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Model of the Empowerment of Change Management Governance Based in the Higher Education Quality

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Abstract

The change management in higher education governance is able to adapt into a global change of businesses and sustainable technologies. This study aims to assess the empowerment profile-based on the change management governance quality. This research uses quantitative method to collecting data and documentation by triangulation technique to determine the main factors of quality policy, mechanism of reference preparation theory to fit theoretical reference and quality guarantee. The results show that there are changes of quality based on the governance management because of the main factor or the quality target indicators. The next result is the leadership variable which is main factor in accountable management, which of the good indicators to assess the overall management of universities proven indirectly to have is one a positive impact on changes in the performance of higher education management. This shows evidence that universities must consider the implementation of visionary leadership factors to improve the performance of university management.

Keywords : Empowerment, leadership, Management Change, Governance, and Quality

Modelo de Empoderamiento de la Gestión del Cambio de Gobierno Basado en la Calidad de la Educación Superior

Resumen

La gestión del cambio en la gobernanza de la educación superior puede adaptarse a un cambio global de empresas y tecnologías sostenibles. Este estudio tiene como objetivo evaluar el perfil de empoderamiento basado en la calidad de la gestión de la gestión del cambio. Esta investigación utiliza un método cuantitativo para recopilar datos y documentación mediante la técnica de triangulación para determinar los principales factores de la política de calidad, el mecanismo de la teoría de preparación de referencia para ajustarse a la referencia teórica y la garantía de calidad. Los resultados muestran que hay cambios de calidad basados en la gestión de la gobernanza debido al factor principal o los indicadores del objetivo de calidad. El siguiente resultado es la variable de liderazgo, que es el factor principal en la gestión responsable, cuál de los buenos indicadores para evaluar la gestión general de las universidades indirectamente tiene un impacto positivo en los cambios en el desempeño de la gestión de la educación superior. Esto muestra evidencia de que las universidades deben considerar la implementación de factores de liderazgo visionarios para mejorar el desempeño de la gestión universitaria.

Palabras clave: Empoderamiento, liderazgo, cambio de gestión, gobernanza y calidad.

1. INTRODUCTION

A College that conducts the adjustment adaptation, and responds to the civilization challenge by designing, planning, and ensuring the quality, is a college that commits to win the global competition. Transformation of College role because of globalization effect, resource scarcity, rapid and fast development of science and technology, and entrepreneurial culture [1]. Quality design in Indonesia is regulated through government regulations no. 19 of 2005 about National Standard of Education in purpose to ensure national education quality to educate the nations and to build national dignified character.

Higher Education Quality In Private Colleges in Lampung together with

other colleges might construct a quality guarantee foundation of colleges in order to take responsible of achievement of quality. Higher Education Quality In Private Colleges is one of the biggest colleges in Lampung that is chosen to be an object in this research. According to the visions, Higher Education Quality In Private Colleges has commitment of leadership and all of the faculty member (*civitas academica*) to give quality education service based on the customer standard requirements, stakeholder, college regulation, supervise, measure, and continuously increase toward the quality management system. Aspects of concern in order to enhance the quality are policy of education, research and community service.

The expected quality performance is related to quality indicators that have not optimal yet, and this is noticeable by quality handling in Higher Education Quality In Private Colleges, it can be seen through Higher Education Quality In Private Colleges visions and missions, to reach academic excellence nationally and internationally and to become a world famous university in 2023. The relation of quality performance is linked to 7 quality targets in quality policy, but there is no integration among the relation. It is not included the citation indexes yet, the quality performance is not reach yet, and the weaknesses in quality policies. This study is entitled: "Model of the Empowerment of Change Management Governance Based In the Higher Education Quality".

2. LITERATURE REVIEW

Empowerment offers an empowerment model that can be developed in an organization to ensure the successful process of empowerment in an organization.[2]. The empowerment Models are 1) Desire, 2) Trust, 3) Confident, 4) Credibility, 5) Accountability, and 6) Communication.

Good Governance. UNDP (United Nations Development Program) describe 6 indicators for a successful governance, there are engage; transparent and responsible; effective and fair; guarantee the rule of law; guarantee the political, social, and economy priority according to society consensus; concern on the weakest in decision making. [3]

Organization change management is linked to phase series. He said that model design of change management is 'Kotter's Model of Change' arranged by the steps to lead organization change, these steps are: emphasize the need for change, create steering coalition, develop vision and strategy, communicate vision change, strengthen the wider action, collect the short term changes, combine the achievement and the result for the next change, and embed new approach in organization culture.[4]

Quality is the main factor in college change. Quality is not only reaching

the client expectation, but also the effort to reach the client expectation is not approaching by the same way, but in varies and controllable. Edward Sallis said that quality can be used as absolute and also relative concept toward the quality to make high level goods or service and cannot be rivaled by the others because of the perfection, attribute for the users, and give different value according to the state of the users. [5]

College Quality. College quality is purposed to make different benefit constituents to interpret quality as the expertise of the graduate that will make the graduates got a good job and high income. [6]

Five quality approaches about the college are: 1) exceptional; 2) perfection; 3) fitness for purpose; 4) value for money; and 5) transformative. Garvin, in Siklos Balazs (2007), grouped the quality concept into 5 classification, those are: Transcendet; 2) product-based definition; 3) user-based definition; 4) manufacturing-based definition, and; 5) value-based definition. [7]. Menurut Jones (2001), peningkatan kinerja organisasi dapat ditunjukkan kepada beberapa target perubahan, yaitu 1) sumberdaya manusia; 2) sumberdaya fungsional; 3) kemampuan teknologi; dan 4) struktur organisasi [8]. According to [2], improving organizational performance can be shown to several change targets, namely 1) human resources; 2) functional resources; 3) technological capabilities; and 4) organizational structure . Leadership is a crucial component to the success of TQM. Leadership is essential ingredient in TQM. Leaders must have vition, clear policies and specific goals [9]. Whereas [10] states that: “whether or not quality is achieved, higher education is expected to be determined by the quality of the lecturers of higher education in each field of study.

3. RESEARCH METHODOLOGY

Methods. Data collecting methods are:

Literature Review

Literature review is done to study about the empowerment model of management change of governance in Lampung. This study is wide because of the distinguished colleges in province of Lampung is spread throughout the region.

Interview

Data collecting about the problems of profile and superiority of each college and spread the questionnaires and also focus group discussion (FGD) to the education expert. While indicator design of quality performance of this research is include in five groups, there are: 1) education, 2) expert service, 3) human resources, 4) student, 5) quality of management service.

Method and Process Stages

In this data were collected as many data as possible and understand the condition of higher education, information system conditions, and document master plan information systems and analyze internal and external factors that affect the implementation of information systems at the Higher Education Institution in L2dikti and analyze with SWOT analysis so obtained change management programs.

SWOT analysis carried out on internal factors are all internal resources, namely: human resources, technology, and investment both those that resisting forces and driving forces. Likewise for external parties are all parties outside the project such as user / user, board of director, project owner. External and internal factors will be crossed between Strategies versus Opposition (SO), Weakness vs Oppurtunities (WO), Strength vs. Threats (ST), and Weakness vs. Threats (WT), which produce change management strategy programs. Selection of the results of the SWOT analysis of change management strategy programs must be carried out, due to the large number of results obtained using the eligibility criteria. The results of selected change management strategy programs are grouped using the theory of Kurt Lewin in three groups, namely: Unfreezing, Movement, and Refreezing, then grouped based on 8 levels of John Kotter's theory.

4. RESULT AND DISCUSSION

The results are contained of 2 main parts; there are research discovery, and discussion of the result. Discovery of this research is the achievement of quality guarantee change that showed by quality target achievement from implementation of quality policy (table 1). Discussion is about the method. Quality concept in College describe as follows:

Design of quality policy as an effort to reach the purpose, vision and missions.

The effort to reach the college purposes, vision, and missions is refers to a concept of change management research (Kult Lewin). The change is planned in three phase, 1) unfreezing; 2) changing; and 3) re-freezing.

1. Empowerment model to the Human resources
Empowerment concept is a part of motivate principles of change of col-

lege or university, this change is linked to : 1) encourage the participation and dissemination; (2) foster self-reliance and prudence, (3) support the structure, and (4) support group involvement, and (5) build the completion and avoid disputes. Empowerment form of quality based college is quality improvement through lecturer empowerment, such as 1) New experiences; 2) Improvement of academic capability; 3) Improvement of teaching capability; 4) Capability improvement of community service; 5) Improvement of management capability; 6) Knowledge about student; 7) expansion of association and knowledge. The planning and details of lecturer empowerment program : 1) Lecturer empowerment planning; 2) Details in lecturer empowerment program; 3) join program; 4) Great target, with small beginning; 5) Involve all the lecturers in the empowerment plan; 6) start with the big empowerment, which are likely to succeed; 7) Monitoring and evaluation the lecturer empowerment program.

2. Phases of Quality Policy Implementation

There are several phases in quality policy implementation (Kult Lewin), unfreezing, changing, and re-freezing. Each phase is include of several stage as follow : 1) unfreezing ; SK SPMI, SK Internal SPM, SK GKM, Workshop SPM, Quality SK and Workshop; 2) changing; SPM quality commission periodically meeting, quality socialization, SPM-GKM consolidation, early PDCA, Conflict management via expert group, the changes level institute and assessment, and 3) Re-freezing; Quality control group initiate the quality derivative, PDCA, strengthen the resource of expert group, strengthen the SPMI and GKM, and technology based information system.

3. Analysis of Main Factor in Implementation of Quality Policy

Supporting factors of quality policy implementation in this research are: a) Management Change of Good Governance. Generally governance principles are in accordance to the regulation, international best practice, and recommendation from College rules. This document updated every six months and the update document and previous version, is available in the previous subsection. The management Governance will be changed and supported by a valid document to build an academic culture. A good governance of higher education is required to build public trust and the result can be implemented in each region with co-workers. The main factor in this quality-based change management is the partner who would

share about vision in quality. After the implementation of quality policy, there are several significant change, a) direct to shared vision in quality through targeted quality indicators; and b) direct to cohesiveness and synergy in team work of expert group; c) continuous quality improvement through PDCA cycle. Informatics and Business Institute Darmajaya, quality management focuses on structure, PDCA, and Shared Vision to increase strategy partially, and priority in education (teaching) and focus on quality achievement before (based on evaluation). Higher Education Quality In Private Colleges

Table 1. Quality-based governance management change by main factor

No.	Before quality policy implementation	Main factor in quality based management	After quality policy implementation
1	<p>Quality accomplishment is under the authority of Vice Rector 1;</p> <p>Representative management on quality is under the authority of Vice Rector;</p> <p>Quality programs is limited according to quality policy.</p>	<p>Quality structure</p>	<p>Quality accomplishment is under the authority of the leadership of IBI Darmajaya;</p> <p>Representative management on quality is conduct by internal quality assurance unit (SPMI) in institute level and quality control (GKM) in level of faculty/program study/ unit;</p> <p>The quality programs is spread on each structure knot, according to quality policy.</p>
2	<p>Teaching method is not centered at the student, empowerment effort help the lecturers to improve their capability in education; there is no supporting system yet to encourage lecturers in research, knowledge improvement, experience, research publication and scientific journal, participation in seminars of scientific meetings, research collaboration with various parties, communication to researchers, and the outstanding lecturers awards; yet awakening of community which is reflected by explanation about the community service by college and why the community service should be conduct. Training for the lecturers about community service, describe about the policy, rule/regulation about community service and the available chance and how to propose the community service, and reward for the outstanding lecturer/student in community service.</p>	<p>Empowerment</p>	<p>Problem-solving based leaning model and centered in student; research atmosphere is built and e-governance in community service and model of reward system to outstanding researcher and punishment for passive lecturers.</p>

3	The lack of shared vision in quality; tend to make sense of something by individual interpretation and undirected;	Shared vision in quality partner	Leads to shared vision in quality through the quality field and directed quality indicators;
	Tend to accentuate individual interest		Leads to cohesiveness and synergy in expert group team work.
4	Partial strategy improvement, accentuate the education field, and focus on prior quality achievement (based on evaluation and experience)	Quality improvement strategy through PDCA cycle	Continuous quality improvement oriented and integrated, and can be measured (based on planning and purpose)
5	Technology based information system implemented to academic affair, human resource, tuition fee, and asset information;	Technology	Information resource unit have a role to encourage and to assist the development of IBI Darmajaya as center of knowledge and community based on information technology;
	Yet updating the website		Service quality management based on ICT about student grade, tuition fee access, research and community service, new student registration, and library and also society service.

Source : Data Processed

Before quality policy implementation, quality change design is modified to be quality improvement strategy through PDCA cycle. After the implementation of quality policy oriented in continuous quality improvement, integrated, and can be measured based on planning and purpose.

Quality structure

New structure involvement support the strategy of quality policy implementation of IBI Darmajaya ini organization study, structure will produce two changes: (1) spreading of authority, and (2) formulation level in position addition.

Empowerment

Empowerment supports the employees to participate and involve in organization activity.

People

The main factor of quality based management change before implementation of quality policy a) the lack of shared vision in quality, tend to define quality through individual interpretation, undirected, b) tending to accentuate individual interests.

Quality improvement strategy through PDCA cycle

Effort of continuous quality improvement, development path and quality development implementation In Private Colleges follow the chart cycle

also known as PDCA cycle.

Technology

According to Rector after implementation of quality policy direction changes into a) information source unit is take more role to strengthen to help higher education quality in private colleges

Dimension Dynamics Change Management Strategy

In the framework of building quality tertiary institutions that have a good reputation, higher education institutions must have adequate governance, organization, management and leadership. One of the main factors in building changes in management towards world-class university. The change in quality management is based on the strategy of the university leadership management factor which is right before the implementation of quality policy and after the implementation of quality policy in the information age. Strategy was carried out through the dimensions of management and appropriate leadership related to the potential of higher education can be maximized to achieve its objectives. The changes in management and leadership strategies are as follows: (i) previous learning process is fully face-to-face (classical) and teacher-centered, after which it starts using learning and student-centered; (ii) communication (lecturers - students, between lecturers, administrators - education staff) was previously more formal and through letters or oral, while afterwards it was more fluid and on-demand and through online media; (iii) previous administration of manual and paper based administration, and afterwards electronic and digital formats; and (iv) strategic planning and retrieval previously inward looking and sufficiently supported by limited data while the content is outward looking, in a network context, and requires complex data (internal and external) and integrated. Visionary leadership variables and lecturer performance are changes in human resources. The efforts to create high-quality tertiary institutions so that visionary leadership and lecturer performance need to get more attention from universities, this is in line with [3] which leadership is essential component of the success of TQM in TQM . Leaders of must have vision and clear policies and specific goals.

Table 2.
Achievement of quality target based on main indicators

No	Indicator	Baseline	End-Point
1	Average incoming student test score	30,15	55,00
2	Average student s TOEFL-like score	400	475
3	Graduates GPA \geq 3,00: Out of All graduates	(a) 60%, (b) 10%	65% 15%
	Out of all students at the same <i>batch</i> scale of 1,00– 4,00		
4	Average of graduates length of study (months)	52,44	48,00
5	Average of graduates waiting time for first jobs (months)	5,14	4,50
6	Ratio output and input	11, 86	50,00
7	Average of graduates first jobs (x Rp. 1.000/months)	1.700	2.000
8	On time graduate of S1 and S2	60%	70%
9	S1 graduates get jobs in the first year after graduation	65%	75%
10	Lecturers performance index minimum > 3,00 (scale of 1,00 – 4,00)	50%	60%
11	Increase ratio of Doctoral lecturers	10%	15%
12	Minimum effect of improvement program on quality management per year	40%	50%
13	<i>Learning Development, Research and Community Services Departement (LP4M)</i>	Clater Binaan	Cluster Madya
14	Accreditation of MM	C accredited	B accredited

Source: quality policy

Achievement benchmarks of main indicator are internal quality assurance system as a way to solve various problems in higher education in Indonesia, as well as in IBI Darmajaya. Besides that, internal quality assurance system can also take challenge of higher education. Higher education quality assurance are (1) establishment process and compliance quality standard of education consistently and continuously to reach customers' satisfaction, and (2) process to guarantee the quality of graduate based on specified competence so the quality can be maintained consistently and continuously. In other words, to qualified college is able to define and realize its vision through its mission (deductive aspect), and also able to fulfill stakeholders' needs (inductive aspect) including society needs, industry, and professional. College has to make plan, run, and control quality achievement process

Achievement based on quality target indicator

Based on the participation in education, time after time, status of student has changed. Formerly status student just as protégé or disciple and then changed to be learners, so in new paradigm of higher education management, role and status of student now change to be client of the college. It

means, in new paradigm, as client, student together the society and other users are party that has to be satisfied by college. The leader should pro-active to socialize change of paradigm to whole civitas academica. Here is described paradigm link and discovery according to quality target, i.e :

- (1) Education Aspect. This aspect encourages and facilitate department to set and evaluate curriculum, learning and academic atmosphere according to education model on external standard.
- (2) Research aspect. Research aspect is refer to regulations' components standardization; work program of research center, research (planning, action, control, report, and evaluation);
- (3) Group of expert service and community service. Standardization of regulations' components in a work community program service center; and program execution; publication of research and community service result; tools; and administration of information system.
- (4) Group of human resource. The requirements are 1) regulation 2) leadership 3) lecturer 4) Academic support staff
- (5) Group of student affair, include (a) average satisfaction level on service of student center in scale 1- 4, (b) ratio of bright team of student in national or international competition, and (c) ratio amount of outstanding student and scholarship in bachelor degree each year.

5. CONCLUSION

Empowerment model of human resource in college in case to improve lecturers' ability in education and teaching, research and community service through empowerment; desire, trust, confident, credibility, accountability, communication, and participate by ability, will, and chance. Implementation model in college based on delegation of management and involving the worker; conduct the empowerment by build trust cross-management; important job delegation to employee, dig idea and recommendation from employee, expand job and build network inter-department, and provide job instruction schedule to encourage a good completion; seeing employee as a strategic partner, target improvement in all job, introduction of individual initiative to do change through participation, solving different problem to define target and priority; using training path to evaluate employee's performance, giving clear task and criteria, involving employee in determine standard and criteria, suggest for help to the employees to finish their job, taking the time to get information and open discuss about various problem, and making chance for cross-training; increasing proud or disappoint on success college over all, and not only proud or disappoint to job itself. Human resource empowerment expects compatible human

resource through participation of ability, will and chance.

The research show that the main factor of quality policy implementation include: quality structure, empowerment, partner of quality shared value, and quality improvement strategy through PDCA cycle and technology. There is a significant change of before and after quality policy implementation such as in the previous quality structure, quality accomplishment is hold under the authority of vice rector of academic, after implementation, quality accomplishment is hold by the authority of rector; empowerment change on problem solving based learning, and student-centered method; built an atmosphere of research and community service based on e-governance and also reward system model to the outstanding lecturers and punishment to the passive lecturers; direction reference according to shared vision about quality through field and indicators of quality; direct to cohesiveness and synergy in expert group teamwork; quality improvement through PDCA cycle oriented by continuous quality improvement, integrated and measurable (based on planning and purpose); and information source unit strengthen and help in development of knowledge center and community based on information technology; ICT-based quality management service in grade service, tuition fee, research and community service access, student registration, library, and society service.

Supporting factor of quality policy: 1) new structure; 2) empowerment; 3) governance management change; and 4) partner; and 5) PDCA cycle. Continuous quality improvement through PDCA cycle: 1) as monitoring tool to confirm quality improvement progress; 2) as management tool to estimate time efficiently; 3) as a tool to improve work productivity. Good governance;

Achievement based on research indicator; education aspect; this aspect encourage and facilitate each department to arrange and evaluate the curriculum, learning and academic atmosphere based on education model over external standard. Department set the curriculum that relevant to scope and material, organize to encourage hard skill and soft skill; Group of research is required to standardize the regulations' components; research center work program; research (planning, action, control, report, and evaluation); publication of research result, seminars and conference; literature tools (OHP, laboratory, etc); and administration of research center information system. While effort to improve the quality is recommended to management to fix previous weakness; improvement of relation with entrepreneurship and other institution; literature renewing; lecturer's capability improvement, etc; group of expert service and community service. Standardization of

regulations' components; work program of community service center; and implementation of the program; publication for research and community service result; tools and in formations system administration. The effort to improve quality of community service recommendation to management to fix the previous weakness; improve the relation with entrepreneurship and other institution; renewing the method; manager capability improvement, etc; Group of human resource. The requirements are 1) regulation (employee affair, college employee, college employee guidance, and position analysis in college); 2) leadership (proviso about college leadership in each level, management and unit, appointment, empowerment system, such as : pro-position training, training in position and welfare); (3) lecturer (proviso about lecturers, including ration of lecturer and student, lecturer appointment, empowerment system, such as pre-position training, training in position and welfare); (4) Academic support staff (proviso about academic support staffs in college, appointment, empowerment system, such as pre position training, training in position and welfare); Group of student affair, include (a) average satisfaction level on service of student center in scale 1- 4, (b) ratio of bright team of student in national or international competition, and (c) ratio amount of outstanding student and scholarship in bachelor degree each year. Student affair discover needs to standardized by several component, i.e. (1) identify primer customer of student, such as : requirement to enter college, national or local, registration procedure, primer customer's needs such as entrance test result, potency test result; and background information from registration; 2) placing (faculty choices should based on data; while the possibility of moving from the prior faculty according to data, without adding costs; (3) information system for customer include new student, etc Evaluation the result of quality policy implementation. Based on the assessment by Quality Assurance unit in Higher Education Quality In Private Colleges.

Bandar Lampung, can be concluded that the achieved results are suit the purpose of quality improvement program by comparing with specific benchmark. Benchmarking in higher education is used to reach target to be world Class University. Refers to Lavin, et al, about 4 criterias to be world class university, IBI Darmajaya, with several improvement based on quality policy implementation, will get acknowledgement as world class university in 2020-2025 through proper strategy and action.

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