

## DIAGNOSTIC STUDY: TRANSFORMING RESEARCH GOVERNANCE AT UNIVERSITAS JAMBI – A COMPARATIVE ANALYSIS WITH LPPM OF SEVERAL INDONESIAN UNIVERSITIES

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### Abstract

*The Tridharma of Higher Education, encompassing Education, Research, and Community Service, serves as the cornerstone of higher education's tripartite mission. These integral functions are interdependent and mutually reinforcing, positioning universities as pivotal institutions for fulfilling societal needs in terms of quality human resources, the generation of new knowledge, and providing solutions to a myriad of societal challenges. This study aims to engage in a comparative analysis with other higher education institutions involved in Research and Community Service (LPPM) - specifically USK, UB, UNPAD, and UNHAS - to enhance the performance and governance of UNJA's LPPM. The methodology employed in this research is an interview survey. The findings indicate that USK excels in supporting researchers, and offering substantial incentives. UNPAD is noted for its robust foundational data, which forms a critical basis for decision-making. Additionally, UNPAD ensures efficient facilitation of research activities and publication. The standout feature of UB is its user-friendly system, greatly simplifying processes for stakeholders. Finally, UNHAS is commended for its clear direction in research and service execution, alongside well-defined annual targets. This comparative study is instrumental in identifying best practices and potential areas for improvement in UNJA's LPPM, thereby contributing to the broader goal of enhancing the effectiveness of higher education institutions in fulfilling their Tri Dharma.*

**Keywords:** Diagnostics, Comparison, LPPM Governance

### Introduction

Higher education has three main functions known as the Tridharma of Higher Education, namely Education, Research and Community Service. The first function of higher education is to provide education and teaching to students. The second function of higher education is to carry out research and development of science and technology. Research is carried out with the aim of generating new knowledge and providing solutions to social and economic problems faced by society. Research results can be applied to various fields, such as health, technology, agriculture, economics, and others. The third function of higher education is to contribute and serve society through the application of the knowledge and skills possessed by higher education. These three functions are interrelated and support each other, so that universities are expected to be able to meet society's needs for quality human resources, new knowledge, and solutions to various problems faced by society (Yuliatwati, 2012).

The implementation of research at Jambi University is guided by Permenristekdikti No. 20/2018 concerning Research, Jambi University Strategic Plan 2020-2024, Chancellor's Regulation No. 7 of 2021 concerning Jambi University Quality Standards and Chancellor's Regulation No. 12 of 2022 concerning Reference Documents for Jambi University's Internal Quality Assurance System. In order to determine the direction of policy and implementation of research programs at the Institute for Research and Community Service (LP2M) Jambi University, it refers to the LPPM Research Master Plan (RIP). RIP LPPM was prepared to direct research by lecturers at Jambi University to become superior university research based on considerations of (1) University Senate Policy, (2) Strategic Plan (3) and UNJA Self-Evaluation, which is directed at research in the fields of food security, people's economics and environment. The RIP of the Jambi University Research Institute for 2010-2025 is divided into 3 stages with themes where each theme relies on 3 main pillars, namely: 1) Equity and expansion of access to research; 2) Improving research quality, relevance and competitiveness of research results; 3) Improved Governance, Accountability and Public Image of research.

These regulations were made in order to achieve research and service quality according to national standards, and so that service research can run well. So far, the implementation of research at Jambi University under the Institute for Research and Community Service (LPPM) has gone well, but efforts to improve and improve performance still need to be made. One effort to improve the performance and quality of research at Jambi University is to map the effectiveness and productivity of lecturers' research based on policy perspectives and service satisfaction in supporting Jambi University's performance achievements. Research needs to be carried out especially to map effectiveness and productivity in the 2018-2022 period. In each title funded by researchers, lecturers are required to show research performance in the form of output or research outcomes in accordance with their Technology Readiness Level (TKT). Based on observations, the

amount of research funds spent is still relatively small to produce research results in the form of publications, technology, models or policies that can be marketed or offered to partners. On the one hand, Jambi University has launched a future vision that must be achieved, namely to become a World Class Entrepreneurship University based on agroindustry and the environment. Of course, to achieve this vision, strategic policies, programs and procedures are needed that lead to this achievement, in this case the tridharma implemented by Jambi University must have an entrepreneurship-based approach. From the research aspect, both lecturers and research results must be used to strengthen the achievement of this vision, so empirically based information is needed on how research conducted by lecturers is related to accelerating the achievement of UNJA's vision.

Currently, in the Ministry of Education and Culture's Science & Technology Index data base, Unja has an overall sinta score of 312,476 while the 3 years sinta score is 176,695. From 2018-2022, the trend is that the number of publications and activities at Jambi University tends to increase. However, overall, the number of publications is not that large, especially when compared to other universities. Publication is one indicator, but it remains a parameter. Therefore, it is important to carry out a diagnostic regarding LPPM governance at UNJA during the 2018-2022 period so that it can be analyzed which parts must be optimized and which parts must be seriously improved. It is hoped that research and community service activities can have a real impact on the reputation of Jambi University at the national and international level.

## **Literature Review**

### **Institutional Dimensions in Higher Education Governance**

The fundamental question regarding whether an organization/unit carries out its roles and functions effectively, efficiently, and is able to respond to the demands of environmental changes and meet the needs of stakeholders ultimately boils down to an assessment of the performance achievements of the organization concerned. The level of performance achievement is the result of the working of various elements in an organization which include vision and mission, structure, leadership and processes that apply in an organization. All of these elements do not stand alone but are interrelated. For example, the achievement of the vision and mission-goals set depends on how the unit structure is built on performance targets to achieve the vision-mission-goals. Likewise, leadership elements determine how the vision-mission-goals are translated definitively to each member of the organization. For this reason, efforts to diagnose the role and function of the organization in achieving the set performance targets require an integrated approach.

In diagnosing the role and function of the organization in achieving performance, there are three dimensions, namely: (i) organizational dimensions which include vision, mission, goals and organizational structure; (ii) human resources dimensions consisting of leadership, relationships with stakeholders, human resources-work environment; and (iii) operational dimensions, namely strategic planning, process programs, assessment-analysis and results.

### **LPPM Regulations and Governance**

Based on Article 20 paragraph (2) of Law Number 20 of 2003 concerning the National Education System, universities are obliged to carry out and develop research and community service, in addition to education for the progress of the nation and state. Likewise, Article 60 of Law Number 14 of 2005 concerning Teachers and Lecturers states that in carrying out professional duties, lecturers are obliged to carry out the Tridharma of Higher Education, namely education, research and community service. Law Number 12 of 2012 concerning Higher Education also requires universities to implement the Tridharma of Higher Education, namely providing education, research and community service.

Universities in Indonesia have produced many innovations that have brought direct benefits to society. To obtain maximum results, the implementation of research and community service in higher education must be directed towards achieving certain goals and standards. In general, the objectives of research in higher education according to the 12th Edition of 2018 Research and Community Service Guidebook are:

1. Produce research in accordance with Permenristekdikti No. 44 of 2015 concerning National Higher Education Standards;
2. Guarantee the development of specific superior research;
3. Increase research capacity;
4. Achieve and improve quality according to targets and relevance of research results for Indonesian society;
5. Increase the dissemination of research results and protection of intellectual property nationally and internationally.

Furthermore, the objectives of community service in higher education are:

1. Carry out community service in accordance with Permenristekdikti No. 44 of 2015 concerning National Higher Education Standards;
2. Developing a community empowerment model;
3. Increase capacity for community service;
4. Providing solutions based on academic studies of the needs, challenges or problems faced by society, both directly and indirectly;

5. Carry out activities that are able to empower society at all strata, economically, politically, socially and culturally; And
6. Transferring technology, science and art to the community for the development of human dignity with gender equality and social inclusion as well as preserving natural resources.

Indonesia has several regulations that regulate the strengthening of research and development governance in higher education. These regulations regulate intellectual property, research output base, publications and foreign researchers. Policies related to intellectual property are regulated in Law no. 13 of 2016 concerning Patents, Government Regulation no. 45 of 2016 concerning Non-Tax State Revenue (PNBP), Minister of Finance Regulation No. 72 of 2015 concerning Royalties and Minister of Finance Regulation No. 72 of 2015 concerning Non-Tax State Revenue from Royalties to Inventors. In the research output aspect, regulations include Minister of Finance Regulation No. 106 of 2016 concerning General Output Cost Standards, Minister of Finance Regulation No. 86 of 2017 concerning General Output Cost Standards, Minister of Research and Higher Education Regulation No. 69 of 2016 concerning Guidelines for Forming Assessment and/or Reviewer Committees and Procedures for Implementing Research Assessments Using Output Cost Standards and Decree of the Minister of Research, Technology and Higher Education No. 209 of 2018 concerning Guidelines for Research and Community Service, 12th Edition.

The publication aspect is regulated, among other things, in Minister of Research, Technology and Higher Education Regulation No. 5 of 2018 concerning Accreditation of Scientific Journals, Minister of Research and Technology's Regulation No. 44 of 2015 concerning National Higher Education Standards and Minister of Research and Technology's Regulation No. 20 of 2017 concerning Providing Lecturer Professional Allowances and Professor Honorary Allowances. The regulations related to foreign researchers are regulated in Government Regulation no. 41 of 2006 concerning Foreign Research Permits and Minister of Research, Technology and Higher Education Regulation No. 14 of 2017 concerning List of Activities and Objects of Foreign Research Permits that are Not Recommended. Main Duties and Functions of Jambi University LPPM

The Institute for Research and Community Service (LPPM) Jambi University has the following main tasks and functions:

1. Determine the direction of research and community service;
2. Coordinate scientific, technological and/or artistic research;
3. Coordinate research to develop conceptions of national, regional and/or regional development through collaboration between universities and/or other bodies, both at home and abroad;
4. Carrying out activities to disseminate research results through scientific publications;
5. Coordinate the application of research results in science, technology and/or certain arts to support development;
6. Coordinate the implementation of community service to develop national, regional and/or regional development concepts through collaboration between universities and/or other bodies, both at home and abroad;
7. Carry out inventory and data collection of all research and community service activities at the University;
8. Coordinate, monitor and assess the implementation of research assessment and development activities carried out by the Centers under their coordination;
9. Bringing together researchers at the University in cross-disciplinary clusters;
10. Coordinate with Faculties and/or Departments to ensure the relevance of Research and Community Service activities with educational activities.

## **Methods**

The type of research used in this activity is Qualitative Research. Qualitative research methods are research methods based on philosophy, which are used to examine scientific conditions (experiments) where the researcher is the instrument, data collection techniques and qualitative analysis emphasize meaning (Sugiyono, 2016). This research uses a qualitative method with a comparative approach. Qualitative research is research into a process, event or development, where the data collected is in the form of qualitative information (Basuki, 2016). Meanwhile, comparative research is research that compares one or more variables in one or more different samples or at two different times. The nature of comparative research is flexible. This means that it can be applied to qualitative research as well as quantitative research. If a comparative study is carried out using a qualitative approach, it is the same as case study research, with a number of cases that occur in two or more different locations. Meanwhile, if you use a quantitative approach, it is the same as cross-sectional research (Bahrudin, 2015). The application of a comparative approach in this research is to find out the comparison between the governance of LPPM Unja and other LPPMs in several other universities.

The data analysis process is the process of systematically searching for and compiling research results based on interview results, field notes, documentation results, and also other data. This is done by organizing data into categories, breaking it down into units, synthesizing it, arranging it into patterns, classifying it based on levels, and making conclusions (Sugiyono, 2018). In detail, data analysis in qualitative research.

## **Result and Discussion**

Based on survey results and direct interviews in the field, each university, in this case LPPM or similar, has different work patterns. There may be several factors that cause this to happen, starting from the university's vision and mission, research direction, and also organizational patterns. Each university visited has its own advantages. Syah Kuala University, what stands out about Syah Kuala is that its research strategy is very simple, namely providing funds for research and giving awards in the form of incentives to researchers who succeed in producing national or international publications. Lecturers who successfully publish their research will be given incentives other than their regular salary according to their publication level. This simple but consistent stimulus then makes USK even more productive.

Padjajaran University, through DRPM is very superior in data and service. The data held by DRPM is very detailed, even down to the study program level. Based on a direct interview with DRPM Unpad, if DRPM Unpad makes a policy, then the basis of the policy is data that has been collected by the DRPM Unpad team. Based on this detailed data, unproductive study programs and faculties can be detected and DRPM can provide the right stimulus to these study programs and faculties.

Apart from data, DRPM also provides optimal research implementation facilities to researchers. For example, publication facilities. If the lecturer already has a journal that will be published, then LPPM has a proof reading team that can help researchers to improve the writing of the journal before submitting it to the target journal. This assistance is carried out until the journal is truly accepted. Not only that, when a journal is accepted, payment for journal registration is free for journals that have collaborated with Unpad or can also use a reimbursement system. Then, if they have successfully published a journal, the researcher will receive incentives according to the journal level. Apart from journals, DRPM also oversees Unpad press and has collaborated with several companies for the book marketing process. Books by Unpad lecturers are the result of research, service and learning, and facilitated for publication. In fact, Unpad press provides repairs to books that will be published. This means that DRPM Unpad is truly in line with its vision, namely "ensuring the implementation of research and community service". After carrying out research, service and publication, it is no longer the domain of DRPM Unpad.

What stands out about Brawijaya University is the system for conducting research and community service. The system used in carrying out research and service is the Research and Community Service Information System (SIPP). This system has adequate facilities and in terms of functional appearance, it is easier to use. In the organizational structure, LPPM coordinates with the Faculty through the Research and Community Service Agency (BPPM). BPPM has the task of preparing planning, monitoring and evaluating PPM and reporting to LPPM. Apart from that, LPPM not only records PPM results that can be produced but can be produced in mass production by including the UB logo as a branding strategy.

The next university is Unhas. What stands out at Unhas is the detailed direction of research and service. Every year, LPPM Unhas only issues one research scheme, namely the basic scheme, and LPPM Unhas has a clear target in that year to produce how many journals will be published. The number of journals that are targeted each year will be mapped to wherever in "PJ" the journal's output target is. Apart from that, the proposal selection process at Unhas has started at the end of the year, so that funding can be paid at least in the second month of each year. This implementation time can optimize the implementation of research and community service in accordance with LPPM targets.

## **Conclusion**

In terms of funding, UNJA has experienced an increase in funding because UNJA has BLU status and requires several percent for research and service activities. In general, USK is very well established in assisting researchers and generous in providing incentives. UNPAD has strong basic data and is used as a basis for decision making. Then UNPAD also ensures that the implementation of research activities and publication of research is well facilitated. The most prominent thing about UNIBRAW is that the system developed makes it very easy for users. Lastly, UNHAS has a clear direction in carrying out research and service, and also has clear targets each year. In general, the governance pattern of higher education institutions in Indonesia is to provide extra incentives for researchers who have successfully published their research. Furthermore, campuses such as USK, UNPAD, UNHAS, and UNIBRAW already have PTN BH status so that the use of funds is more flexible.

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