

Control Model of Work Programs for Governance Activities in a University

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Received 14 September 2018 ▪ Revised 23 October 2018 ▪ Accepted 24 November 2018

Abstract: Governance is behaviour, method, or a way used by a university to optimally utilize all the potential and elements possessed, in an effort to achieve the vision and mission that has been set. Planning has a very basic function in achieving a goal related to the effort to achieve the vision and mission. In order to measure the planning carried out in a tertiary institution, and can be implemented, it is necessary to control in making work programs. The work program control model is made for the governance of university activities in this study. The control model is based on the number of days of activity and number of employees. The study aims to control work programs in universities. To achieve this goal, the work program control model is based on the number of lecturers and education personnel. The results of the control model analysis show that the number of activities for one year are as follows: 60% of faculties, 15% of postgraduate programs, 13% of institutions, 7% of bureaus, and 5% of Technical Implementation Units. Because it has a large number of study programs, the faculty has the largest number of activities. Leaders can follow and evaluate the quantity and quality of each activity by controlling activities in each work unit in the university environment.

Keywords: Governance, Planning, Control Model, Work Program, University.

INTRODUCTION

Higher education is an educational institution that has a strategic role in achieving educational goals [1]. The aim of higher education is to prepare students to become members of the community, who have academic and professional abilities, and can apply, develop, and create science, technology and art. Meanwhile, according to Law of 1989 article 16 paragraph (1) and Government Regulation (PP) of 1990 article 2 paragraph (1) the purpose of higher education is to develop and disseminate science, technology and art, and optimize its use for improve people's lives, and enrich national culture. Therefore, governance is needed in the management of universities to achieve these goals.

Governance is the behaviour, method or method used by universities to optimally utilize all the potential and elements possessed, in an effort to achieve the vision and mission that has been set. In designing the vision and mission in higher education, it is necessary to focus on the following components, namely: education, research, community service, educators and education personnel, supporting systems and student affairs and alumni. Systematic efforts are needed through planning, implementing, controlling, and improving follow-up to organize and manage these components [2].

The planning function is basically a decision making process with the desired results. In general, planning is the process of determining goals that are presented with the program, procedures for implementation, and actions needed [3]. Benefits of making plans include guidelines and basic references in carrying out activities. Therefore, planning becomes a reference in the implementation of activities. The implementation has planning including the availability of personnel as implementers [4]. To control the implementation so that it is in accordance with the planning, control is needed [5]. Control is the process of regulating various factors to fit the provisions in the plan. Control is carried out with the aim that the implementation process is in accordance with the provisions of the plan, and takes corrective

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action when there are irregularities [6]. Controls carried out at universities include: controlling activities, both quantity and quality, employee control, financial control, and time control [7]. Time control is needed to control the work of a job in accordance with the plan. Therefore, control is carried out to determine performance measures and take actions that can support the achievement of expected results. In other words, all activities are carried out according to the plan.

Accordingly, planning has a very basic function in achieving a goal. In order for the planning carried out in universities to be measured and implemented, it is necessary to make control in the creation of work programs. To make the work program measurable and workable, a control program for work programs in universities is made. The control model is based on the number of workdays and number of employees. Modelling is done with the aim of controlling the work program.

RESEARCH METHODS

To create a model for controlling work programs, an analysis of the design of work programs needs to be carried out on the rector, institutions, faculties, and technical implementing units [8]. This needs to be done because the four work units have different budgets, lecturers or employees. In controlling the work program, a number of analytical steps are carried out as follows: The day of effective activities is calculated using the equation:

$$\sum HKE = HK - HT \dots\dots\dots (1)$$

Noted that $\sum HKE$ is the number of days of effective activities, HK is a working day, HT is a tri dharma day. From equation (1), the number of days of effective activity will be obtained for one year. Then, an analysis of the object of activity based on the number of lecturers and the number of education personnel is carried out. The object of activity, calculated using the equation:

$$\sum OK = \sum F + \sum L + \sum B + \sum J + \sum U \dots\dots\dots (2)$$

Noted that $\sum OK$ is the number of objects of activity, $\sum F$ is the number of faculties, $\sum L$ is the number of institutions, $\sum B$ is the number of bureaus, $\sum J$ is the number of departments or study programs, $\sum U$ and is the number of technical implementing units. Using equation (2) will be obtained the number of objects of activity for one year. Furthermore, an activity plan analysis is carried out for one year, which is calculated using the equation.

$$\sum RK = (\sum HKE) \times (\sum OK) \times (\sum P) \dots\dots\dots (3)$$

Noted that $\sum RK$ is the number of planned activities and $\sum P$ is the number of deans/directors/agency heads, the head of the bureau, and the chairman of the technical implementing unit. Furthermore, to find out the total number of activities for one year, it is calculated using the equation:

$$\sum K = \frac{\sum RK}{\sum Pp} \dots\dots\dots (4)$$

Noted that $\sum K$ is the number of activities for one year, and $\sum Pp$ is the total number of leaders. By using equation (3) the number of activities will be obtained for one year.

RESULTS AND DISCUSSIONS

To test the reliability of the model, a simulation is carried out to analyze the activity plan for one year. Simulation results using the equation as follows.

1) Results of simulation of effective day activities

To calculate the number of working days in one year, an analysis of the number of working days using equation (1) is carried out. Working days (HK) in one year is an accumulation of the number of days and number of holidays. The results of the analysis using equation (1) are shown in Table 1 below.

Table 1: Results of the analysis of the effective day of activities in one year

No	Day per year	Day	Number of Week	Number of days		National holiday	Number of days
				Saturday	Sunday		
1	Working days	365	52	52	52	20	241
2	Tridarma Day	2	52				104
3	The Effective Activity Day						137

Based on the table above, it appears that the number of holidays in one, if Saturday is calculated, is 124 days, equivalent to 34%. In other words, the number of working days in one year is 66%. Since the structural position in the university is held by the lecturer, the lecturers in higher education are divided into: lecturers with additional assignments and lecturers without additional assignments. For lecturers with additional tasks there is no obligation to conduct research and community service. Therefore, the number of tri dharma days for lecturers with additional assignments is generally 2 days a week. Thus, in one year the lecturer with the additional task of doing tri dharma (especially teaching) is 28%, then from 66% of the day in a year, which can be used for effective structural activities by 38%. In other words, the lecturer with the additional task of focusing on structural activities is 76%. From the percentage of these activities, it is necessary to do a percentage of activity distribution, so that university leaders can participate in activities in each unit or work unit. To analyse the percentage of activities in each unit or work unit, it is necessary to know the number of objects in the overall activity.

1) Simulation results of the number of activity objects.

To calculate the number of object activities and test the reliability of the model, simulations were carried out in the university. In general, each university has faculties, institutions, bureaus, number of study programs, and technical implementing units. The simulation results in the university using equation (2) are shown in Table 2 below

Table 2: The results of the analysis of the object of activity in college

No	Object of Activity	Amount	Unit
1	Number of Faculties and Postgraduate	7	faculty
2	Number of Institutions including study centers	9	Inst
3	Number of bureaus includes sections	5	Bureaus
4	Number of units	3	Units
5	Number of Department S1	35	Dept
6	Number of Department S2	9	Dept
Sum		68	Objects

Based on Table 2 above, the distribution of activities is as follows: 60% in faculty, 15% in postgraduate institutions, 13% in the study centre, 7% in the bureau and 5% in the technical implementing unit.

If it is associated with effective working days, then the activities of the university leaders can participate in activities in each unit or work unit as follows: on 83 faculties, in 20 postgraduate programs, 18 times in institutions, 10 bureaus, and 6 times in technical implementation units. From the percentage of these activities, it is necessary to do a percentage of the activity distribution in each unit or work unit.

Of the 68 activities, university leaders can participate in 34 faculties and postgraduate activities, in research and quality improvement institutions as well as staffing and academic bureau, each with 10 activities, and in three technical implementation units each with 5 activities. To analyse the distribution of activities in each unit or work unit, it is necessary to know the number of planned activities for the entire university.

2) Simulation results of the number of activities for one year.

Referring to the number of object activities, then to calculate the number of activities, the number of activities planned for one year is analysed first. To analyse the number of planned activities for one year, equation (3) is used, while to analyse the number of activities used by the participant (4). The simulation results at the university using these equations are shown in Table 3 below.

Table 3: Results of analysis of the number of planned activities

No	Activity Planning	Amount	Unit
1	Amount of activity day	137	Day
2	Amount of activity object	68	Persons
3	Amount of unit leaders	213	Persons
Amount of Activities		1.955.340,00	Person day

To test the reliability of the model, the data is used, with the number of leaders of technical implementing units or units as many as 213 people. Based on the data in Table 3 above, it appears that from six faculties and one postgraduate program, two institutions and two bureaus, as well as three technical implementing units and 44 study programs as shown in Table 1 there are 213 leaders. The number of leaders has implications for the number of planned activities, because each unit or unit has a different activity plan.

To change the activity plan into an activity, an analysis is carried out using equation (4). The simulation results at universities using these equations are shown in Table 4 below.

Table 4: Results of analysis of total activity plans

No	Activity	Amount	Team	Time	Unit	Amount	Unit
1	Initiatives of Activity					135	Day
3	Amount of activity object					68	Object
4	Annual Activity Planning					1955340	Person day
7	Amount of faculty leaders/ institutions unit	21	213			4473	Person day
Amount of activity in a year						437,14286	Activities
Rounded up						437	Activities

Based on Table 4 above, the number of activities in six faculties, one postgraduate, two institutions, two bureaus, and three technical implementing units is 437 activities. Of the 437 activities that can be opened directly by the university leadership, there are 340 activities, while 97 activities can be opened directly by the head of the unit or their respective work units.

CONCLUSION

The number of university activities has six faculties, one postgraduate program, two institutions consisting of research institutions and quality management institutions, two bureaus consisting of general bureaus and academic bureaus, as well as three technical implementing units with a total of 44 study programs having a number of activities 437 activities. However, when referring to the number of percentage of activities, the number of activities in each unit or technical implementing unit as beriku: 262 activities in the faculty, 65 activities in the postgraduate program, 57 activities in two institutions (research institute and quality assurance), 31 activities in two bureaus (public and academic bureaus and 22 activities in three technical implementing units. By knowing the number of activities carried out by each technical unit or unit, the university leadership can control all activities. If the number of activities can be known from the beginning of the fiscal year, then the management of the budget for each activity can be controlled.

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