

Implementation of The Government Policies in The Performance of Merdeka Belajar Kampus Merdeka Program

Nur Wahid¹, Sitti Rahmawati Arfah^{2*}, Indri Apriani Nur³

¹²³ Public Administration Study Program, Muhammadiyah University of Makassar, Indonesia

Email: nurwahid@unismuh.ac.id; strahmawatiarfah@unismuh.ac.id; indriaprianinur.ac.id

Abstract. Merdeka Belajar Kampus Merdeka (MBKM) program becomes one of the studies about policy which being held by the government to be applied to higher education. The key to a successful implementation of the MBKM policy in university is by changing the mindset into a curriculum based on adaptive and flexible learning achievement. The research method is a qualitative research to determine the key informants, researchers use purposive and snowball techniques, and data collection techniques include in-depth interviews, observation, and documentation. The results indicated that the MBKM program regulation in the study program still experience some complications, such as in converting subjects and also the curriculum into a MBKM curriculum, coordinating the time difference at the beginning of the lectures with the form of learning activities, the hardship in partnering for cooperation and carrying out activities outside the study program, amount of programs and activities that must be done in a short time and simultaneously and also The MBKM implementing partners who limit the number of students acceptance at the location of the internship program and developing villages. In terms of strategic preparation, there are still insufficient resources, human resources that support the system, field supervisors and the low motivation of students to take part in the MBKM program

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INTRODUCTION

Merdeka Belajar Kampus Merdeka (MBKM) program becomes one of the studies about policy which being held by the government to be applied to universities. MBKM is an independent and multipurpose high education learning designed to create a limitless and creative learning community which fulfill the student's requirement (Rochana, Darajatun & Ramdhany, 2021). Education and Culture Ministerial Regulation Number 3 of 2020 on The National Standards of Higher Education. The essence of MBKM is that the students can explore their potential through the MBKM program which is according to their interests and talents to be developed independently through educational innovation (Prayogo, 2020).

The determination of the MBKM Program by The Ministry of Education and Culture has been adapted by the University of Muhammadiyah Makassar since 2021, by developing a curriculum according to the student learning achievement to be excellent, optimized in terms of studies, especially in public administration and the necessity to strengthen the skills in public sector affairs

and inculcate the values of Al-Islam Muhammadiyah with the result to create a *link and match* with the world of work or industry. The form of Learning Activities (BKP) and its implementation in the curriculum are regulated in The Ministry of Education and Culture Number 3 of 2020, namely internships or work practices in industry or in any other workplaces, carrying out the community service projects in villages, teaching in educational units, participating in student exchanges, conducting research and entrepreneurial activities as well, making independent studies/projects, and participating in humanitarian programs (Kemendikbud, 2020).

The key to a successful implementation of the MBKM policy in university is by changing the mindset into a curriculum based on adaptive and flexible learning achievement. According to Nugroho (2006), the principle of the policy implementation is a way for a policy to achieve its goals. This is supported by Hamdi (2014) explaining that policy implementation is a part of the policy process, which contains efforts to turn targets into results. The target is the concretization/specification of the established policy purposes, which are detailed and tiered into programs and activities. Based on this comprehension, the assessment of policy implementation always represents two major points, namely dimensions and determinants.

Muhammadiyah University Makassar students are enthusiastic to join the MBKM policy program. Together with The Dean of Faculty and The Head of Public Administration Study Program, they have held a socialization of the MBKM program to the lecturers and students. Good socialization requires certain strategies in order to achieve the purpose of attracting the interest of a group or community and using the socialized product (Jannah, 2018). MBKM socialization for Public Administration Study Program has been held several times according to the development of MBKM activities offered by the Ministry of Education and Culture. Various discussions and work meetings have been held to finalize the MBKM program in the field of Public Administration Study Program, Muhammadiyah University of Makassar.

An in-depth study is required to discover whether the students have comprehended the MBKM learning program, MBKM policies, regulations related to MBKM, and hopes for improvement of the MBKM program. Based on a number of previous studies regarding the implementation of MBKM policies to notice how far the performance of the universities in preparing their students (Aji & Putra, 2021; Intan Dzikria, & Luvia Friska Narulita, 2021; Dewi Anggaraini, & Ani Siska MY, 2021; Nailyl Maghfiroh, & Muhammad Sholeh, 2021; Rodiyah, 2022), the researchers are interested in following up, researching and discussing the topics and conducting further studies on the Implementation of the Merdeka Belajar Kampus Merdeka (MBKM) program at the Public Administration Study Program, Muhammadiyah University

Makassar. Previous research has discussed that MBKM has several advantages and disadvantages. Even though the MBKM policy is implemented nationally, the implementation of the MBKM for each tertiary institution may be different due to differences in their respective situations and conditions. The State Administration Study Program at the University Muhammadiyah of Makassar is one of the study programs that has implemented the MBKM curriculum. This study aims to analyze the implementation of the independent campus learning independent policy regarding, seen from the dimensions and determinants of public policy implementation.

METHODS

The method used in this study is a qualitative research method to obtain clear information on a particular problem in a study (Raharjo, 2010) The location of the research was in Public Administration Study Program Muhammadiyah University of Makassar. This study was conducted from August to October 2022. This research attempts to find the answers to the following questions: How is the implementation of the Merdeka Belajar Kampus Merdeka (MBKM) Policy in the Public Administration Study Program observed from the dimensions and determinants. The researchers used purposive and snowball techniques to determine key informants, data collection techniques included in-depth interviews, observation, and documentation. Primary and secondary data were used. Secondary data was obtained from journal articles, books, research reports, and official documents related to Merdeka Belajar Kampus Merdeka (MBKM) published by relevant agencies. To gain an in-depth of the implementation of Merdeka Belajar Kampus Merdeka (MBKM) policy, this research implementation policy theory. Specifically, the theoretical framework is based on Hamdi (2014) who established a framework on comprehending the implementation policy, based on dimension and determination. In this study, the informants were the Head of the State Administration Study Program, Secretary of the Study Program, Team MBKM Study Program and students of the State Administration Study Program.

RESULTS AND DISCUSSION

In the implementation of public policies, various kinds of obstacles often occur to interfere the policy implementation process, in the result, the achievement of policy purposes cannot be realized according to the expectations. The policy implementation process is something which requires an intense attention. According to Hamdi (2014) assessments of policy implementation always represents two major points, namely the dimensions of policy implementation including

productivity, linearity, and efficiency as well as the determinants of policy implementation including substance, policy, implementing task behavior, network interaction, target group participation, and resources. Based on the theory put forward by Hamdi (2014) which is used as the main reference in this study, accordingly, the analysis is performed as follows:

Dimensions of The Government Policies Implementation in the Performance of The Merdeka Belajar Kampus Merdeka Program

The implementation of the Merdeka Belajar Kampus Merdeka program at Public Administration Study Program, Muhammadiyah University of Makassar was studied through the dimensions of productivity, linearity, and efficiency. The dimensions of policy implementation consist of a series of pictures (subjects or circumstances) regarding to the dynamics of the implementation of the Merdeka Belajar Kampus Merdeka policy. The description relates to the dimensions of policy implementation, namely, productivity, linearity, and efficiency. The description or dimensions of the implementation of the Merdeka Belajar Kampus Merdeka at the Public Administration Study Program, University of Muhammadiyah Makassar are as follows:

1. Productivity

Productivity is an ability of the organization to produce the correct quantity and quality of output for its object environment. This includes work result, the quality of work, workload, and production time. The productivity of policy implementation in the implementation of the Merdeka Belajar Kampus Merdeka at Public Administration Study Program, Muhammadiyah University of Makassar, can be observed in the ability of the Study Program to reach the achievement of the established target standards.

The establishment of the Merdeka Belajar Kampus Merdeka (MBKM) policy by the Ministry of Education and Culture is a new formulation adapted by Public Administration Study Program, University of Muhammadiyah Makassar in accepting the disruptive era. The purpose is that the implemented curriculum encourages acceleration in achieving the Key Performance Index (KPI) according to the Decree of the Minister of Education and Culture No. 754/P/2020 concerning The Key Performance Indicators of The State Universities and Higher Education Service Institutions. Furthermore, the KPI determined internally by the Universities and Study Programs as a derivative of the KPI established by the Ministry of Education and Culture is the main basis for curriculum development and implementation.

Based on the data and analysis before, it represents that the implementation of the MBKM program at the Public Administration Study Program, University of Muhammadiyah Makassar according to the productivity dimension is quite productive, it can be observed that the

acceleration of achieving KPI requires additional appropriate instruments. Based on the Decree of the Minister of Education and Culture No. 754/P/2020 concerning The Key Performance Indicators of The State Universities and Higher Education Service Institutions within the Ministry of Education and Culture, there are 8 (eight) established Key Performance Indicators. Universities and study programs have set internal KPIs. Achieving the KPI is not simple. The establishment of additional instruments to accelerate the KPI is the correct effort in the sustainability of the program. Additional instruments will certainly add to the supporting activities of the KPI. The implementation of the MBKM program has become more focused and measurable. However, in other aspects, there are already available document guidelines for curriculum collaboration and implementation of the MBKM program in the Administrative Sciences Study Program, The Faculty of Social and Political Sciences, University of Muhammadiyah Makassar.

2. Linearity

Linearity is the suitability of standards in accordance with the standard specification guidelines that have been established, including procedures, time, cost, place, and practitioners. The linearity dimension in the implementation of the MBKM program is related to the suitability of the standard fulfillment process determined by the Ministry of Education and Culture, and also with the procedures, time, cost, place and practitioners of the MBKM policy.

Based on the data and analysis above, it represents that the implementation of the MBKM program at the Public Administration Study Program, Muhammadiyah University Makassar based on the linearity dimension can be described that the inter-work service is linear because the documents related to the curriculum of the Public Administration Study Program are already exist, the Merdeka Belajar Kampus Merdeka Program at Public Administration Studies, Standard Operational Guidelines for Public Administration Study Programs, Work Practice Pocket Books, Village Building Pocket Books, Integrated Research Pocket Books, Cooperation Model Guidelines for Public Administration Study Programs, and Cooperation Documents.

The sustainability of the Merdeka Belajar Kampus Merdeka Program requires to be entirely supported by various interested parties and stakeholders. Support is highly expected from the Academic Community and the Regional Government where the activities are held to support the facilities or infrastructure and any other supports that can improve the performance of the form of learning activities. Local government support is significant in facilitating student field activities. Non-college partners who support the learning activities also need to be appreciated by the Ministry of Education, Culture, Research and Technology in the form of certificates of

appreciation or other appreciation. This step requires to be done so that partners will increase and it will be more convenient to get cooperation in the future.

3. Efficiency

Based on the opinion expressed by Hamdi (2014) the efficiency referred in this study is to provide an overview of how to optimally empower the resources of practitioners, assets, funds and technology related to the Implementation of Government Policies in the Performance of Merdeka Belajar Kampus Merdeka program in the Public Administration Study Program of Muhammadiyah University of Makassar. Ideally a service will be effective if the service bureaucracy can provide input on the services, the ability to use the resources makes it easier for people to act as service users. Likewise, in terms of service output, the bureaucracy can ideally provide quality service products, especially from the aspect of service accuracy. This is in line with the opinion of Sedarmayanti (2014) that efficiency is a measure of the use of resources in a process. The less use of a resource, the more efficient the process is. An efficient process is characterized by the process improvement, in the result, it becomes cheaper and faster.

Based on the results of the research, it can be observed that the authority has been adjusted to the curriculum and implementation of the MBKM Program. Existing resources such as infrastructure and other resources have been utilized well, but the pandemic has resulted in a diversion of the budget. Even with the diversion of the budget, the Public Administration Study Program is still able to manage the implementation of MBKM well.

Determinants of the Implementation of Government Policies in the Performance of the Independent Learning Program for the Independent Campus

1. Substance of Policy

Based on the opinion expressed by Hamdi (2014) the substance of the policy in this study relates to the consistency of the derivation of content or policy specifications and the alignment of contents related to the Implementation of Government Policy in the Implementation of the Merdeka Belajar Kampus Merdeka at the Public Administration Study Program, Muhammadiyah University of Makassar. The contribution of the Study Program in performing the MBKM program has been going well, the Public Administration Study Program has executed the tasks according to the regulations and reported the reports on the existing activities. The work motivation of the practitioners team towards policy acceptance can be accepted by the academic community including leaders, lecturers, students and alumni because the study program received a grant for curriculum collaboration and MBKM implementation (Internship, Integrated Research and Village Development). In addition, it can be observed that the readiness of the Administrative Science

Study Program in receiving authority from the Ministry of Education and Culture is quite ready, it means that the Public Administration Study Program can perform its authority properly.

2. Behavior of The Practitioners Tasks

Based on the opinion expressed by Hamdi (2014) the behavior of the practitioners in this study illustrates how work motivation, the tendency to abuse the authority and learning abilities in the implementation of the Merdeka Belajar Kampus Merdeka program at the Public Administration Study Program, Muhammadiyah University Makassar. Each of the implementation team has responded well to the existing policies. It represented by holding a meeting with the MBKM implementation team in the Study Program, which means giving the study program confidence to establish partnerships with public sector agencies. This results in increased work motivation. However, in this case, in implementing MBKM, the study program requires to provide guidance and supervision in performing its authority as an implementing team or existing field supervisor so that there are no deviations in authority that have an impact on the existing system.

3. Network Interaction

One of the factors that influence the success in implementing the Merdeka Belajar Kampus Merdeka policy program at the Public Administration Study Program, Muhammadiyah University of Makassar, is the work factor of network interaction whose indicators are collaboration between study programs and between partnerships with public sector agencies. Cooperation between practitioners is related to the coordination of practitioners in implementing policies. Cooperation between practitioners which is an indicator of network interaction factors as a factor influencing the success of the implementation of the MBKM Program. The collaboration performed by the Study Program with the Uluwai Village Government, Mengkendek District, Tana Toraja Regency in the form of a Cooperation Agreement which was signed by the Village Head of Parassa Paembonan and agreed to execute the activities.

The curriculum cooperation document in the form of a Cooperation Agreement with Benteng Gantarang Village Government, Gantarang District, Bulukumba Regency has been signed by the Village Head, Asbar, S.Sos. However, the implementation of MBKM activities has been postponed. Furthermore, the cooperation in implementing MBKM in the form of a Cooperation Agreement was added with the Sapobonto Village Government, Bulukumpa District, Bulukumba Regency.

In addition, there is also a document of cooperation in the form of a Memorandum of Understanding (MoU) with the Public Administration Agency (LAN) which is still in the process of being finalized in the Legal section of Public Administration Agency of Indonesia. However, the

implementation of the internship at the Training and Development Center and The Government Management Studies at the Public Administration Institute of Makassar is currently being implemented. Furthermore, the existence of a cooperation document in the form of a Memorandum of Understanding (MoU) with the Smeru Research Institute is still in the process of being explored. Therefore, the implementation of the research activities is executed in collaboration with the Institute for Research, Development and Community Empowerment (LP3M) in the form of a letter of cooperation internally through *desk to desk*.

Based on the results of the research conducted, it indicates that the obstacles faced by the Study Program in implementing MBKM through collaboration with public sector agencies are the commitment and response of partners to perform MBKM activities which are still varied. The cooperation model in the form of Cooperation Agreement Letters at certain public agencies was responded well and the cooperation signing process went smoothly. Some partner agencies do not accept the cooperation model in the form of a Cooperation Agreement. Some expect it in the form of a Memorandum of Understanding (MoU). Cooperation in the form of an MoU requires a long term period because it involves the highest leadership in each agency. Another obstacle is the response of partners who cancel and lack of response to the implementation of activities so that there is a diversion or addition of partners and the limitation of student quotas to participate in the programs at the agency.

4. Target Group Participation

One of the factors that influence the success of the implementation of the Merdeka Belajar Kampus Merdeka Learning Program at the Public Administration Study Program, Muhammadiyah University of Makassar, is the target group participation factor which can be observed from several indicators, including the level of acceptance of the benefits of the activity and the ability to contribute according to the procedure. In terms of the internship activities are held at the Training and Development Center and Government Management Studies of the Public Administration Agency (Puslatbang KMP LAN). There were 15 students who participated and 1 assistant lecturer.

Village building activities are executed in two villages. First, Uluway Village, Mengkendek District, Tana Toraja Regency. Second, Sapobonto Village, Bulukumpa District, Bulukumba Regency. There were 14 students who participated in Uluwai Village and 11 students in Sapobonto Village. In the result, the total number of students who participated in village building activities were 25 students with 1 assistant lecturer. In addition, the research was conducted at the Investment office and One Stop Integrated Services (DPMPTSP) and the Regional

Development Planning Agency (Bappeda) of the Makassar City Government with the title Smart Governance Framework for Metropolitan Cities. There were 2 students who participated in research activities with 1 assistant lecturer. Based on the results of the research conducted, it indicates that the obstacles faced are related to the acceptance of the benefits of the activity, in this case, the acceptance of the authority given so far is quite acceptable, where MBKM implementing partners limit the number of students accepted at the implementation location. In addition, a limited budget is the main focus that must be fulfilled. In addition, the contribution of study programs can contribute in accordance with existing regulations. Special attention and handling is required for study programs and MBKM implementing partners.

5. Resources

One of the factors that influence the success of the implementation of the Independent Learning Campus Independent Program Policy at the Public Administration Science Study Program, Muhammadiyah University of Makassar is the resource factor that can be observed from several indicators including, adequacy of funds, availability of practitioners, adequacy of equipment and accuracy of technology and availability of information. Resources related to the adequacy of funds are very influential in the implementation of a regulation and policy, therefore a shortage of funds will have an impact on optimizing the implementation of policies. However, the adequacy of equipment is still lacking and needs to be added in order to reach the standard of facilities and infrastructure in performing work programs. Availability of information which is an indicator of the resource factor as a factor influencing the success of the implementation of the MBKM Program is required in implementing policies, good information must be conveyed to policy implementers, in the result, there is no miscommunication between policy implementers, this involves coordination and communication between implementers. The information referred to when related to the policy. Based on the results of the research conducted, it can be seen that the availability of technology as a whole has been fulfilled, but in several remote partner locations it is necessary to procure and increase the availability of information technology.

CONCLUSION

In adapting the MBKM program at the Public Administration Study Program Of Muhammadiyah University of Makassar, some of them are still having difficulties in converting subjects and also the curriculum into the MBKM curriculum, coordinating the time difference at the beginning of the lectures with the form of MBKM learning activities, inconvenient to get cooperation partners and perform the activities outside the study program. The number of

programs and activities that must be executed in a short time and simultaneously as well as MBKM implementing partners limit the number of students accepted at the location of performing internship and developing villages. In terms of strategic readiness, there are still insufficient resources, human resources that support the system, field supervisors and the low motivation of students to take part in the MBKM program.

The sustainability of The Merdeka Belajar Kampus Merdeka Program (MBKM) requires to be entirely supported by various interested parties and stakeholders. Support is highly expected from the Regional Government where the activity is held, in the result, there is support for facilities or infrastructure and other support that can improve the performance of learning activities. Local government support is significant in facilitating student field activities. Non-college partners who support learning activities also need to be appreciated by the Ministry of Education, Culture, Research and Technology in the form of certificates of appreciation or other appreciation. This step needs to be done so that partners will increase and it will be convenient to get cooperation in the future.

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