Internal Quality Assurance System (IQAS) in an Effort to Improve the Performance of Private College

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Abstract

The background of this research is that the implementation of the Internal Quality Assurance System (IQAS) management in private college has not been able to improve the institution because the quality culture according to Higher Education standards has not been maximized. This research generally aims to analyze, describe, and get an overview of the Internal Quality Assurance System (IQAS) in an effort to improve the performance of private tertiary institutions, specifically regarding input, process and output. This research is based on the theory of Systems, Integrated Quality Management, Policy, and Performance. This study uses a descriptive qualitative approach to the type of case study. The results of the study show that: (1) input consists of vision and mission, superior accreditation values, external party recognition, research, and community service, however international scientific paper publications are still lacking. (2) the process through the establishment, implementation, evaluation, control and improvement of IQAS standards, but the quality culture at the staff level is still lacking and the IQAS information system is not yet integrated. (3) the output produces changes to the vision and mission, the accreditation value becomes very good, increases external recognition, increases in study programs obtaining

international accreditation scores, the number of research results increases, but the performance and budget of student activity programs decreases.

Keywords

Internal Quality Management System; Performance; Private College

I. Introduction

Normatively that, the core activities of IQAS according to Article 5 Paragraph (6) Permenristekdikti No. 62 of 2016 is: "implementing IQAS management through the Higher Education Standards Establishment, Implementation, Evaluation, Control and Improvement (PPEPP) cycle. In fact, there are actually available guidelines that have been provided by the government in order to improve the quality/performance of tertiary institutions. However, the facts on the ground show that, the position of Indonesian tertiary institutions at the international level as issued by the Times Higher Education Supplement (THES) published in London in 2020 "there are no Indonesian universities in the top 100". In 2019, for the first time four Indonesian PTNs were included in the list of the world's 500 best universities, and at the end of 2020 there were six PTNs included in the list, namely: "UI, UGM, ITB, UNDIP, IPB (THES, http:/ /www.topuniversities.com). However, there are no PTS included in the list, there are still many institutions whose performance is not healthy.

From a literature review on commitment, attention, loyalty, consistency of Organizational Leaders both functionally and structurally, both at the university, faculty, department, and Study Program levels, related to their position and activities as quality assurance HR as well as lecturers are relatively lacking so that it gives the impression of inability to implement IQAS. The problems found by the Dirpanjamu IQAS Development Team (2015:11-13) are caused by: (1) organizational constraints, namely limited human resources who have commitment and a comprehensive and correct understanding of IQAS; (2) Psychological constraints consist of: Low HR Resistance and Commitment. This is based on the results of Gumiandar's research (2013: 20) the problem of low IQAS implementation, namely: "a) Organizational problems and organizational capacity; b) Organizational governance and performance issues; and c) Policy issues and their implementation".

1. System Theory

According to Shorde and Voich (1974: 115), the term system comes from the Greek "systema" which means as a whole composed of several parts (whole compounded of several parts) or relationships that take place between units or components regularly. (An organized, functioning relationship among units or components). In a complete formulation according to Tatang's quote (1984:4), the meaning of the system is explained as follows:

The term "system" has two important connotations which are implicit, if not explicit, in almost any discussion of systems. The first is the notion of system as an entity or thing which has a particular order or structural arrangement of its parts. As we shall see, these two notions are not markedly different, since order or structure is fundamental to each.

The meaning of the system, according to experts, is also cited by Santosa and Aisyah (2016: 123-124) as follows:

Havery defines the system as a logical and rational procedure for designing a series of components that are related to each other with the intention of functioning as a unit in an effort to achieve a predetermined goal. While Huse and Bowdict stated that the system is a series or so that the interaction and mutual influence of one part will affect the whole.

System theory says that every element forming an organization must receive the full attention of organizational leaders, both physical and non-physical components. The elements that represent a system in general are input, processing, and output (TP UPI Web Admin, 2018: 1). If you look briefly at the formulation above, it can be said that the system is categorized into two things, namely the system as an entity based on descriptive logic and the system as a method according to prescriptive logic (procedural).

Over time, the existence of systems theory began to be taken into account, then there were attempts to make sense of science and theory that had never been done before, and generalizations that were higher than those found in specific sciences. Systems theory is often identified with cybernetics and control theory, this is of course not true, because Cybernetics is a systemic thinking which assumes that humans and society can be understood through a study of the messages of its communication facilities. Cybernetics is a subset of general systems theory and systems are an important special case of systems theory. Efforts to describe, explain and predict organizational behavior generally come from systems theory. One of the important impacts of the emergence and development of general systems theory is the emergence of role theory which was developed from a view of the importance of the role of the functions of each part in the system that influence each other and are interdependent and ensure the running of the system as a whole.

2. Total Quality Management (TQM)

For every institution, quality is the main agenda and improving quality is the most important task. According to Sallis (2006: 29-30), "One thing we usually believe is that quality is something that distinguishes between good and vice versa. Quality in education is ultimately the difference between success and failure. In integrated quality management according to Bergman and Klefjso (2010: 199), TQM is an integrated effort designed to improve quality at every level of the organization. TQM implements an integrated and sustainable or ongoing effort to improve quality and customer satisfaction throughout the organization as a whole,

where management commitment is an important basis for the success of the five fundamental values that make up TQM which are described by Bergman and Klefjso as the foundation (milestone). Each of these footholds is separate, but has positive synergies when treated together. The concept of TQM as explained by Tjiptono and Anastasia (Diana, 2003:1) that: "Focus on customers, both internal customers and external customers are drivers". External customers determine the quality of products or services delivered to them, while internal customers play a major role in determining the quality of labor, processes and the environment associated with products or services.

3. Policy Implementation Theory

According to Webster's Dictionary (in Tachjan, 2008: 29), "to implement" means: "(1) to carry into effect; accomplished. (2) to provide with the means for carrying out into effect or fulfilling; to give a practical effect to. (3) to provide or equip with implements. First, to implement means "bringing to an outcome (effect); complete and finish". Second, to implement means "to provide the means (tools) to carry out something". Third, to implement is intended to provide or complete with tools. Based on the implementation words above, Pressman and Wildavsky (in Tachan, 2008: 29) argue that, implementation as to carry out, accomplish fulfill produce, complete", which means: to bring, complete, fill, produce, complete. Etymologically implementation is intended as an activity related to the completion of a job by using means (tools) to obtain results. The meaning of implementation according to KBBI (Big Indonesian Dictionary) is implementation or application. The general understanding that is meant by implementation is an action or implementation of a plan that has been prepared carefully and in detail (mature) (Muntaka, 2020: 1). Based on this understanding, it can be concluded that implementation is a series of processes concerning the actualization of ideals carried out by humans for the sake of including what needs are needed, who is implementing it, when is it being implemented, and when will it be completed the implementation target itself. All of that was planned at the beginning of the time it was carried out to evaluate all aspects covered.

Policy functions as a tool and is a set of leader actions designed to achieve certain results expected by employees as subordinates to the leader. According to William (2010: 1) states that: "policy is a formal organizational decision that is binding and regulates behavior with the aim of creating new values within the organization". The political activity is described as a policy-making process, and is visualized as a series of interdependent and chronological stages, which include agenda setting, policy formulation, policy adoption, policy implementation, and policy evaluation. The Policy according to the Big English-Indonesian Dictionary (2003: 500): "policy (policy) is defined as a plan of action in government, business (plan of action in government, business)". The policy is in the form of a formulation of rules that will be conveyed to people in the organization as a direction so that they know and understand what must be done in providing goods and services to

customers. Leadership holders: "must be able to formulate such policies so that people can present standardized performance as desired by the organization" Aneta, (2010: 57).

Public policy implementation approach is a scientific approach. Therefore, in the policy implementation approach it is necessary to pay attention to the characteristics shown in the scientific approach as stated by Abidin (2004: 62-63), that in the scientific approach there are several things that need attention:

1) Data collection and analysis are objective or unbiased; 2) Targeted data collection. For the purposes of policy implementation, accurate and directed data is needed so that each policy product can be implemented in accordance with the substance of the policy product; 3) Use of relevant measures or criteria; and 4) clear policy formulation.

In this stage, all existing stakeholders will be involved. Policy implementation includes 3 elements, namely: (1) Actions taken by administrative agencies or institutions; (2) Actions that reflect adherence to the target group and social networks; and (3) Also the economy that influences the actions of stakeholders. These three elements will have a good impact as expected or an unexpected bad impact. Then the results of policy implementation will manifest in several characteristics which are output results which are usually concrete in form such as documents, roads, people, institutions, or outcomes in the form of target formulation and expected and unexpected impacts (Muntaka, 2020: 1) https://www.alihamdan.id/implementation/.

In the context of implementing IQAS, a policy is required which is stated in the IQAS Policy Document. The IQAS document is a document that contains an outline of how universities understand, design, and implement IQAS in the implementation of Higher Education to create a culture of quality at the universities.

4. Organizational Performance

Performance is a description of the level of achievement of task implementation in an organization, in an effort to realize the goals, objectives, mission and vision of the organization (Bastian, 2001:329). The performance of an organization can be seen from the extent to which the organization is able to achieve the goals that have been planned before. Performance as the output and achievement of cooperative activities among members or organizational components in order to realize organizational goals. Performance is expressed as a result (output) of a certain process carried out by all components of the organization against certain sources used (input). Performance is also the result of a series of process activities carried out to achieve certain organizational goals. There is a relationship between individual performance (Individual Performance) and organizational performance (Organization Performance) within the organizational framework.

The organization is a structure of the division of labor and the structure of the working relationship between a group of position holders who work together in

a certain way to jointly achieve certain goals. According to Armosudiro (2006:12) in Azzahra (2014:1) defines that: "organization is the structure of the division of labor and the structure of the working relationship between a group of position holders who work together in a certain way to achieve certain common goals". Another case with Mooney (2006:23) defines that: "an organization is a group of people (two or more) who are formally united in a collaboration to achieve the goals that have been set". Thus organizational performance according to Suryadi (2009:7) explains that:

Organizational performance is the totality of work results achieved by an organization. The achievement of organizational goals means that, the performance of an organization can be seen from the extent to which the organization can achieve goals based on predetermined goals.

Organizational performance is "something that has been achieved by the organization within a certain time, both related to input, output, outcome, benefit, and impact" (Sobandi, 2006: 176). The work results achieved by an agency in carrying out their duties within a certain period of time, both related to input, output, outcome, benefit, and impact with responsibility can facilitate the direction of government organization management. The existence of work results achieved by agencies with full responsibility will achieve an increase in effective and efficient performance. IQAS PT as a form of activity of a public sector organization whose performance is the result of work achieved by a group of people within a public organization with the authority and responsibilities that have been determined by PT before. So that with the authority and responsibility given to the academic community, it is expected to be able to provide excellent service to the community.

The general objective of this research is to describe and analyze the implementation of the Internal Quality Assurance System (IQAS) in efforts to improve the performance of private tertiary institutions. IQAS in an effort to improve PTS performance, 2) The process of implementing IQAS's Determination, Implementation, Evaluation, Control and Improvement (PPEPP) in an effort to improve PTS performance, and 3) Performance output resulting from the implementation of PPEPP IQAS in an effort to improve PTS performance in Java Province West.

Ii. Method

The method used in this research is explorative descriptive method with a qualitative approach with a case study type. This research focuses intensively on one particular object as a case. In this study, researchers tried to understand and examine the Internal Quality Assurance System in an effort to improve PTS performance by using an input, process and output system approach. This research will be conducted at Telkom University (Telkom University) Bandung and at Bandung Islamic University, both located in West Java Province.

Iii. Research results and discussion

1. Performance Input at the Beginning of the Implementation of PPEPP IQAS in Efforts to Improve PTS Performance

In general, PTS in West Java Province had performance input at the beginning of the implementation of PPEP SMPI by having: vision and mission of the institution, superior category accreditation scores, recognition of external parties such as the presence of students, having conducted research, and carried out community service, even though it was for publication international scientific works are still lacking. The vision and mission of the organization at the beginning of the implementation of PPEPP IQAS in an effort to improve PTS performance had been determined by taking into account the rationale and background of: (1) aspects of Legislation and policies related to the Higher Education; PTS development direction with a shift in public expectations of PTS; the results of the SWOT Analysis, the role and development of PTs in the last four years; meet the criteria of 9 (nine) components of the Vision and Mission and Guidelines for the Preparation of APT LEDs (BAN-PT, 2019); (2) which has been described in the supporting Long Term Goals, Medium Term Goals and Short Term Goals; (3) has produced a PTS Strategic Plan relevant to the established VMT in an effort to improve PTS performance; (4) has been translated into a method for planning, determining, measuring and evaluating KPI achievement results in accordance with the criteria for preparing a good Vision and Mission and Guidelines for Preparing EDL IAPT BAN-PT (2019) and ISO 21001:2018; and (5) involving PTS stakeholders in the preparation of the Vision and Mission has been carried out using various media, and regular verbal and written communication methods.

PTS Accreditation Value in West Java province in general has obtained an "A" accreditation rating according to the 2017 BAN PT Decree which is valid until 2022. Recognition of External Parties at the beginning of the Implementation of PPEPP IQAS has been obtained by PTS, so that both financially and operationally it can cause corporate a positive image in the eyes of the public or stakeholders and can be used as material for consideration in credit transfers, proposals for assistance and allocation of funds, as well as receiving recognition from interested bodies or agencies according to EDL IAPT (BAN-PT, 2019). This is due to the large number of students who register for PMB activities held by PTS. In addition, students can gain experience with implementing the MBKM program which provides a real picture of the development and progress of science and technology and is able to encourage students to independently plan the courses they will take. Some of the study programs also have international standards/certifications, but to obtain international standards from ASIC in the field of General Accreditation, other international LAM accreditation is required according to recommendations from LLDikti Region IV, West Java Province.

PTS in the Province of west java have carried out research and community service activities with the availability; a) Formal Research Strategic Plan

Documents; b) Research Guidelines and evidence of their dissemination; c) valid evidence regarding the implementation of the Research Process, having carried out the Evaluation stages based on each IQAS as an effort to guarantee the quality of the Research output has been evaluated for its achievements; d) Research reporting by research managers to PT Leaders and Partners/Funders; e) as well as the existence of functional Research Groups and Research Laboratories, efforts have been made to fulfill their numbers and competencies on an ongoing basis according to the IAPT EDL Guidelines (BAN-PT, 2019) and ISO 21001:2018.

2. PPEPPIQAS Process in Efforts to Improve PTS performance

The PPEPP IQAS process in efforts to improve PTS performance in the province of West Java, in general, has carried out the process stages through establishing, implementing, evaluating, controlling, and improving IQAS standards even though it has not yet received maximum staff-level quality culture support and the IQAS information system has not been integrated. Stipulation of IQAS Standards in accordance with the 2018 IQAS Guidelines, integrated with ISO 21001: 2018 with: a) the commitment of the Leaders of all levels of the Organization to the IQAS implementation of PPEPP IQAS; b) different SPM organizational models according to quality culture and available resources; c) management principles at the beginning of IQAS implementation include autonomous, standardized, planned and documented in IQAS; d) there is an IQAS Policy; e) IQAS's goals in efforts to improve PTS performance include Long Term Goals, Medium Term Goals and Short Term Goals in accordance with the PT Administration which fulfill GUG principles and breathe Main Values and produce PTS programs; f) IQAS goal achievement strategy, g) IQAS Standard Setting stages according to the philosophy of the system; and h) the availability of IQAS Policy Documents, Manuals, Standards and Forms is determined beyond SN Dikti and communicated to personnel involved with IQAS documents on a massive basis. Implementation of the IQAS Standard in an effort to improve PTS performance has been carried out according to the IQAS Manual, as well as integrated with the ISO 21001: 2018 Standard.

Evaluation of IQAS Standard Implementation has been carried out: 1) on a scheduled and periodic basis by a competent team; 2) through Monitoring and Evaluation activities in the form of surveys on Tri Dharma PT organizing services; 3) using the Properman Application and Quality Forms; 4) supports the basic concept of implementing IQAS according to BAN-PT (2019) and according to clause 9.1.2 regarding Customer Satisfaction and 5.1.2 regarding Customer Focus in ISO 21001:2018 as well. Control of Implementation of IQAS Standards has been carried out through RTM activities and their follow-ups (Leadership Meetings) according to the basic concept of evaluating customer satisfaction

IQAS Standard Improvement has been implemented by carrying out: a) efforts to improve PTS performance; compliance with SN Dikti and ISO 21001:2018 clauses; b) identification and efforts to overcome obstacles to the implementation

of IQAS in an effort to improve PTS performance have been found, namely: (1) quality culture has not yet been embedded to the level of employees; and (2) the integration of all university application systems has not been successful. Efforts that have been carried out on an ongoing basis through the following activities: (1) RTM and its follow-up as a culture of quality and instilling the University's Main Values; (2) Integration of application systems in stages; (3) Breakthroughs of cooperation with external parties including Foreign Cooperation in the fields of Education and Learning, Research and PkM are in line with the conclusion that a quality Higher Education System can have implications in producing superior human resources.

3. Performance Outcomes of the Implementation of IQAS in Efforts to Improve Private College performance

Output Performance Results of IQAS Implementation in Efforts to Improve PTS performance in West Java province in general has resulted in changes to the vision and mission, accreditation scores have become very good, increased external recognition, increased study programs have obtained international accreditation values, the number of research results has increased, although performance and the budget for student activity programs has decreased. The vision and mission of the organization by increasing it: (1) Direction for the development of universities and research institutes; (2) Shift in public expectations of PT; (3) Legislation No. 20 of 2003 concerning SPN; PP RI Number 4 of 2014 concerning Implementation of Higher Education and Management of Higher Education; (4) Results of the SWOT Analysis of PTS developments in the past five years in the fields of: Education and Teaching, Research and PkM, other resources; (5) Global trends and educational enrichment to prepare a globally competitive society in 2030; (6) Strategies for building university education in the Islamic World, and Challenges to achieving the SDGs in 2030. The PTS Vision and Mission formulation has produced a PTS Strategic Plan relevant to the Vision, Mission and Goals that have been set in efforts to improve PTS performance which are translated into planning, determination, measurement and evaluation of KPI achievement results, Guidelines for EDL IAPT BAN-PT (2019) and ISO 21001:2018 (ISO TC/172, 2018. The preparation of the VM has been carried out with various media, and communication methods both verbal and written routinely as well as based on university activities.

In 2021/2022, PTS is able to maintain an A (Excellent) accreditation rating while still achieving an A (Excellent) Institutional Accreditation rating according to the 2022 BAN PT Decree, can increase the accreditation value of several study programs. Externally too, the results of implementing PPEPP IQAS have succeeded in increasing PTS rankings, increasing the number of enthusiasts/registrants in PMB activities so as to be able to increase the number of students in 2022 from the previous year, increasing the MBKM program for TA 2020/2021 students, increasing the number of study programs that are accredited international standards, the preparation of Research Guidelines and evidence of their

dissemination with a commitment to implement, comply with regulations and Research Management Standards, establish Research Guidelines, be better accounted for starting from the Proposal Registration stage to Research Reporting, and used as an effort to achieve goals through efforts to achieve most of the KPI determined according to the IAPT EDL Guidelines (BAN-PT, 2019) and ISO 21001:2018.

Evaluation of IQAS standards as a measure of quality assurance According to RIP PPkM 2019-2023, Research Guidelines for the two PTSs, research outputs have been evaluated for their achievements in efforts to continuously improve according to the Strategic Plan, and Law no. 20 of 2003. The existence of functional Research Groups and Research Laboratories has been endeavored to maintain their number and competence on an ongoing basis according to the IAPT EDL Guidelines (BAN-PT, 2019) and the established Research Implementation Guidelines. As a form of implementation of its Internal Quality Assurance in PkM activities which involve lecturers, educational staff and students, and has used the PkM Implementation Guidelines for the Research Directorate and PkM Deputy Bid as a reference. Research and Development Ministry of Research and Technology/Barisinonas (2020) and ISO 21001:2018 (ISO TC/172, 2018).

Iv. Conclusion

The internal quality assurance system (IQAS) in the Efforts to Improve the Performance of Private Higher Education in West Java province has been carried out according to performance input, performance processes and performance outputs which are carried out consistently through the process of Determination, Implementation, Evaluation, Control and Improvement (PPEPP) according to IQAS Standards Higher Education, IAPT EDL Preparation Guide (BAN-PT, 2019) and integrated with ISO 21001: 2018, and in general able to improve the performance of the two PTS but not optimal because they have not received support from staff regarding quality culture and integrated IQAS information systems, and a lack of an operating budget.

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