMART measurement as following.

- a. Specific means explaining the objectives clearly related to the targets to be achieved.
- b. Measurable means a concrete measure such as how big or when a target can be known to have been achieved.
- c. Realistic means emphasizing whether a set target is realistic to achieve. Targets can be demotivators if they are too far from the standard, therefore performance must be realistic to be achieved by the work unit.
- d. Relevant means that the indicator is relevant to management, superiors, or the company as a whole.
- e. Timely means that the indicator must have a time limit to start and complete the goal. This calculation can be explained by dividing the strategy into short-term strategy, medium-term strategy, and long-term strategy.

Research that examines Higher Education as PTNBH is very rare. On the other hand, the need to provide scientific thinking contributions for PT in developing the reputation of universities in the future is absolutely necessary. Therefore, this research is very important to be carried out in order to strengthen the institution of PT as PTBH as well as to become a foundation towards a

world-class university. Through the performance management system model, it is hoped that PT will be able to optimize the potential of its resources and be able to compete nationally and internationally. Through healthy institutional performance, it will be able to become a catalyst for the goals of PT in order to educate the academic community and the Indonesian people.

## METHOD

### Research approach

In order to finish research, approach research used is Research and Development (R&D). Borg and Gall (1983:772), research and development (R&D) contains guidelines systematic about method researcher operate procedure for ensure that the products they make fulfil standard feasibility. The research stages are explained as follows.

#### a. *Stages studies introduction*

Activity studies introduction done in two activities. Activities First is study theory and basis PTN-BH law. Furthermore, the document institutions, including report planning and performance, as well as studies field from PTN-BH will analyzed. The results of the study introduction will produce conclusion that Universities that have changing status to PTNBH requires a performance model new in frame answer internal challenges and the process towards World Class University.

#### b. *Stages of preparing a grand design*

Based on the results study introduction, rare furthermore is Conduct an analysis of management required performance by PTNBH. Reconstruction of the performance model at PTNBH is useful in produce a performance management system design big with SMART approach (Specific, Measurable, Achievable, Relevant and Time-bound).

#### c. *Trial stages expert and limited scale*

The model that has been formed test is required from experts and trials scale limited before conducted a trial scale big. Before conducted a trial from expert, then moreover formerly validity and reliability tests were conducted. Trial by experts done For verify design medium big developed. The final step in the stage This is researcher will continue with trial scale limited.

#### d. *Trial stages scale big*

Stage final after passing the scale test limited is a trial scale big. Trial scale big in study This involving 36 units work. Trial results This will become base For start the refinement process before the official model used.

### Data Types and Analysis

Data analysis was performed in frame analyze results trials expert, trial scale limited or trial scale big. Research This use leader or Treasurer Manager Finance (BPP) in 36 work units, including faculty and non- faculty units. This study use a number of technique data analysis, namely:

- Validity test, in study This is used to test the validity of the construct, the formula used is the product moment formula.
- Reliability test, testing reliability conducted using the Cronbach alpha formula (Sukmadinata, 2011). The results of the reliability test in this study were declared reliable if the resulting alpha was  $>$  the critical reliability number (Santoso, 2001).
- Analysis Descriptive, Descriptive analysis done For explain results study based on the data that has been obtained

## RESULTS AND DISCUSSION

### SMART Based Planning Model

Planning model SMART based is approach planning that ensures that objective or targets set fulfil SMART criteria, so that planning become more effective and can implemented with good. By using the SMART-based planning model,

organizations can ensure that the planning is focused, measurable, realistic, and can be implemented well. This can increase effectiveness and efficiency in achieving organizational goals. Reconstruction of the performance-based planning model with the SMART method provides a clear and structured framework for achieving the strategic goals of law colleges. The application of the SMART method can improve the effectiveness and efficiency of planning and ensure optimal use of resources. Recommendations include concrete steps to adopt this model as well as sustainable development plans and capacity building in performance planning and evaluation. The following is a reconstruction of the SMART-based planning model for PT as a PTNBH

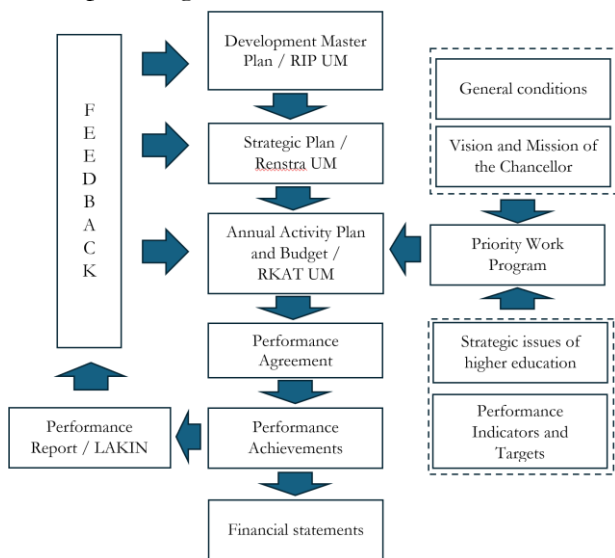


Figure 1. University planning model

SMART model planning, in addition to being able to formulate measurable performance indicators, also emphasizes budgeting that links funding to desired performance achievements or outcomes. By implementing performance-based budgeting, organizations can increase the effectiveness of budget use and encourage improved performance in achieving organizational goals. With this approach, legal entities can ensure that each target set is clear, measurable, realistic, relevant, and achievable

within a certain period of time, so that it can improve the performance and competitiveness of the institution as a whole. The following is a description of each stage of the SMART-based PT planning model as a PTNBH

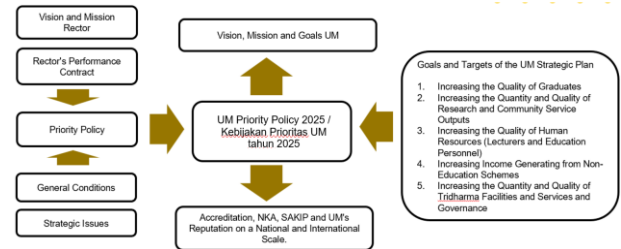


Figure 2. University work program framework

Work program designed by the college tall is indicator achievement term short college designed height for fulfil vision, mission and goals college tall in long-term. Formulated work program will leave from policy priorities set leader college high in the coming year come. In formulated policy priority, college tall refer to for 4 components namely; (1) Vision and Mission of the Chancellor, (2) Contract performance Chancellor, (3) Conditions general Higher Education and (4) Strategic issues that have been determined by the institution high. In the long-term long win work program naturally will answer objective from plan, and in work program term short must answer

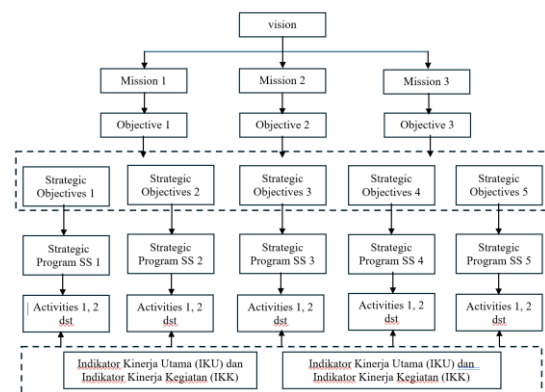


Figure 3. Framework for implementing university vision and mission strategies

Reconstruction of performance-based planning using the SMART model provides a clear and structured framework to achieve the

strategic goals of law colleges. The SMART approach in this planning model provides clear measurement standards for the performance indicators to be prepared. Planning using the SMART model approach produces clear and targeted targets, with objective assessment criteria. The application of the SMART model can increase the effectiveness and efficiency of planning and ensure optimal utilization of resources. The recommendations provided include concrete steps for implementing this model as well as sustainable development plans and capacity building in performance planning and evaluation.

#### a. Model testing

Model testing conducted in the study This done For test reliability and validity questionnaire, validity team expert, and level media reception.

##### 1) *Validity and reliability test questionnaire:*

Validity test show how valid is the tool measuring for measure value. Validity of instrument items can rated with compare index Pearson Product Moment correlation with level significance 5% with mark critical. Validity and reliability test shared into two categories: experts and users. The results of the validity test expert show that all questionnaire items experts, including PT work unit leader, has mark probability (sig) less from 0.05. Therefore that, all questionnaire items expert is valid.

Reliability testing tools used in study This is Cronbach's Alpha. The test results show that variables in questionnaire own Cronbach's Alpha coefficient is higher big from 0.6. Therefore that, can considered that test tools used in the questionnaire experts and work unit leaders the can reliable.

##### 2) *Evaluation expert*

Sugiyono (2013:168) stated that a valid instrument means a measuring tool that can be used to measure what should be measured. The results of

expert tests related to the assessment to assess the SMART-based planning model are as follows.

**Table 1 Results of expert learning media assessment**

Variables	Acceptance Score	Information
Contents	70.9 %	Good
View	75.8%	Good

Results of expert learning media assessment show figures above 60 %. Data Analysis Results This show that two elements evaluation that is aspect The content and appearance of the SMART model are assessed as a planning model education good height and can increase performance as well as efficiency use budget. Thus, the experts in this study agreed to accept that the SMART model can be implemented in universities as a planning tool.

##### 3) *Model acceptance level test*

Testing activities on Acceptance of the model by the work unit planning team is carried out to determine whether the planning team is satisfied and assisted in preparing the current year's activity and budget plans. The results of the model assessment by users are described in table following.

**Table 2. Results of model acceptance test**

Variables	Acceptance Score	Information
Appearance	85.3%	Reliable
Material	85.7%	Reliable
Profit	84.5%	Reliable

Based on the analysis in table 2, it is known that that score acceptance of the SMART model that has been built its value more from 80%. Test results show that, based on three element including appearance, material and benefits accepted with good at the moment model testing. The results of this data analysis show that this model can help team planner make budget and plan activity for year front.

## CONCLUSION

The SMART-based planning model is an effective approach that helps universities, especially

PTNBH, to formulate specific, measurable, achievable, relevant, and time-bound goals. By implementing this model, universities can improve the effectiveness and efficiency of planning and ensure that resources are used optimally. This approach also allows universities to develop work programs that are in line with the long-term Development Master Plan, as well as answer the needs to become a world-class university. The results of testing the SMART-based planning model for PTNBH show that, based on three elements, namely appearance, material, and benefits, it is considered very good by the head of the work unit. This also shows that this model is able to help the planning team create activity plans and budgets for the current year.

Overall, the application of the smart model in the strategic planning of higher education institutions will encourage the effectiveness of resource utilization in improving the performance and competitiveness of higher education institutions at the national and international levels. Although the test results show that the smart-based planning model is considered very good, the results of this study cannot be immediately applied to all PTNBH in Indonesia, this is because each higher education institution has a different organizational culture, resources, and environmental context.

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