

Case Report: Analysis of the Readiness of the Faculty of Social Sciences and Law (FISH), State University of Surabaya Towards Legal Entity State Universities (PTN-BH)

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Abstract

This analysis aims to describe how ready the State University of Surabaya's Faculty of Social Sciences and Law is to become a legal entity (PTN-BH). This type of research is descriptive research with a qualitative approach. Research subjects were determined using the purposive sampling technique. Data collection techniques include interviews, observation, and documentation studies. Data analysis through the opinions of Miles and Huberman, the focus of research through the Readiness Analysis Theory by Sine et al. (2020) consists of organizational climate and culture, dynamics of interpersonal relationships, leadership, old habits and mindsets, and mastery of technology. The study results show that: (1) climate and work culture can be said to be good. Existing regulations determine the work culture at Faculty of Social Sciences and Law; (2) the dynamics of interpersonal relations within the organization are the ways employees communicate in collaborate when faced with change, conducting socialization regarding Legal Entity State Universities (PTN-BH) and study programs, which are expected to generate income; and (3) leadership, Faculty of Social Sciences and Law is a model for other faculties regarding integrity zones. Not only does Faculty of Social Sciences and Law provide leadership, but it also provides socialization regarding the faculty's vision and mission, as well as the university's vision and mission; and (4) bad habits and thought patterns are actively sought to be eliminated. (5) The

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results of mastery of technology are related to employees' exposure to the implementation of new technology and their ability to adapt in practice; the mastery of new technology, particularly for lecturers and students who are Faculty of Social Sciences and Law in dealing with Legal Entity State Universities (PTN-BH), needs to be improved so that they can become reliable human resources. For this reason, lecturers and students hold a workshop or training that is useful to support their work.

Keywords: Readiness analysis, Faculty of Social Sciences and Law (FISH), Legal Entity Universities (PTN-BH).

1. Introduction

Education is essential to fulfilling human rights, carried out by every country to achieve the goals and objectives concerned (Simonson et al., 2019; Peters, 2015). It has also been realized by Indonesia, one of the countries that recognize the fulfilment of the right to education, which is contained in the Constitution of the Republic of Indonesia, namely the 1945 Constitution of the Republic of Indonesia. In addition to what has been stated in the Constitution of the State, various education-related regulations have also been issued, including Law Number 20 of 2003 concerning the National Education System. The National Education System is a comprehensive educational component that works together to achieve national education. National education is based on the 1945 Constitution and Pancasila, which are rooted in religious values and Indonesian national culture and responsive to the challenges of the times. It is necessary to develop itself in the face of global competition in education, notably higher education. Higher education in Indonesia until now has relied on state universities as the spearhead, as evidenced by the rankings of higher education institutions, which state universities dominate (Jusuf et al., 2020; Dahyar & Pratama, 2015)

Changes in the world are now entering the era of the Industrial Revolution 4.0, or the Fourth Industrial Revolution, where information technology has become the basis of human life. This era will disrupt various human activities, including science and technology (science and technology) and higher education. In response to the industrial revolution 4.0, the government implemented the concept of decentralization in higher education, namely granting authority to manage education independently to higher education, which includes the use of all facilities, formulation of policies, financing, and independence of decision-making (Muslim & Suci, 2020). Law Number 12 of 2012 concerning Higher Education explains that Higher Education as an institution that organizes Higher Education, Research, and Community Service must have autonomy in managing its own institution. It is necessary that in the development of science and

technology in higher education, academic freedom, academic forums, and scientific autonomy apply. The fundamental difference between public service agency state universities (PTN-BLU) and legal entity state universities (PTN-BH) lies in their academic independence. State Universities with Legal Entity State Universities (PTN-BH) can be more independent in opening and closing study programs in their institutions; also, from a financial aspect, Legal Entity State Universities (PTN-BH) financial management can be more flexible by continuing to report it to the Ministry of Education, Research Culture, and Higher Education as a vertical work unit above it (Laily, 2015). As is well known, until the end of 2022, the number of state universities (PTN) with Legal Entity State Universities (PTN-BH) status will be limited to 15 state universities (PTN). This data shows that 10% of state universities (PTN) have PTN-BH status, meaning that around 90% of PTNs still have the status of PTN Satker (work unit) and PTN-BLU (higher education-public service agency) (Nurhanifah & Kusdarini, 2022; Nur et al., 2018; Prabawati et al., 2018)

Regulation of the Minister of Education and Culture of the Republic of Indonesia No. 4 of 2020 Concerning Changes to State Universities to Become State Universities with Legal Entities Article 2 (1) says that the requirements for state universities to become state universities with legal entities include the level and degree of capability of state universities to implement Tridharma Higher Education with quality management that is based on sound governance principles, meets minimum financial feasibility standards, does social responsibility, and plays a role in economic development (Triatmoko & Kurniasih, 2018; Fachriansyah & Sulastri, 2020). The Chancellor of Surabaya State University (Hasna, 2021) said that for Surabaya State University to become a world-class university in the era of the "4.0 revolution" and all of its challenges and opportunities, it must be able to be innovative, independent, resilient, insightful, and have a vast network. Work is being done to make a strategic plan for how the State University of Surabaya will grow and be run in the future. The spirit of Surabaya State University's path to legal entity state universities (PTN-BH), according to Ir. Ridwan is consistent with the independent campus program, one of the programs supporting the acceleration and transformation of universities from PTN-BLU (Higher Education - Public Service Agency) to Legal Entity State Universities (PTN-BH). Because of this, every faculty member at Surabaya State University is working on getting ready for Surabaya State University to become a legal higher education institution. The Faculty of Social Sciences and Law (FISH) at Surabaya State University is no exception. The Faculty of Social Sciences and Law is preparing to welcome the Legal Entity State Universities (PTN-BH).

However, there are still students, professors, and education staff who think that the autonomy in Legal Entity State Universities (PTN-BH) will affect the cost of higher education and that the state is no longer responsible for ensuring that everyone has the right to higher education. Article 88, paragraph 1, emphasizes that the government is still involved in setting cost standards for higher education. People think giving higher education more freedom will open up more opportunities for everyone, even those who are already struggling (Anggraini, 2019). Researchers must look at how ready tertiary institutions are for Legal Entity State Universities (PTN-BH) based on the rules and policies of a tertiary institution like Legal Entity State Universities (PTN-BH). By conducting this research, the readiness of the Faculty of Social Science and Law to become a Legal Entity State Universities (PTN-BH) can be identified. Therefore, researchers are interested in conducting research entitled "Readiness Analysis of the Faculty of Social Sciences and Law, Surabaya State University Toward Legal Entity State Universities Legal Entity State Universities (PTN-BH)."

1.1 Problem of study

This research focuses on how the Readiness of the Faculty of Social Sciences and Law, State University of Surabaya Toward Legal Entity State Universities (PTN-BH

1.2 Research objective

The research focus in this study is as follows: (1). Organizational climate and culture, where organizational culture is related to organizational work systems related to values, relationship patterns, and norms that form the basis of employee work behavior, while organizational climate is defined as the employee's perspective on the conditions of their work environment; (2). When faced with change, the dynamics of interpersonal relations within the organization are how employees collaborate to coordinate; (3). Leadership is defined as communicating vision and managerial skills in persuading subordinates to work toward common goals. (4). old habits and mindsets In Weiner's opinion, past experiences formed old mindsets that could be positive but harmful, especially regarding employee openness to dealing with change; (5). Technological mastery relates to employees' exposure to new technology implementations and ability to adapt.

1.3 Research informant

Research informants are parties who are considered to have competence related to the study to be studied. Purposive sampling is used to find informants in research. These are people who are thought to know something about the research. Therefore, the informants or informants used in this study were as follows: (1) Deputy Dean for

Academic Affairs at Faculty of Social Sciences and Law Surabaya State University, namely Mrs. Dr. Wiwik Sri Utami, MP; (2). Vice Dean for General Affairs and Finance at Faculty of Social Sciences and Law Surabaya State University, namely Ms. Indah Prabawati, S.Sos., M.Sc; (3). Secretary of the Department of Public Administration, Ms. Eva Hany Fanida, S.AP., M.AP; (4). The Sub Coordinator for Academic and Student Affairs, namely Dra. Tatik Murtiasih, MM; (5). Financial Manager at Faculty of Social Sciences and Law Mrs. Anies Inayahtulloh, SE; (6). Nurlita (student); (7). Ronaldo, (student); (8). Marisa (student).

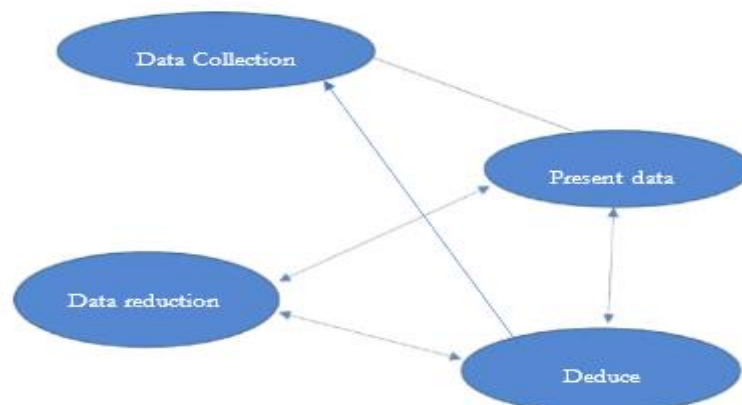
1.4 Data collections

Data collection techniques consist of interviews, observation, and documentation. Researchers conducted question-and-answer activities directly. Interviews were conducted in the form of questions that had been outlined or later appeared spontaneously; so that the data could be obtained entirely and optimally and to make it easy to obtain the desired data in depth. Observations are used to get more information about Faculty of Social Sciences and Law readiness at state universities with Legal Entity State Universities (PTN-BH) by doing direct observations at research sites. Documentation techniques were used to obtain data through written materials (secondary data) in the form of government regulations, rector's decrees, faculty policies, report materials, and other archives relevant to the research focus to complement the information obtained from observations and interviews.

1.5 Data analysis

The data analysis technique used in this research is descriptive qualitative analysis. Analysing the research data means using Miles and Huberman's qualitative data analysis method. This method includes collecting data, showing data, reducing data, and drawing or confirming a conclusion.

Figure 1. Interactive Model Data Analysis



2. Results and Discussion

2.1 Overview of the Faculty of Social Sciences and Law, State University of Surabaya

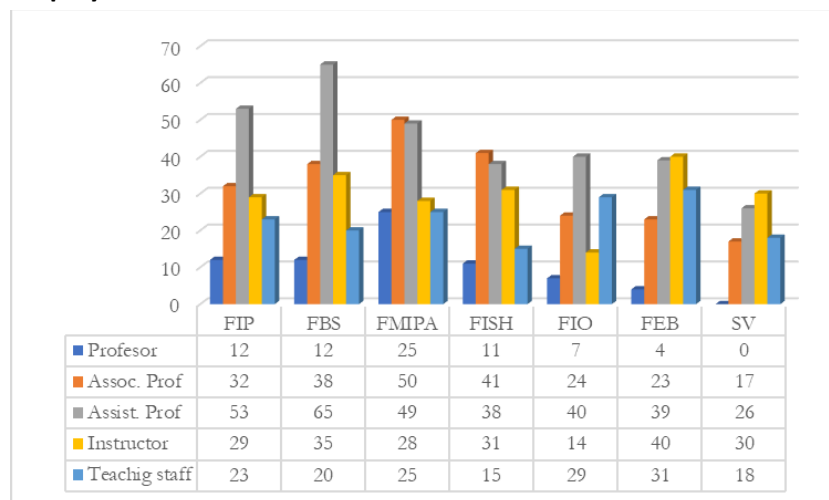
Surabaya State University, abbreviated as Surabaya State University, is a state university in Surabaya, established on December 19, 1964. Initially, Surabaya State University still called it the Surabaya Teaching and Education Institute (Teachership and Education Institute, Surabaya). Through the Decree of the President of the Republic of Indonesia No. 93 In 1999, the Teacher Training and Education Institute, Surabaya, changed to Surabaya State University. Surabaya State University already has 7 (seven) faculties spread across 2 (two) campuses, namely the Ketintang Campus and the Lidah Wetan Campus. The four faculties at the Ketintang Campus are the Faculty of Social Sciences and Law, the Faculty of Economics, the Faculty of Engineering, and the Faculty of Mathematics and Natural Sciences, and three other faculties are located at the Lidah Wetan Campus, namely the Faculty of Sports Science, the Faculty of Education, and the Faculty of Languages and Arts.

The Faculty of Social Sciences and Law (FISH) at the State University of Surabaya was established in 1964 and initially named the Faculty of Social Sciences Education (FPIPS). Based on the decree of the Minister of Higher Education and Science of Indonesia, ratified by the decree of the President of the Republic of Indonesia regarding the establishment of the Surabaya Teachers' Training College, the name was changed to the Teaching Faculty of Social Sciences (FKIS). Then it changed again, namely the Faculty of Social Sciences Education (FPIPS). Furthermore, IKIP Surabaya changed its name to Surabaya State University, then the Faculty of Social Sciences Education (FPIPS) changed its name to the Faculty of Social Sciences (FIS). Faculty of Social Sciences and Law has a vision "Towards a superior, dignified and globally competitive faculty.

State University of Surabaya's Faculty of Social Sciences and Law used to have six departments with eight study programs: Bachelor of Law, Bachelor of History Education, Bachelor of State Administration, Bachelor of Pancasila and Citizenship Education, Bachelor of Sociology, Bachelor of Geography Education, Bachelor of Communication Science, and Bachelor of Social Education. Initially, Faculty of Social Sciences and Law had nine study programs, including the D-III State Administration Study Program. However, since 2020, D-III State Administration has become D-IV State Administration and is now part of the Vocational Studies institution. So, D-IV of State Administration is no longer a Faculty of Social Sciences and Law member. The departments in Faculty of Social Sciences and Law are the Department of Public Administration with a Bachelor of Public Administration

Study Program, the Geography Department with a Bachelor of Geography Education Study Program, and the Social Sciences Education Department. The Social Sciences Department has a Bachelor of Sociology and Communication Studies Study Program, a Pancasila Moral Education and State Citizenship Study Program with a Pancasila Education and State Citizenship Study Program, and a History Department with a History Education Study Program (Niswah et al. 2021)

Figure 2. Lecturer Data at Surabaya State University by Type of Employee



Description: FIP (Faculty of Education); FBS (Faculty Language and Art); (Faculty Mathematic & Science); FISH (Faculty of Social Science & Law); FIO (Faculty of Sports); FEB (Faculty of Economic & Business); SV (School of Vocational)

(Surabaya State University Primary Data Source, 2022)

Currently, 117 lecturers in the Faculty of Social Sciences and Law, State University of Surabaya, are in eight study programs. Previously, there were 118 lecturers at the Faculty of Social Sciences and Law, but there was only one lecturer in the Bachelor of Pancasila Education and State Citizenship Study Program, which in July 2022 will enter retirement age. For the smooth running of the activation process at the Faculty of Social Sciences and Law, State University of Surabaya, there are currently 38 teaching staff. There are 38 staff who work in departments that manage operations in each department, and most of them are in the faculty. The Faculty of Social Sciences and Law has fewer teaching staff when compared to other faculties, with a total of 117 lecturers out of 1,091 in all the number of lecturers at Surabaya State University (Figure 2). Figure 2 shows that the Faculty of Social Sciences and Law has the most lecturers with available professor

positions, with a total of three (three) lecturers. Next, you can see the condition of the lecturers based on the status of existing employees at the State University of Surabaya.

3.2 Analysis of the Readiness of the Faculty of Social Sciences and Law, State University of Surabaya Towards Legal Entity State Universities (PTN-BH)

Different state universities are currently trying to change their status to Legal Entity State Universities (PTN-BH). Several things have been done to make a strategic plan for how higher education institutions will grow and be run in the future. According to the opinion of Sine et al. (2020), five factors affect the readiness of an organization to change:

1. Climate and Organizational Culture

Based on the first indicator of readiness theory, namely organizational climate and culture, Organizational climate and culture: organizational culture is related to organizational work systems related to values, relationship patterns, and norms that form the basis of employee work behaviour. While organizational climate is defined as the employee's perspective on the conditions of their work environment, the climate and work culture at the Faculty of Social Sciences and Law are suitable where the culture of discipline and rules have been laid out and appropriately implemented. The faculty of social sciences and law work culture follow existing regulations. A well-organized bureaucracy, in the sense that there is no overlap between sections.

Employees work based on existing job descriptions. Employees are also disciplined for being on time when they come to work. It can be seen in the arrival and departure of staff members through the printouts of the fingerprints. The fingerprints are in every building and even at the Security Unit (SATPAM) post. It makes it easier for employees of the Faculty of Social Sciences and Law, State University of Surabaya, to do fingerprints. It's like what was conveyed by Anies Inayahtulloh, SE, as the education staff in the financial section, who revealed that:

"In the Faculty of Social and Legal Sciences, the work culture from working hours to the environment follows the rules and is better. The bureaucracy is in order, the job desk is clear, and there is no overlap. For discipline, there is a fingerprint, and the application of entry and working hours is appropriate; even if there is a lack of working hours, they can be added".

Still according to Mrs. Anies Inayatulloh, SE explained:

"From the job desk, it is in accordance with the duties and functions of sections such as finance, student affairs, and academics, which are in accordance with their respective portions and do not overlap. The environmental conditions at the Faculty of Social Sciences and Law are

comfortable. In every job, it is normal when there is friction, but if the friction in Fish does not bring it down, for example, if a job is still unfinished, then other fields can convey it to superiors. So that the friction does not cause them to fall”.

Furthermore, in the opinion of Ms. Indah Prabawati, the Deputy Dean for General Affairs and Finance of the Faculty of Social and Legal Sciences, the work culture in the Faculty of Social and Legal Sciences is seen in the disciplinary factor at work, for example, when employees are on time in completing assigned tasks and have a high work ethic. So that when they get an assignment, the employee or educational staff immediately carries out their duties without procrastinating. Ms. Indah, the Deputy Dean for General Affairs and Finance at the Faculty of Social and Legal Sciences, also conveyed that employees at the Faculty of Social and Legal Sciences have a high commitment to the execution of their work. In line with what was conveyed by Ms. Indah Prabawati as Deputy Dean for General Affairs and Finance of the Faculty of Social Sciences and Law, namely:

"In the Faculty of Social Sciences and Law, there is already a culture of discipline, punctuality in carrying out tasks, high work ethic, commitment, and responsibility towards tasks. Moreover, the work is done with the team, so you must respect your friends with leaders, colleagues, and educational staff."

Environmental conditions at Faculty of Social Sciences and Law are also very good. Families are well established. They even support each other. As stated by Eva Hany Fanida as Secretary of the Department of Public Administration:

"The family work environment is good; the system is good; the communication works and is not artificial; it's like a relative, and you don't look like a co-worker." The pattern of working relationships is mutually supportive. We try to embrace everyone and be involved so that presentations are automatically included in study programs, with good relations, good communication, and a well-run support system."

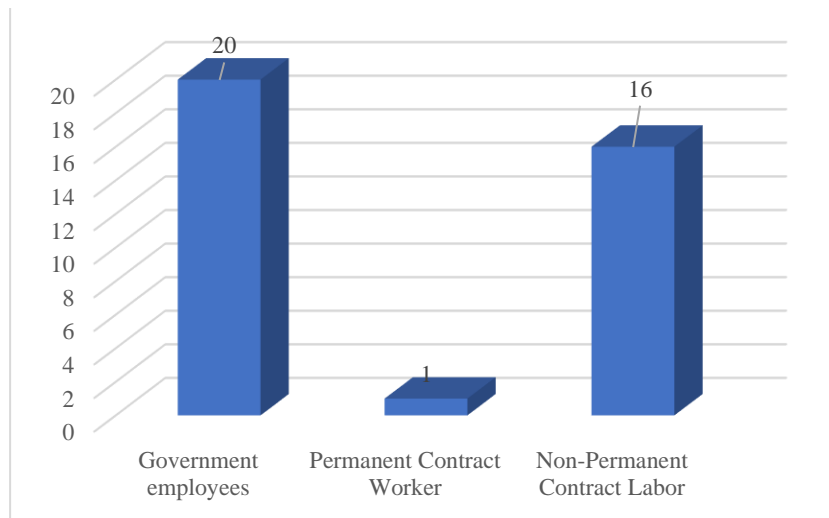
Ms. Indah Prabawati continued it as Deputy Dean for General Affairs and Finance, Faculty of Social Sciences and Law, State University of Surabaya, regarding the current number of students and lecturers at the Faculty of Social and Legal Sciences, namely 38 education staff and 117 lecturers. It was also explained that the policy to double the number of students automatically required additional lecturers. It is like the results of the interview, which are as follows:

"The number of academic staff at the Faculty of Social and Legal Sciences is 38, while the number of lecturers at the Faculty of Social and Legal Sciences is 117. In order to go to PTN-BH, it must have autonomy in management so that Surabaya State University has a strategy to double the number of students. So, many more students

are in the Faculty of Social Sciences and Law. This needs to be fixed by adding enough lecturers so that each study program has the correct number of lecturers for students”.

The statement is supported by existing data, as shown in Figure 3. Educational staff in the Faculty of Social and Legal Sciences can be seen based on employee status.

Figure 3. Faculty of Social Sciences and Law Education Personnel Data Based on Employee Status (Surabaya State University Data, 2022)



In at Figure 3, out of 38 education staff at the Faculty of Social Sciences and Law, there are 20 education staff with the status of civil servants. Then the data for Faculty of Social Sciences and Law lecturers are seen based on available positions.

Table 1. Faculty of Social Sciences and Law Lecturer Data based on Functional Position

	Total (Orang)	Faculty (%)
Professor	3	2.54
Assoc. Professor	19	26.95
Assist. Professor	50	42.37
Instructor	21	17.8
Teaching staff	24	20.34

In addition to the number of lecturers that need to be increased to prepare for Surabaya State University becoming a Legal Entity State Universities (PTN-BH), it is also necessary to provide opportunities for existing lecturers to think about promotion or accept available promotions immediately. It can be seen in Table 1 that there are still very few professors in the faculty of social sciences and law. There are three professors in the Faculty of Social Sciences and Law. It is barely felt at all. Moreover, the requirement for a tertiary institution to

become a Legal Entity State Universities (PTN-BH) is that it has 20% of the existing number of lecturers holding professorships, so tips or strategies are needed to encourage lecturers to increase their rank or position quickly. The rectorate carries several strategies, such as accelerating professors. So, lecturers at Surabaya State University who meet the requirements for promotion to professorship are given a workshop on strategies so that scientific articles can be included in Scopus-indexed journals. The lecturers even assisted in the review process for their articles. In addition to lecturers who will be promoted to professorships, there is also an acceleration of Surabaya State University lecturers to be promoted from lector to head lector. As the Deputy Dean for the Academic Affairs Faculty of Social Sciences and Law

Surabaya State University, Wiwik Sri Utami told them the following:

"To compete with Legal Entity State Universities (PTN-BH), Surabaya State University devised a strategy that included accelerating lecturers for promotion to Assoc Prof and lecturers for promotions or positions as Professor, so workshops are often held for these lecturers about writing scientific articles so they can be included in Scopus-indexed journals. So periodically, these lecturers receive guidance in writing scientific articles".

The same thing was also conveyed by Eva Hany Fanida as Secretary of the Department of Public Administration.

"For lecturers to quickly get promoted or positions, what is done is to provide some coaching or training on writing scientific articles so that they can penetrate Scopus-indexed journals".

Looking at the first indicator of readiness theory, namely organizational climate and culture, Organizational climate and culture: An organization's culture comprises its work systems, which include values, relationship patterns, and norms that determine how employees act at work. Even though the organizational climate is defined as how employees feel about how their workplace is run, the climate and work culture at the Faculty of Social Sciences and Law is good. It can be seen in how they have created a culture of discipline and how the rules have been set up and implemented. The discipline of the lecturers and students can be seen from the moment they enter the office. The academic staff enters the office according to working hours before 8:00 WIB (West Indonesia Time). Lecturers at the Faculty of Social Sciences and Law carry out their obligations by providing learning to students both online and face-to-face. Lecturers and students also follow the Faculty of Social Sciences and Law rules. The work culture of the faculty of social sciences and law follows existing regulations. A well-organized bureaucracy, in the sense that there is no overlap between sections. Discipline factors at work, for example,

employees who are on time in completing assigned tasks and have a high work ethic.

Employees carry out their duties following the job description that has been created. Furthermore, in dealing with Legal Entity State Universities (PTN-BH), one of the steps taken by Surabaya State University was to implement a policy to double the number of students. With the acceptance of almost double the number of students, it is automatically necessary to increase the number of lecturers and academic staff so that services can be provided optimally to students. In addition to the number of lecturers that need to be added, it is also necessary to provide opportunities for existing lecturers to think about promotion or functional promotion immediately. So, the lecturers at Surabaya State University who meet the requirements for promotion to become professors are given a workshop on strategies so that scientific articles can be included in Scopus-indexed journals. The lecturers even assisted in the review process for their articles. In addition to being promoted to professorships, Surabaya State University lecturers are being promoted from Assist Prof to Assoc Prof at a faster rate.

2. The dynamics of interpersonal relationships in organizations

The dynamics of interpersonal relations within the organization are determined by how employees collaborate to carry out various coordination's when faced with change. In an organization, of course, there are the dynamics of interpersonal relationships. It is also part of preparing for organizational changes. How people interact in an organization is a form of communication that supports and is supported by other forms. The dynamics of interpersonal relations are a factor that influences the readiness of an organization to change. The dynamics of interpersonal relationships that occur in the Faculty of Social Sciences and Law are interpersonal relationships that are mutually supportive and interdependent. In this case, the Faculty of Social Sciences and Law conducts outreach regarding Legal Entity State Universities (PTN-BH) to lecturers and students, conveyed during meetings or other activities. It can be seen from the preparations made by the Faculty of Social Sciences and Law in general and the finance fields regarding the change from higher education institutions with public service entities to higher education institutions with legal entities. According to Indah Prabawati, the Deputy Dean for General Affairs, she said:

“The things that the Faculty of Social Sciences and Law has done regarding preparing PTN-BH in field II are the first socialization of Legal Entity State Universities (PTN-BH) to all academics, namely lecturers and field II students, which is always conveyed at meetings. In addition, there are directions given by the leadership related to improving skills and services. Second, for the recording of state

property (BMN) and inventory, namely initially using the SIMAK application (Academic Information System) to the SAKTI application (Academic Information System), training was also carried out for staff in the state property (BMN) division and inventory; the recording of assets can also be considered income. Some lecturers are carrying out activities outside campus that are expected to generate income.”

Surabaya State University's preparation as a Legal Entity State Universities (PTN-BH) can also be seen from the preparations made by the study program. Each study program is supposed to develop activities that can make money, so each study program tries to create activities that can make money. Eva Hany Fanida disclosed this as Secretary of the Department of Public Administration:

“The first thing that can be done is that the study program is asked to create activities that are likely to generate income; therefore, its development is directed at generating income, which is carried out by the Public Policy Management Lab.” Secondly, we also work with villages, namely village development, which can be seen from the existence of an RPL cooperation class per semester from the Bojonegoro Regency Government. Third, for Surabaya State University to be ready to be a Legal Entity State Universities (PTN-BH), the number of regular students was increased from two classes with 100 students to four with 200 students.”

In addition to the new activities that help prepare for Legal Entity State Universities (PTN-BH), there are also different types of technical training. Nevertheless, there is also character training to coordinate with each other. Employees can talk to each other in different ways for different coordination tasks. Indah Prabawati also conveyed this:

“Conduct character-building training for all students to maintain cohesiveness, togetherness, exemplary, and other things.”

This is in line with what Eva Hany Fanida said:

“In preparation for Legal Entity State Universities (PTN-BH), we were asked to be stricter, such as the principles of effectiveness and efficiency, as well as profit-oriented principles that became more pronounced. The previous one was different. However, it is now being implemented with tremendous enthusiasm.”

The same opinion about the success of Surabaya State University's preparation as a PTN-BH was put forward by Anies Inayahtulloh, who said that namely:

“Relationships between people are expected to become more professional as people become more self-sufficient, independent, and aware of their responsibilities. So that good cooperation can be established.”

Organizational and interpersonal relationship dynamics are communication types that support and become dependent. The dynamics of interpersonal relations are a factor that influences the readiness of an organization to change. Surabaya State University's preparation as a Legal Entity State Universities (PTN-BH) can also be seen from the preparations made by the study program. Each study program is expected to create activities that can generate income because each study program seeks to create income-generating activities. In addition to new activities that support the preparation of Legal Entity State Universities (PTN-BH), there are also various pieces of training on technical work. Nevertheless, there is also character training to coordinate with each other.

3. Leadership

Leadership is defined as communicating vision and managerial skills in persuading subordinates to work toward common goals. When it comes to leadership, how can a leader influence his subordinates, especially in light of Surabaya State University's transformation from a public service agency to a legal entity, a state university? Whereas the leadership in the Faculty of Social Sciences and Law can be seen from the existence of mutual coordination through regular meetings or meetings set at the time of the meeting, Even the Faculty of Social Sciences and Law is a model for other faculties regarding integrity zones. Can be seen in the picture below about the integrity zone (Figure 4).

Figure 4. Zone of the Integrity Area



Not only in terms of leadership, the Faculty of Social Sciences and Law also conduct outreach regarding the vision and mission of the faculty as well as the vision and mission at the university level. In addition to the vision and mission statement, it is also available on the faculty website. This socialization can be carried out during the introduction

of new students as well as through surveys that have been conducted. Indah Prabawati conveyed this regarding leadership at the Faculty of Social Sciences and Law, namely:

“For academic staff, field two, there is always coordination of meetings regularly and also certain times for meetings. Academic staff is always ready to serve the academic community and stakeholders. The Faculty of Social Sciences and Law is the only faculty at Surabaya State University with an integrity zone, so the Faculty of Social Sciences and Law always provides the best service. Vision and mission statements are always shared. They can be found on the web, at PKKMB (Introduction to New Student Life), and in surveys that help people understand the vision and mission”.

Furthermore, below are meeting activities conducted by the leadership of the Faculty of Social Sciences and Law with education staff.

Figure 5. Joint Leadership Meeting of Academic Staff Faculty of Social Sciences and Law Surabaya State University



The same thing was also conveyed by Mrs. Anis, who said that during faculty-level meetings, the vision and mission of the faculty were always conveyed. The plan for Surabaya State University to become a Legal Entity State University Legal Entity State Universities (PTN-BH) was told to the academic staff by the dean. The dean tells people about the benefits and benefits Surabaya State University will get if it becomes a Legal Entity State Universities (PTN-BH). Leaders also always receive input from their employees, especially regarding Surabaya State University becoming a Legal Entity State Universities (PTN-BH). There is still fear among the academic staff about how welfare will be affected if Surabaya State University becomes a Legal Entity State Universities (PTN-BH). Leaders provide broad opportunities for employees to be creative at work. This was said by

Anies Inayahtulloh, SE, and the financial section's education staff, who said the following:

“When there is a meeting, the vision and mission are conveyed for work support for staff, outbound human resource development, and other activities to establish intimacy. So, when employees coordinate, it is good. Leaders can also receive input if it is good and can be tailored to the situation. So, the leadership conveys it well, and vice versa; the employees convey their input well, so there is a manageable gap between employees and leaders. At the Faculty of Social Sciences and Law, his leadership makes employees comfortable because the leader protects his subordinates and is not authoritarian. In addition, the leadership also frees its employees to be creative”.

The following figure below shows when the Faculty of Social Sciences and Law Reading Room received a visit from the Head of the Surabaya State University Central Library with his team (Figure 6).

Figure 6. Visit of the Head of the Central Library, Surabaya State University



Another opinion was also expressed by Tatik, the Sub-Coordinator for Academic and Student Affairs, as follows:

“The leadership still follows the center because this is still a transitional period. Leaders are still brought in by ministries, from the rectorate to the dean, while staff carries out and supports superiors' decisions”.

How can a leader influence his subordinates, especially in dealing with Surabaya State University's change from a state university with a public service agency to a state university with a legal entity? Whereas the leadership in the Faculty of Social Sciences and Law can be seen through mutual coordination through regular meetings or meetings set at the time of the meeting, even Faculty of Social Sciences and Law has become a model for other faculties regarding integrity zones. Not only in terms of leadership, the Faculty of Social Sciences and Law also conduct outreach regarding the vision and mission of the faculty as well as the vision and mission at the university level. In addition to the vision and mission statement, it is also available on the faculty website. This socialization can be carried out during the introduction of new students during the Introduction to New Student Campus Life (PKKMB) implementation and through surveys conducted. Leaders also always receive input from their employees, especially regarding Surabaya State University becoming a Legal Entity State Universities (PTN-BH). There is still fear among the students about how their welfare will be affected if Surabaya State University becomes a Legal Entity State Universities (PTN-BH). Facing this fear, the leadership always conducts socialization regarding what benefits will be obtained if Surabaya State University becomes a Legal Entity State Universities (PTN-BH). Leaders provide broad opportunities for employees to be creative at work. Employees are expected to create many innovations to improve service delivery to the community and students.

4. Old habits and patterns of thinking

When Surabaya State University became Legal Entity State Universities (PTN-BH), of course, there was a change in behaviour and mindset for all university members, both at the level of leaders, lecturers, and education staff. Based on indicators of bad habits and thought patterns, they try to get rid of them. Lecturers and students are expected to have a mindset that always tries to improve their performance and be ready to face changes in science, technology, and communication. In this case, lecturers and students must always make innovations in their work, especially in improving services to the community. Changes are needed to meet the PTN-BH criteria, which require autonomy to be exercised. This is how Indah Prabawati expressed it:

“The mindset must be changed if we go to Legal Entity State Universities (PTN-BH). We need to be able to serve the academic community better, so there are things we need to do. Also, PTN-BH is independent, so there need to be new ideas so that the facilities already in place add value to the institution.”.

The opinion of Ms. Anis Inayatullah, the education staff in the finance section, expressed the following regarding old habits and mindsets:

“They are thrown away for destructive old thought patterns and habits, and the good ones are brought here. Also, by fixing what is wrong, work is sometimes different from before because it has to be adapted to current conditions. You may also encounter changes at the Faculty of Social Sciences and Law; for example, before everything was physical or offline, everything has now changed to online, so you only sometimes use the old system. It is an ongoing process, and everyone has something to learn”.

As for Eva Hany Fanida's opinion, she also conveyed the same thing.

“To face change, we must be prepared or not because we must work together to fill the credits, so we are stumbling and attempting to create activities that can be sold to meet the expectations of Legal Entity State Universities (PTN-BH). We had to change our initial social mindset in order to become profit-oriented”.

There are changing times that support change. Tactics convey as follows.:

“Letters were previously sent in packages and other forms, but now Legal Entity State Universities (PTN-BH) must be quick so that information is shared online via email or WhatsApp so that if you want to send it to the center, you no longer need to carry documents and can go directly online. Regarding finance, we are also thinking about how to develop the fund. First, if you go to the center, for example, for work visits and other things, you have to buy tickets outside. Because there is competition, money can be given directly and entered into a business incubator later. Buildings are also managed and leased following existing regulations. These rules are related to whether or not the rental rates are expensive based on unit rates from the ministry of finance, and Surabaya State University follows from that. There are changing times that support change.”

Based on indicators of bad habits and thought patterns, they try to get rid of them. Lecturers and students are expected to have a mindset that always tries to improve their performance and be ready to face changes in science, technology, and communication. In this case, lecturers and students must always make innovations in their work, especially in improving services to the community.

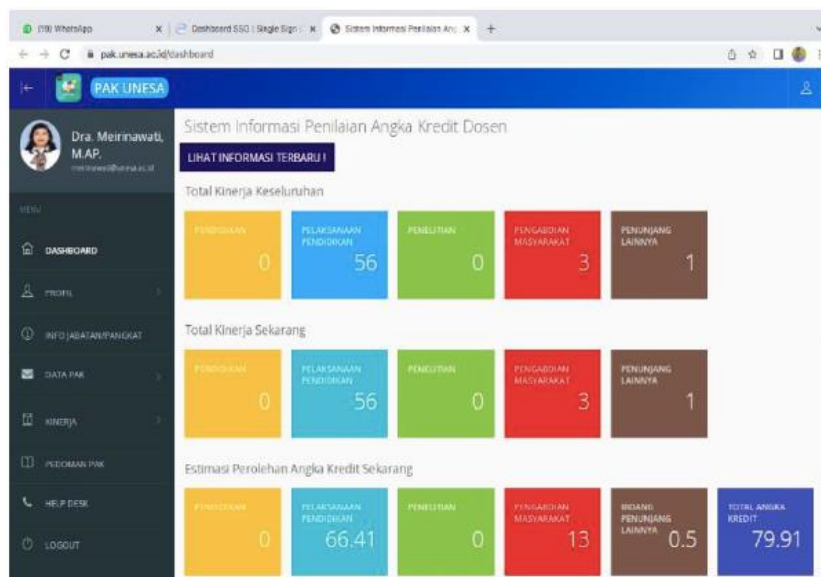
5. Technological mastery relates to employees' exposure to new technology implementations and their ability to adapt in practice

Regarding the mastery of technology, Surabaya State University has prepared new technology to support it in becoming a Legal Entity State Universities (PTN-BH). Many applications have been created that aim to improve services for students further. Even students find it easy to access the information needed. For example, students want to know

their grades for each semester, even their KRS (study plan), and register for proposal seminars and theses no longer manually but through an online application. For lecturers and students who have taken "Introduction to New Student Campus Life" (PKKMB), it is essential to get better at using new technology so that they can become valuable human resources. For this reason, lecturers and students hold a kind of workshop or training that is useful to support their work, especially related to Surabaya State University's applications. This was told by Indah Prabawati as follows:

“When a new system is implemented, such as SIMPAK (the Academic Information System), the financial system, the BMN (State Property) recording system, or inventory, the head office will always provide training. In the Faculty of Social Sciences and Law, some central librarians help keep track of the books in the library. Including the menu on the Faculty of Social Sciences and Law website, there is something new about the information on the use of the auditorium space, which all can access. The input is carried out by officers who have received assistance from non-academic sub-coordinators. The new SIMPAK system (Academic Information System) is shown in Figure 7.

Figure 7. SIMPAK Application (Academic Information System)



Not only lecturers and students but also students must understand the various applications made by Surabaya State University because most services are now online. Even if students need help understanding the technology at Surabaya State University, the lecturers, students, or even senior students are ready to help. It was expressed by a student named Nurlita as follows:

“Coincidentally, right now, I am in the process of doing a thesis program, and since I already have a supervisor, after that, I have to open the Simontasi application, where there are stages that must be passed. In Stage 1 of the demonstration, I must upload the initial proposal before mentoring. In Stage 2, I have to upload a proposal through mentoring and get permission from the supervising lecturer to hold a proposal seminar”.

Furthermore, according to one of Ronaldo's students, he said:

“When I started semester 1, I did not know how things worked, so my seniors helped me with my online KRS (study plan). After that, I met with the advisory lecturer to get directions and KRS signatures. Now that I am in semester 2, I can create my own KRS (study plan) online”.

Still, according to a student named Marissa, who was going to take the seminar proposal exam and previously needed help understanding demonstrations, she asked her supervisor. As stated below:

"When I got a supervisor, I did not understand that the next step while mentoring was to fill in the demonstration. I asked the supervising lecturer, and the lecturer directed how to use it.

Surabaya State University creates many applications aiming to improve students' services further. Even students find it easy to access the information needed. For example, students want to know the value of each semester (study results), even KRS (study plans), and register for proposal seminars and theses no longer manually but through online applications. In mastering new technology, especially for lecturers and students in the Faculty of Social Sciences and Law in dealing with Legal Entity State Universities (PTN-BH), it is necessary to improve so that they can become reliable human resources. For this reason, lecturers hold a kind of workshop or training that is useful to support their work, especially related to applications owned by the State University of Surabaya. Not only lecturers and students, but even students must understand the various applications made by Surabaya State University because now most of all services are online. Even if students do not understand the technology at Surabaya State University, the lecturers, students, or even senior students are ready to help.

4. Conclusion & Recommendation

This research is based on the theory of Sine et al. (2020), which identifies five factors influencing an organization's readiness to change. The first factor is the good organizational climate and culture at the Faculty of Social Sciences and Law. Employees at the Faculty of Social Sciences and Law have created a culture of discipline, and regulations have been laid out and implemented correctly. Lecturers

and students also follow the Faculty of Social Sciences and Law rules. Academic staff should come to the office by 8:00 WIB (Western Indonesian Time). The work culture of the faculty of social sciences and law follows existing regulations. A well-organized bureaucracy, in the sense that there is no overlap between sections. Employees carry out their duties following the job description that has been created.

Furthermore, in dealing with Legal Entity State Universities (PTN-BH), one of the steps taken was a policy to double the number of students. With almost twice as many students being accepted, there needs to be twice as many lecturers and students so that students can get the best services possible. The next step is to provide opportunities for lecturers to advance to associate professors; the second factor in the dynamics of interpersonal relations within the organization is how employees collaborate in carrying out various coordination's when confronted with change. The Faculty of Social Sciences and Law conducts socialization related to Legal Entity State Universities (PTN-BH) for lecturers and academic staff conveyed during meetings or other activities. In addition, there are directions given by the leadership related to improving skills and services. Each study program is expected to include activities that can generate income in the sense of trying to carry out activities that can generate income. The third factor in leadership at the Faculty of Social Sciences and Law can be seen in mutual coordination through regular meetings or meetings with fixed times. Even the Faculty of Social Sciences and Law is an excellent example of how to set up integrity zones for other faculties. Leaders always carry out outreach regarding what benefits will be obtained if Surabaya State University becomes a Legal Entity State Universities (PTN-BH). Even the leadership provides ample opportunities for employees to be creative at work. The fourth factor is old habits and mindsets. In this case, lecturers and students must always make innovations in their work, especially in improving services to the community. For lecturers and students who have bad habits and mindsets, they try to eliminate them as a culture of service. The fifth factor is technical mastery, related to employee exposure to implementing new technology and their ability to adapt in practice. In mastering new technology, especially for lecturers and students in the Faculty of Social Sciences and Law in dealing with Legal Entity State Universities (PTN-BH), it is necessary to improve so that they can become reliable human resources. For this reason, lecturers hold a kind of workshop or training that is useful to support their work, especially related to Surabaya State University applications.

Recommendation to Make a training plan for lecturers and education staff to improve the skills and knowledge or competence of employees in improving their performance.

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