



Business Unit Management Model after the Implementation of the Regulation of the Minister of Religious Affair (PMA) No 19 of Year 2017

Erwin^{1*}; Misneli²

^{1,2*}*Universitas Agama Islam Negeri Imam Bonjol Padang*

*Corresponding Author. *E-mail: erwinruby150@gmail.com*

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ABSTRACT

Purpose: The Paper is to find out changing management model of State Islamic University (UIN) business units in Indonesia after the change of Institutional status from State Islamic Institute (IAIN) to State Islamic University (UIN) following PMA No.19 Year 2017.

Design/Method/Approach: This study uses a descriptive analysis. It the research employed qualitative research methods. The qualitative method was used to describe the condition of the Business Development Unit in each university using Research and Development model.

Findings: The results of this paper are designed management from whole of problems found in each UIN after the status converted.

Originality/Values: The main contribution of this study concern on management model of UIN business in Indonesia after the change of Institutional status from state Islamic Institute to state Islamic university following PMA No 19 2017.

INTRODUCTION

The development of industrialization of higher education is in line with the activities of higher education institutions to target quality standards of improvement including teaching, research, and community service. This development also has an impact on the college. This is in line with the change in the direction of college development policy in 2017¹. This development policy was based on 5 (five) foundations, namely: autonomy, accountability, quality assurance, science development and social service. The change aforementioned is the change or transition of the institutional status of several State Islamic Religious Colleges (PTKIN) from institutes to universities. This transition was motivated by both internal and external factors then interests from each PTKIN. Some of these institutions changed or transitioned their status according to the Republic of Indonesia Presidential Regulation no 34, 35, 37, 38, 39 are²:

1. State Islamic Institute of Mataram³ of State Islamic University of Mataram.
2. State Islamic Institute of Imam Bonjol, Padang to State Islamic University of Imam Bonjol, Padang.
3. State Islamic Institute of Sulthan Thaha Saifuddin, Jambi to State Islamic University of Sulthan Thaha Saifuddin, Jambi.
4. State Islamic Institute of Raden Intan, Lampung to State Islamic University of Raden Intan, Lampung.
5. State Islamic Institute of Sultan Maulana Hasanuddin into State Islamic University Sultan Maulana Hasanuddin, Banten

¹ Jamaludin Ibrahim and Ahmad Dahlan, "Designing Business Models Options for 'University of the Future,'" *IEEE*, n.d., 600–603, <https://doi.org/DOI:10.1109/CIST.2016.7804956>.

² Yasonna H Laoly, "Peraturan Presiden Republik Indonesia Nomor 34 Tahun 2017 Tentang Universitas Islam Negeri Mataram" (Kementerian Sekretariat Negara Republik Indonesia, 2017), 2; Yasonna H Laoly, "Peraturan Presiden Republik Indonesia Nomor 35 Tahun 2017 tentang Universitas Islam Negeri Imam Bonjol Padang" (Kementerian Sekretariat Negara Republik Indonesia, 2017), 2; Yasonna H Laoly, "Peraturan Presiden Republik Indonesia Nomor 37 Tahun 2017 tentang Universitas Islam Negeri Sulthan Thaha Saifuddin Jambi" (Kementerian Sekretariat Negara Republik Indonesia, 2017), 2, <https://hkln.kemenag.go.id>; Yasonna H Laoly, "Peraturan Presiden Republik Indonesia Nomor 38 Tahun 2017 tentang Universitas Islam Negeri Raden Intan Lampung" (Kementerian Sekretariat Negara Republik Indonesia, 2017), 2, <http://itjen.kemenag.go.id>; Yasonna H Laoly, "Peraturan Presiden Republik Indonesia Nomor 39 Tahun 2017 tentang Universitas Negeri Sultan Maulana Hasanuddin Banten" (Kementerian Sekretariat Negara Republik Indonesia, 2017), 2, <https://peraturan.bpk.go.id/>.

The change or transition brought about change in many systems. The guidance is stipulated and explained in PMA No. 19 of 2017⁴. Among the changes that can be seen in the organization and work procedures of each PTKIN, one of which is the establishment of new units as follows:

1. Business Development Unit.
2. Ma'had al Jami'ah.
3. Entrepreneurship and Career Development Unit.

Based on the three technical implementation units above, the unit with the task of carrying out the university's management, marketing, development, and business cooperation is the business development unit. Every existing university has the freedom to make both long-term and short-term investments using its existing assets.

In line with the stipulation of the institutional change, the universities must design a university management system of Public Goods characterized by bureaucracy in regulating university organizations such as legislation, regulation, authorization and control of all units underneath into service-oriented Semi-Public Goods and non-profit Public Service Deliveries and Internal Services Agencies. This new management system gives authority to all faculties and other work units to be semi-autonomous or decentralized. These Institutions are deliberately established for commercial purposes to gain profit to support the university's financial resources professionally, efficiently, effectively, and productively managed as befits a business institution. The needs for procurement of goods and services arising in the faculties and other work units that carry out the duties and functions of the university's nature of business are executed by commercial units. In line with that, the work unit that initially managed inadequate education and health services accommodated the needs of universities, then a public service agency establish based on Law No. 23 of 2005 on Financial Management of Public Service Agency⁵.

However, in its implementation, many programs are constrained by the binding and difficult rules, affecting the revenue obtained by income generating units. The State Islamic Religious Higher Education Institution (PTKIN) affected by the change of Institutional status should develop their respective business units as there are still business units that remain stagnant without any development. Moreover, from initial observations, there are different perspectives and understanding toward the business units of the five PTKINs

⁴ Lukman Saifuddin Hakim, "Peraturan Menteri Agama Republik Indonesia Nomor 19 Tahun 2017 tentang Organisasi dan Tata Kerja Universitas Islam Negeri Imam Bonjol Padang" (Kementerian Agama Republik Indonesia, 2017), 2.

after the change of institutional status in 2017. This business unit is following the basis of the establishment of a public service agency to organize its financial management⁶.

The difference can be seen in the institutional structure and authority, such as in UIN of Jambi, Mataram. The members are directly under the head of the business center. In contrast, at UIN Banten, there are several directors in charge of their respective divisions under the head of the business unit. Judging from the authority, only UIN of Banten has a wider authority, meaning that the head of the business unit is free to collaborate with third parties, but still with the Rector's knowledge on the other hand, in other UINs, the collaboration still carries out this activity. In addition, the existence of business units is not widely known by the wider community, especially by the Academic Community. The problem in question is how the business unit carries out its role if the business unit itself is not promoted.

The formulation of the problem in this study is detailed through several questions: 1) what is the description of the condition of the State Islamic of Higher Education (PTKIN) business unit after PMA No19 of 2017? 2) What efforts have been made to improve the PTKIN after PMA No19 in 2017? 3) What is the ideal Management Model for the business unit development after implementing PMA No. 19 of 2017? 4) How does the Academic Community respond to the presence of the Business Development Unit?

The purpose of this study is to find out the description of the condition business unit of the State Islamic of Higher Education Institutions (PTKINs) after the implementation of PMA No. 19 of 2017. Furthermore, observe efforts have been made in improving the performance of the business unit of the PTKIN after the implementation of PMA No.19 of 2017?, to determine the ideal Management Model for the business unit after PMA No. 19 of 2017?, and to see the response of the Academic Community towards the presence of the Business Development Unit.

MATERIALS AND METHODS

Before discussing the research method, it might have to describe a relevant literature review that refers to the business management unit.

⁵ Hamid Awaludin, "Peraturan Pemerintah Republik Indonesia Nomor 23 Tahun 2015 tentang Pengelolaan Keuangan Badan layanan Umum" (Kementerian Hukum dan Ham, 2005), 1–53.

⁶ Henny Juliani, "Eksistensi Badan Layanan Umum Sebagai Penyelenggara Pelayanan Publik," *Administrative Law & Governance Journal* 1, no. Khusus 1 (n.d.): 47–61.

Definition of Management

The word "management" is derived from Latin, namely, manus, which means hand, and agrees, which means to do. Therefore, the word "manager" means to handle. In English, the word manager has different forms based on its part of speech; manage as the verb form, management as the noun form, and managers as a noun form, meaning a person who carries out management activities. The English word management is translated into Indonesian as management (*pengelolaan*). Etymologically, the word management in Indonesian is a direct translation of management in English. The word management itself comes from the word manage, or magi are, which means to train a horse in stepping⁷. While semantically, it means "to lead, guide and regulate". Management is very important for every individual or group activity in an organization to achieve the desired goals. Management is process-oriented, which means that management requires human resources, knowledge, and skills to become more effective or produce actions to achieve success.

The Functions of Management

The planning function is a process that involves efforts to anticipate future trends and determine the right strategies and tactics to realize the organization's goals and objectives. Thus, planning is required to guide the company to the goals it wants to achieve in the future.

The organizational function is a process that involves how the strategies and tactics that have been formulated in planning are designed in a conducive organizational structure, system and organizational environment. It ensures that all parties in the organization can work effectively and efficiently to achieve organizational goals.

The directing and implementation function, or actuating, is the process of implementing a program made so that all parties in the company can carry it out and the process of motivating subsequently all parties can carry out their responsibilities with full awareness high productivity.

The function of supervision and control is the process carried out to ensure the entire set of activities that have been planned, organized and implemented can run as expected even if various changes occur in the business world environment that is faced.

⁷ Ahmad Qurtubi, *Administrasi Pendidikan (Tinjauan Teori dan Implementasi)* (Surabaya: CV Jakad Media Publishing, 2019), 15.

Strategic Planning for Business Units

A strategic business plan has eight business units. This business unit consists of eight steps: defining the vision and mission of the business, analyzing the external environment, analyzing the internal environment, formulating the business goals and objectives, developing business strategies, detailing program plans, implementing program plans, and gathering feedback and control test.

PMA No 19 of 2017

The Technical Implementation Unit in PMA No.19 of 2017 consists of six are:

1. Library; The tasks of a library is to carry out services, develop libraries, create interlibrary collaboration, control, evaluate, and compile library reports;
2. Information Technology and Database Unit; The task of this unit is to manage and develop management information systems, to ensure the unit development, maintain networks and applications, manage the database, and develop technologies and network cooperation;
3. Language Development Unit; the task of this unit is to carry out training and language development for the University's academic community;
4. Business Development Unit; the task of this unit is to carry out the management, marketing, development, and business cooperation of the University. Referred to the article PMA No. 19 in 2017 is directed by Head appointed of Rector and is under and responsible to the Deputy of Rector for Public Administration, Planning and Finance;
5. Ma'had al Jami'ah; and The task of this unit is to carry out services, coaching, and academic development and develop Islamic Boarding School (pesantren) based character for students;
6. Entrepreneurship and Career Development Unit.

The tasks of this unit are to carry out the development of entrepreneurship, career, and the profession of the University's academic community and to provide job market information services for alumni.

Types of Research

This research uses qualitative research⁸. This research aims to distributed questionnaires related to environmental responses on the existence of business development units while describing the condition of the Business Development Unit in each university using Research and Development Model⁹.

Development Procedure

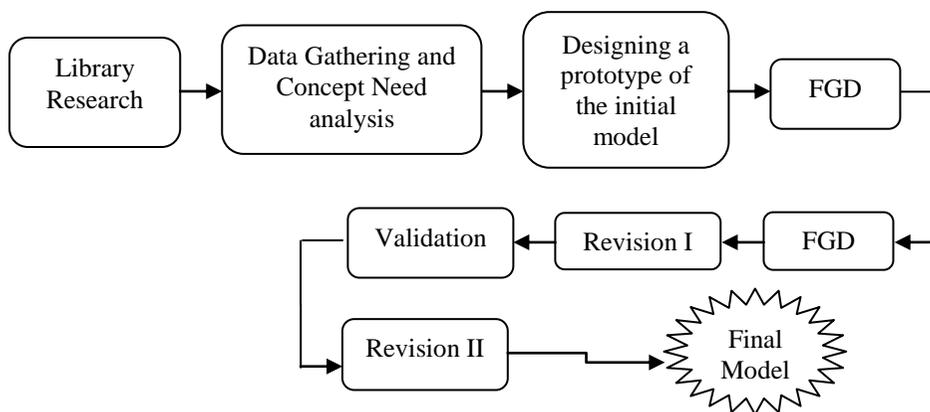


Chart 1. Stage of Business Unit Model Development
After the Implementation of PMA No.19 Year 2017¹⁰

Research Location and Time

This research is conducted at 5 (five) State Islamic Religious Higher Education Institutions (PTKINs) that underwent institutional status from institutes to universities at Presidential Regulation (KEPPRES) no. 34,35,37,38,39 in 2017. The research is devoted to the business units of the 5 PTKINs aforementioned. However, not all campuses could be visited and observed due to limited funds. Consequently, researchers only visited the UIN of Imam Bonjol Padang, UIN of Banten and UIN of Bandar Lampung. At the

⁸ Hardani Hardani, *Metode Penelitian Kualitatif dan Kuantitatif* (Yogyakarta: Pustaka Ilmu, 2020), 96, <https://www.researchgate.net/>.

⁹ Matthew B Miles, A Michael Huberman, and Johny Saldana, *Qualitative Data Analysis: A Methods Sourcebook* (Arizona State University, USA: Sage Publishing, 2019), 135, <https://us.sagepub.com>.

¹⁰ "Peraturan Presiden Republik Indonesia Nomor 59 Tahun 2017 tentang Pelaksanaan Pencapaian Tujuan Pembangunan Berkelanjutan" (Kementerian Sekretariat Negara Republik Indonesia, 2017), 7.

same time, research for UIN of Jambi and UIN of Mataram was conducted by telephone and via email communication.

Data Source

The data sources selected in this study are relevant and competent elements to provide information about the Business Development Unit at each university. The main informant in this study was the head of the Business Development Unit of each PTKIN with the change of institutional status from an institute to a university, namely Mr Efil Yurianto as head of the UIN of Imam Bonjol Padang business unit, Mr Munsaridas head of the UIN of Jambi business unit, Mr Asy'aryas head of UIN of Banten business unit, Mr Syafroni and Mrs Nurul Yaqinah as head of the UIN of Mataram business unit and Mrs Femi Purnamasari as head of the UIN of Lampung business unit.

Data Collection Technique

The observation was performed to complete data needed about the condition of a business unit of the PTKIN after PMA No. 19 of 2017. There are six business units; organizational structure, capital of the Business Development Unit, the SOP of the Business Development Unit, the application of the system, competency of business unit staff, business unit roadmap, marketing system, contract system and cooperation system. The development of business units, in general, will be seen from the function of managerial functions to measure whether the bureaucratic function is running effectively and efficiently. From these results, the mapping of business unit management to realize its function as a support unit for achieving the fission of higher education missions can be described. Observations were carried out using a qualitative approach in the form of observations of the State Islamic Higher Education Institution (PTKIN) after the implementation of PMA No.19 of 2017. The results of these observations will serve as supporting data through interviews.

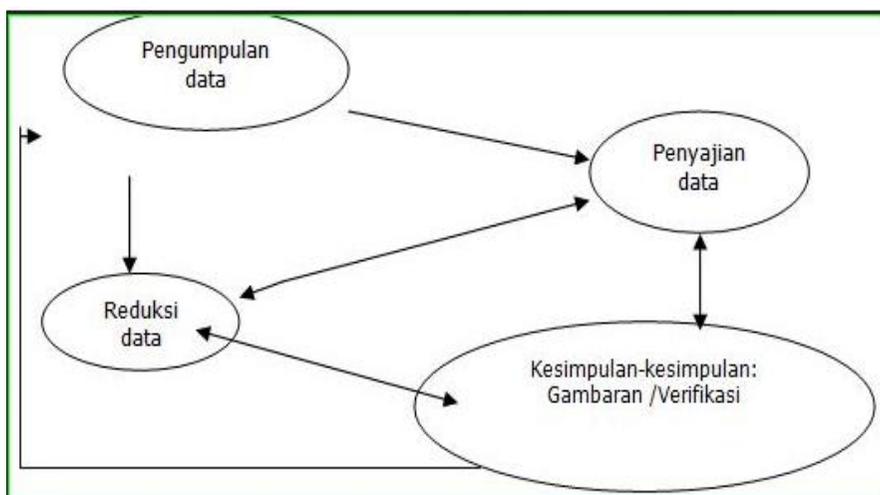
To obtain secondary data related to the classification level of the State Islamic Religious Higher Education Institution (PTKIN) after changing institutional status from an institute into a university in research and study on PMA No.19 of 2017 was conducted.

Interviews were conducted based on interview guidelines on developing business units in each tertiary institution. The interview guidelines were prepared and consulted in advance to the Heads of earlier established Business Units such as UIN of Bandung and UIN of Surabaya to support the guidelines for the interview to be on target and answer all research problems.

Data Analysis Technique

The data analysis technique used in this study is the interactive model of Miles and Huberman. Data analysis took place simultaneously and was carried out together with collecting data with stage flows. The picture of data analysis and interactive models, according to Miles and Huberman, can be seen in the figure below:

Figure 1. Analysis of Interactive Model



Data Collection, Data Presentation, Data Reduction

Summaries: Pictures/Verification¹¹

RESULTS AND DISCUSSION

Description of the Condition of the Business Development Unit of the State Islamic Religious Higher Education Institution (PTKIN) after PMA No19 year 2017

These four descriptions of the condition of the business development unit of the Islamic Religious higher education institution are planning, organizing, actuating or implementing, and controlling.

First, planning, although the Central Business Unit of the three universities affected by the PMA No.19 of 2017, namely UIN of Imam Bonjol, Padang, UIN of Mataram and UIN of Sultan Maulana Hasanuddin Banten, have set business goals and targets, it has not been supported by Business Feasibility

¹¹ Miles, Huberman, and Saldana, *Qualitative Data Analysis: A Methods Sourcebook*, 117.

Analysis and strategies in achieving these targets¹². In addition, there have been no standards or indicators of success in achieving the goals and targets. Consequently, this makes the formulation made is rather difficult to achieve. As mentioned by the head of the Padang UIN Business, the priority activities that must carry out now is to reorganize the pre-existing program, which is a program established by the leaders of UIN in Financial and Institutional Budget Activity Plan (RKAKL)¹³

On the other hand, the set goals, targets, and business concepts between UIN of Sulthan Thaha Saifuddin Jambi and UIN of Raden Intan Lampung have not been clearly defined formulated in written form. There has been no institutional decision on limits and authority of the head of the business center or unit¹⁴

Second, organizing. The organizing for the five UINs are relatively similar each other as can be seen in the following table:

Tabel 1. Result of Field of Research

ANSWERS						
No	Lists Of Question	UIN of Banten	UIN of Lampung	UIN of Jambi	UIN of Mataram	UIN of IB Padang
1	What is the structure of PUPB	1 Head and 2 staffs	1 Head and 3 staffs	1 Head and 3 staffs	1 Head and 2 staffs	1 Head and 1 staff
2	Has the SOP been set?	No	No	No	No	No
3	What are the facilities for PUPB	Office equipment only				
4	Has the job description been set?	No	No	No	No	No
5	Business Financial Report system	Finance Affair is held by the treasurer of BLU UIN	Finance Affair is held by the treasurer of BLU UIN	Finance Affair is held by the treasurer of BLU UIN	Finance Affair is held by the treasurer of BLU UIN	Finance Affair is held by the treasurer of BLU UIN

¹² Misneli Erwin, Observation at UIN Imam Bonjol Padang, 2019.

¹³ Efil Efil, Reorganize the pre-existing program which is actually a program established by the leaders of UIN in Financial and Institutional Budget Activity Plan, 2019.

¹⁴ Munsarida Munsarida, Institutional Decision on The Limits and Authority of The Head of the Business Center, 2019.

6	Types of Business	Academic Activity, Mineral Water Production, Land Rental	Academic Activity and Land Rental			
7	Asset Marketing System asset	Wait for the tenants initiative	Wait for the tenants initiative	Wait for the tenants initiative	Wait for the tenants initiative	Wait for the tenants initiative
8	Person in charge is signing cooperation contract	Rector	Rector	Rector	Rector	Rector
9	Form of Partnership	profit sharing and land rent	profit sharing and land rent	profit sharing and land rent	profit sharing and land rent	profit sharing and land rent

Third, actuating or implementing. Actuating means implementing or is also interpreted as movement. Movement means raising and encouraging all members of the group or organization so that they are determined and put a lot of effort to achieve goals with sincerity and in harmony with the planning and organizing efforts of the leaders.

The side of this movement was an aspiration to move forward together to advance the business units. However, there are no specific or routine activities carried out in the coaching of the university business teams. There are no significant activities in developing the business unit for UIN of Imam Bonjol Padang, UIN of Sulthan Thaha Saifuddin Jambi for UIN of Raden Intan Lampung in developing the business unit other than in the Field of Services. The main focuses are only on the established Business Development Unit, such as Academic Services, and leasing canteen and land activities.

As for the Business Development Unit of UIN of Mataram and UIN of Sultan Maulana Hasanuddin Banten. The business units of UIN Mataram include building the canteens, establishing merchandise houses and copy centres, leasing for a vehicle, building and land, and managing rice fields. In contrast, for UIN of Banten and the academic services, the university has also established mineral water and travel business, halal certification, and canteen and land leasing.

Four, controlling. The head of the business unit conducts the control system for the ongoing activities. Although Internal Supervising Unit (SPI) is expected to ensure the program's compliance with related regulations, this unit has not played a significant role. The program created by the Business

Development Unit should be examined and monitored by SPI to ensure the program does not violate the regulations.

Efforts to Improve the Performance of the Business Unit of the State Islamic Religious Higher Education Institutional (PTKIN) after PMA No19 in 2017

Overall, there has not been a significant effort made by Business Development Units of the five Universities affected by PMA No.19 in 2017. The units are still stagnant due to the reluctance of the UIN management to take concrete actions due to several binding rules.

Based on observations results, research object in interviews and documentation at Islamic Religious Colleges is ongoing, especially the Heads of Business Centers, continue to strive to improve the quality of business centre management at their respective campuses.

Based on interviews, the Head of UIN Lampung business centre stated that: *"The efforts that we have made in managing the Business Unit at UIN of Lampung are only at the stage of organizing and structuring the canteens which have long existed at UIN Lampung. Moreover, we are also preparing the new buildings as a kind of mini markets for the UIN Lampung campus community. We also put a lot of effort to give an understanding to the campus community about the urgency of the Business Center for the development of Public Service Agency (BLU) of State Islamic Institution of Higher Education"*¹⁵.

Based on the results of interviews with the head of the UIN of Bandar Lampung Business centre, it can be seen that there have been efforts made in managing the business centre. However, it is not yet a structured and planned business centre utilizing all existing assets in the UIN of Bandar Lampung.

Slightly different from the Business Center of UIN of Bandar Lampung, the Head of UIN Banten has been more "aggressive" and persistent as the unit has reached the stage of cooperation with outside parties. The cooperation is in the form of procurement of mineral water, halal labels and souvenirs. This cooperation can be seen from the interview with the head of UIN of Banten business centre.

We are constantly working to develop the business unit of the university, both academic and non-academic business. The businesses that we have developed include providing mineral drinking water, printing and publishing, and halal labels, which is now in the finishing stage. Even though we have to

¹⁵ Femai Purnamasari, 'The urgency of the Business Center for the development of Public Service Agency (BLU) of State Islamic Institution of Higher Education, 2019.

struggle with inadequate resources, we will continue to develop various efforts¹⁶.

From the Head of the UIN Banten Business Center statement above, it is obvious that there are a lot of efforts given to developing the business in the area of the UIN of Banten campus. However, in terms of planning and organization, the business centre still seems to have problems. Besides that, the business unit faces obstacles as there is no explicit job description related to the UIN of the Banten business management unit.

Slightly different from the other ruins, the Head of the business center of UIN of Jambi tends to be cautious in taking actions of further development, this is because the authority given to the Head of the business center is only limited to carrying out orders from the leaders of the Public Service Agency (BLU). This can be seen from the statement of the Head of the business center of UIN Jambi below:

“Business development efforts in the university require a strong and clear legal basis so that we can run campus business programs safely and smoothly. To date, the Head of the business center is only positioned as a person who carries out orders without being discretion to make decisions in business matters. Therefore, we are only engaged in structuring the existing businesses and assets, such as canteen management and land leases”¹⁷.

From the statement above, it appears that the head of the business center of UIN Jambi is very careful in taking development steps. Besides that, the Jambi business center does not have enough personnel and facilities to support the business development movement at UIN Jambi fully.

The head of the UIN Mataram business center also sought to develop business, even though it is only at the stage of managing existing assets. From several interview questions, it appears that UIN Mataram is still at the stage of fixing and managing existing assets, such as structuring campus assets and leasing land.

Based on the result of the interviews above, it can conclude that the Business Development Unit of the State Islamic Religious Higher Education (PTKIN) after PMA No19 in 2017 has made efforts to develop a business center on campus. However, the development is still in the stage of managing campus assets and land rent.

¹⁶ As'ari As'ari, Various bussiness developn include the provision of mineral drinking water, printing and publishing as well as halal label, which is now in the finishing stage, 2019.

¹⁷ Munsarida, Institutional Decision on The Limits and Authority of The Head of the Business Center.

Ideal Business Unit Development Model after the Implementation of PMA No. 19 of 2017

Planning

1. Participation of the Business Development Unit in planning the Business Plan Budget. During this time in the process of preparing the Business Plan Campus Budget Business Development Unit has never been included. Even though the participation of the Business Development Unit in the RBA Preparation will be very useful in making decisions by the Head of the Business Development Unit;
2. Road Map Availability; A Road Map is a plan that matches short-term and long-term business goals with specific solutions to help meet those goals. A road map allows business leaders and members to clearly understand each element to put together a strategy. Contains details of the decisions that need to be made, what is needed to be made and when;
3. Availability of Technical Guidelines; Technical guidelines for all activities must be present so that anyone who will be placed in the Business Development Unit can learn by itself, so even if there is a change of personnel in the Business Development Unit will not interfere with activities

Organizing

1. The structure must be directly under the university rector means there is an incoming letter that must be followed up. The head of the business unit can discuss with WR II or the Chancellor without having through a long process passing through the general section and other parts;
2. Hiring experts; from the organizational structure that we have developed, there are business experts/experts. Based on the problem above, there has recently changed status; it is still in doubt in conducting business suitable to be applied in their respective universities because the Heads of Business Units in each university do not have a business background. All heads of business units are Civil Servants (ASN/PNS) lecturers. Therefore, with the high burden of responsibilities as lecturers and not yet supported by existing business knowledge, it will cause a lack of focus in the business unit's management. These business experts will later provide ideas, input, and business feasibility studies to technical implementation, but those who still run their respective Business Development units. Later this expert team of services will be paid based on the project being carried out.

1	Business Development Unit (BDU) receives a leasing and cooperation proposal.			Proposal Application or	5	The proposal is accepted
2	BDU together with Rector/ Deputy Rector II/ AUPK Bureau verify the State Owned Property of cooperation			Proposal/Application	30	Yes/No Decision
3	If the leased BMN is available, the head of the Business unit contacts the third party and proceed further to the contract with the rector's knowledge, if not available then the lease / cooperation is canceled			Validated proposal/application	10	Contacting the third party
4	The third party submits the proof of payment to the BLU Cash pursuant in accordance to the contract proposed by UPB, to be documented by the Accounting division.			Document	5	Receipt
5	Finished			Document	5	Archive

From the SOP of Business at the PTKIN, the roles of the general section and part of the UIN cooperation is removed. It means that specifically for business development on the campus, the Business cooperation procedure follows SOP to make it run smoothly. From the SOP, it can see all incoming

letters related to UPB go directly to UPB and an archived at UPB. The Head of the UPB can immediately examine and take the steps deemed necessary. This process has two important meanings: first, the work at UPB is getting easier and efficient can execute quickly. Second, the archives of letters related to collaboration with the third party are neatly stored in the Business Unit and will be subject to examination for the SPI or Inspectorate.

SOP has a direct cooperation contract is drafted and signed by the Head of the Business Unit on the rector's approval. The relationship between the Business Unit and the Head of Cooperation and Head of the general division is merely incidental. This business unit certainly requires formal legality from the rector. It gives part of his authority in the Business Development unit to collaborate. The Business Unit also conducts separate financial records and bookkeeping. The Head of the business center will provide periodic reports to the University Rector.

Actuating

In terms of leadership, the business unit should make a guidance program and provide motivation. Then to the workforce to be able to work effectively and efficiently in achieving goals. They are also involved in business training related to campus business. In program implementation, ahead of business development must have the courage to take risks in carrying out the programs. It needs to discuss with the expert team relevant to Business Feasibility Study.

Controlling

The head of the business development unit is fully responsible for all activities or programs that are running. Although there will be a role of a supporting team of experts later. Therefore the head of the business development unit must control the course of the program. In addition, the SPI must play a role in ensuring that the program to be carried out by the head of the business development unit is following applicable regulations so that any programs have created will not be problematic in the future. The role of the SPI here must advance because it concerns the leadership's interests in realizing and achieving well-organized state religious tertiary institutions.

Response from Academic Community toward the Existence of the Business Development Unit

This study also aims to find out the response of academics toward the existence of the Business Development Unit in the universities. It is important to know because one of the roles of the business development unit is to promote assets. To answer the question, researchers distributed questionnaires at UIN of Imam Bonjol Padang. The total number of questionnaires distributed is 100 questionnaires, consisting of 30 lecturers, 30 employees and 40 students.

The result shows that from 30 lecturers studied, 28 people or 93% are aware that there is a Business Unit operating in the university, 25 lecturers or 83% also know that the business unit also collaborates with outsiders or other parties. From the aspects of the benefits and advantages of the business unit, only five lecturers or 17 per cent understand the matter. From the procedure of leasing assets and cooperation, only three lecturers or ten per cent are aware. It has only seven lecturers or 23% have visited the business unit campus.

Based on the research result show that the business unit is reasonably familiar or popular among the lecturers. In fact that 93% of the lecturers are aware of the existence of the business unit out of 30 lecturers, only three lecturers know or 10% of them know how to deal with business units when cooperating with other parties. One of the lecturers who became respondents might likely have collaborated with the business unit in the university.

The survey shows that from 30 employees surveyed, there are 24 employees or 80% are aware that there is a Business Unit in the university and 20 employees or 67% understand that the business unit also collaborates with outsiders, but from the benefits and advantages of the business unit factor, only 2 people or 7% understand this matter, from the procedure of leasing assets and cooperation, only 6 people or 20% are aware of it and there are only 8 people or 27% employees who have visited the Business Unit.

The survey shows that from 40 students surveyed 4 people or 10% are aware that there is a Business Unit in the university and only 1 person or 3% of students understands that the business unit also collaborates with outsiders or other parties, and from the benefits and advantages of the unit business, none of the students understands this matter. Likewise, if viewed from the procedure of leasing assets and cooperation, none of the students is aware and also none of the students had visited the business unit. This means that the students are not familiar with the existence of business units; this is because no students are collaborating with business units.

CONCLUSIONS

Overall, there are similarities in problems that occur in the Business Development Unit of State Islamic Universities or UIN after the change of Institutional status. In general, it can be described as follows:

1. In terms of management, the business development center in the 5 (five) UINs is a long bureaucratic system that is still long, limited authority of heads of business units and also concurrently heads of business units as lecturers, there is no significant marketing strategy due to unawareness on the whereabouts of campus assets, and the absence of SOPs and technical instructions.
2. From the side of the efforts carried out, it can be seen that the movement of business units still revolves around business arrangements that have been around for a long time. This business can be divided into two categories namely academic business and non-academic business. Academic business is, for example, management of all forms of compulsory payment on campus while non-academic businesses is the form of canteen management and land use in the form of rental agreements with third parties.
3. From the problems in the field, a team of experts are proposed as third parties other than the head of the business unit and staff as business managers. The expert team, under the business center, will assist the head of the business unit in realizing and achieving feasible campus business ideas and goals. Therefore, the team of experts here functions not only providing ideas but also making business and technical feasibility studies. Subsequently, the head of the business unit is responsible for implementing them.
4. From the research conducted, it can be seen that the level of campus community awareness of business units if averaged is only around 61% while if seen from the understanding of business units, it is averaged only 21%. This is due to the lack of business center socialization toward internal campus society. ■

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