

Building a Model of Character Education System for Higher Education through Excellent Service Standards: A Study on a Reputable Indonesian State University under the System Dynamic Approach

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Abstract: The purpose of this study was to examine and describe the character education system implemented in Universitas Brawijaya, one of reputable university in Indonesia, using a system dynamic approach. Character education represents the efforts of various parties to help children and adults to understand and care about others and act on core ethical values such as respect, responsibility, and civic virtue. Character building has always been an important part of education, not to exclude in higher education, since it helps the next generation to become responsible citizens. One of the main elements in realizing character building in higher education is the implementation of excellent service standards. Excellent services refer to a form of service that fulfills quality standards. The study employed a mixed-methods approach under an explanatory design with a sequential model. The Good University model became the model applied in the character education at one of the university's school, named Faculty of Administrative Science, through the implementation of excellent service standards; indicators to improve included monitoring and evaluation, data display, and community services. Other indicators showed good performance including the following: lectures, quality assurance, and students.

Keywords: higher education, character building, excellent service standards

1. Introduction

One of the national development priorities, as outlined in the Long-Term Development Plan of Indonesia Year 2005-2025 based on Law Number 17 of 2007, is realizing a society that has noble morals, ethics, and that is cultured and civilized based on Pancasila. One of the efforts to realize this national development priority is by strengthening the national identity and character through education.

Based on Presidential Decree Number 87 of 2017 on Strengthening Character Education, the President of Indonesia Joko Widodo expected that the program of strengthening character education would

provide a strong basis for the younger generation to love their own culture and be proud of their identity as the citizen of Indonesia (Jordan, 2017).

According to Mohamad Nasir, the Minister of Research, Technology, and Higher Education, globalization to some extent has brought a bad impact to Indonesia such as the citizens start to be losing their national identity. The growth of hedonism, individualistic values, radicalism, and intolerance, as well as the decrease in solidarity and morality, mark the bad impact of globalization on this archipelagic country.

Higher education acts as an institution to help the next generation develops into

high-quality human resources to support the development of the country as mandated by Law on the National Education System Number 20 of 2003 and Government Regulation Number 17 of 2010 on higher education (Dhiu and Bate, 2017). Higher education is the last educational institution for students, so it is expected that higher education can help the next generation to become high-quality human resources professionally and personally with such good moral so they can serve as good citizens (Dhiu dan Bate, 2017).

One important aspect of character education in higher education is the implementation of excellent service standards. Excellent service represents the best service to meet the expectation and needs of customers. Excellent service must be supported by quality human resources—reliable people who have a far-reaching vision and can develop excellent service strategies.

Fakultas Ilmu Administrasi of Universitas Brawijaya¹ (FIA UB) implements character education through excellent service standards for students and the entire academic community. However, the implementation of excellent service standards needs improvement. Therefore, the present study was done to help to build a system dynamics modeling beneficial for decision and policymaking in the faculty.

A system dynamic modeling is one of the policy modeling approaches, especially in terms of increasing understanding of how and why dynamic symptoms of a system occur. Thus, the title of the study is “Building a Model of Character Education

System for Higher Education through Excellent Service Standards (A Study on the Faculty of Administrative Science under the System Dynamic Approach)”.

2. Literature Review

2.1 Public Administration

1. Old Public Administration (OPA)

The Old Administration (OPA) paradigm, also known as the Traditional or Classical Administration, started in the 19th century. It was known as the First Paradigm or the politics-administration dichotomy from 1900 to 1926. This paradigm questions the focus of state administration; its main figures were Frank J. Goodnow and Lenand D. White who argued that state administration had to be centered on the government bureaucracy.

2. New Public Administration (NPA)

This paradigm developed around 1950 to 1970; these years represented the period when efforts to re-establish the conceptual relationship between state administration and political science. In 1962, state administration was no longer considered part of political science.

3. New Public Management (NPM)

New Public Management is usually needed by business activities and the private sector. The essence of this concept is to transform performance measures used in the private and business sectors to the public sector. The paradigm is about changing from bureaucratic administration to

¹Faculty of Administrative Science, Universitas Brawijaya; hereinafter abbreviated and written as FIA UB in the article.

business-like professional management.

4. New Public Services (NPS)

The New Public Service perspective, rooted in democratic theory, emphasizes the accountability of officials to citizens, whereby officials serve and respond to citizens rather than steering society. NPS believes that public administrators are obliged to do public service tasks. The goal is to create a better government, following the basic values of democracy, and to prevent the potential for bureaucratic corruption.

5. Governance

Good governance is manifested by the birth of a democratic, well organized, clean, transparent, and authoritative governance. Democratic governance emphasizes that the locus and focus of power are not only in the government but also in the hands of the people. The implementation of good governance lies in the three parties: the people, government, and businessmen; the three parties must be cohesive, harmonious, congruent, and comparable.

2.2 Public Services

Denhart & Denhart (2002) defines public service as an activity carried out by a person or group of people based on material factors through certain systems, procedures, and methods to fulfill the interests of others according to their rights.

2.3 Public Service Standards

According to the Regulation of the Minister of Administrative and Bureaucratic Reform Number 36 of 2012 concerning Technical Guidelines for the Preparation, Determination, and Application of Service Standards, service standard components refer to administrative and management elements as part of the system and process of providing public services.

2.4 Excellent Service Standards at Brawijaya University

Standards for excellent service have been set up by Brawijaya University for all work units in the university to follow. The standards refer to the Regulation of the Minister of Administrative and Bureaucratic Reform Number 7 of 2010 concerning Guidelines for Performance Assessment of Public Service Units; the standards are (1) vision and/or mission and motto in providing services; (2) systems and procedures; (3) human resources; (4) facilities and infrastructure.

2.5 Character Education

Character education aims to shape one's personality; the results of which can be seen in one's real actions, such as good behavior, honesty, responsibility, respect for the rights of others, hard work, and so on (Gunawan, 2012: 23).

1. Values of Character Education

Character education has some core values, such as respect, justice, civic virtue and citizenship, responsibility for self and others, honesty, tolerance, creativity, independence, curiosity, and so on. It also teaches the love of the motherland and the spirit of nationality, social and environmental care, and many others.

2. Character Education in Higher Education

Character education teaches a person not only to be aware of their responsibilities and how to behave in various situations but also

to face life with awareness and sensitivity to social values. Character education is necessary to be applied in higher education as a continuing education level from secondary level education and is the right choice to strengthen the character of the nation.

3. Research Method

This study was mixed methods research, combining qualitative and quantitative design to achieve more comprehensive, valid, reliable, and objective data. The explanatory design was used, and the study started with the qualitative method followed by the quantitative method (Abidin, 2011:40).

The focus of the study was to produce the standards needed for excellent service for the implementation of character education in FIA UB; this included the vision, mission, and motto of the service, the human resources, and the facilities. The other focus was on the Good University Governance based on character education that included the existing and recommendation model.

The study took place in FIA UB. The data analysis was done using a system dynamic, modeling that is used to represent and analyze complex nonlinear dynamic feedback systems to generate insights and improve system performance. A system dynamic emphasizes the goal to improve our understanding of the interdependencies existing between the structure of a system and its behavior and the extent to which various policies influence its functioning mechanism. Analysis of the dynamic modeling focuses on observations of behaviors that occur due to intervention in the model.

4. Findings and Discussion

4.1 Excellent Service Standards in the Implementation of Character Education in FIA UB

a. Vision and/or Mission and Motto

- 1) The vision and mission existed to motivate everyone in FIA UB to give the best service; the vision and mission were written on the website of FIA UB. Thus, FIA UB fulfilled the first standard of excellent service as mandated by the Regulation of the Minister of Administrative and Bureaucratic Reform Number 7 of 2010 concerning Guidelines for Performance Assessment of Public Service Units.
- 2) The motto was able to motivate the staff of FIA UB to give the best service; the motto was written on the website of FIA UB. Thus, FIA UB fulfilled the standard of excellent service as mandated by the Regulation of the Minister of Administrative and Bureaucratic Reform Number 7 of 2010 concerning Guidelines for Performance Assessment of Public Service Units.
- 3) The motto was widely announced and understood by users of service through the website of FIA UB. Thus, FIA UB fulfilled the standard of excellent service as mandated by the Regulation of the Minister of Administrative and Bureaucratic Reform Number 7 of 2010 concerning Guidelines for Performance Assessment of Public Service Units.
- 4) There was an announcement that FIA UB was able to fulfill the excellent service standards through its website, by the sentence "We are responsive and open, and we provide reliable services". Thus, FIA UB fulfilled the standard of excellent service as mandated by the Regulation of

the Minister of Administrative and Bureaucratic Reform Number 7 of 2010 concerning Guidelines for Performance Assessment of Public Service Units.

b. Systems and Procedures

- 1) There must be a Standard Operating Procedure (SOP) and/or standard service in line with the services provided; the SOP is written on the website of FIA UB. Thus, FIA UB fulfilled the standard of excellent service as mandated by the Regulation of the Minister of Administrative and Bureaucratic Reform Number 7 of 2010 concerning Guidelines for Performance Assessment of Public Service Units.
- 2) There must be a system of document management. FIA UB had a system to manage documents and is done well; this is announced through its website. Thus, FIA UB fulfilled the standard of excellent service as mandated by the Regulation of the Minister of Administrative and Bureaucratic Reform Number 7 of 2010 concerning Guidelines for Performance Assessment of Public Service Units.
- 5) There must be a certificate, ISO 9001:2008, guaranteeing the implementation of good public service; FIA UB had such a certificate as written on the website. Thus, FIA UB fulfilled the standard of excellent service as mandated by the Regulation of the Minister of Administrative and Bureaucratic Reform Number 7 of 2010 concerning Guidelines for Performance

Assessment of Public Service Units.

- 6) There must be a management system to handle user complaints, yet the website of FIA UB did not provide the service. Thus, FIA UB did not fulfill the standard of excellent service as mandated by the Regulation of the Minister of Administrative and Bureaucratic Reform Number 7 of 2010 concerning Guidelines for Performance Assessment of Public Service Units.
- 7) There must be quality assurance and FIA UB had a team to handle this. Thus, FIA UB fulfilled the standard of excellent service as mandated by the Regulation of the Minister of Administrative and Bureaucratic Reform Number 7 of 2010 concerning Guidelines for Performance Assessment of Public Service Units.
- 8) There must be a clear job description for employees, yet the website of FIA UB did not explain about the service. Thus, FIA UB did not fulfill the standard of excellent service as mandated by the Regulation of the Minister of Administrative and Bureaucratic Reform Number 7 of 2010 concerning Guidelines for Performance Assessment of Public Service Units.
- 9) There must be service requirements announced to service users; FIA UB announced these requirements on its website. Thus, FIA UB fulfilled the standard of excellent service as mandated by the Regulation of the Minister of Administrative and Bureaucratic Reform

Number 7 of 2010 concerning Guidelines for Performance Assessment of Public Service Units.

- 10) There must be a legally set tariff or service fee announced to service users, yet FIA UB did not write any tariff on its website. Thus, FIA UB did not fulfill the standard of excellent service as mandated by the Regulation of the Minister of Administrative and Bureaucratic Reform Number 7 of 2010 concerning Guidelines for Performance Assessment of Public Service Units.
- 11) There must be a standard time for service completion announced to service users, yet FIA UB did not provide any tariff on its website. Thus, FIA UB did not fulfill the standard of excellent service as mandated by the Regulation of the Minister of Administrative and Bureaucratic Reform Number 7 of 2010 concerning Guidelines for Performance Assessment of Public Service Units.
- 12) There must be information disclosure to service users; FIA UB did not provide this on its website. Thus, FIA UB fulfilled the standard of excellent service as mandated by the Regulation of the Minister of Administrative and Bureaucratic Reform Number 7 of 2010 concerning Guidelines for Performance Assessment of Public Service Units.

c. Human Resources

- 1) There must be internal guidelines regarding attitudes and behavior (employee ethics), yet FIA UB did not write any employee ethics

on its website. Thus, FIA UB did not fulfill the standard of excellent service as mandated by the Regulation of the Minister of Administrative and Bureaucratic Reform Number 7 of 2010 concerning Guidelines for Performance Assessment of Public Service Units.

- 2) Employees must be giving the best service to users; this was running well based on the results of the questionnaire. Thus, FIA UB fulfilled the standard of excellent service as mandated by the Regulation of the Minister of Administrative and Bureaucratic Reform Number 7 of 2010 concerning Guidelines for Performance Assessment of Public Service Units.
- 3) Employees must be disciplined in giving services to users; this was running well based on the results of the questionnaire, where employees came to work at 8:00 AM, took a break from 11:30 AM to 1:00 PM, and went home at 4:00 PM. Thus, FIA UB fulfilled the standard of excellent service as mandated by the Regulation of the Minister of Administrative and Bureaucratic Reform Number 7 of 2010 concerning Guidelines for Performance Assessment of Public Service Units.
- 4) Employees must be responsive to users; this was running well based on the results of the questionnaire. Thus, FIA UB fulfilled the standard of excellent service as mandated by the Regulation of the Minister of Administrative and Bureaucratic Reform Number 7 of 2010 concerning Guidelines for

Performance Assessment of Public Service Units.

- 5) Employees must be skillful in giving services; based on the results of the questionnaire, the employees of FIA UB were professional in doing their job. Thus, FIA UB fulfilled the standard of excellent service as mandated by the Regulation of the Minister of Administrative and Bureaucratic Reform Number 7 of 2010 concerning Guidelines for Performance Assessment of Public Service Units.
- 6) There must be a policy related to the improvement of skills and professionalism of employees and to improve service quality to users. There was not any point related to the policy on the website of FIA UB. Thus, FIA UB did not fulfill the standard of excellent service as mandated by the Regulation of the Minister of Administrative and Bureaucratic Reform Number 7 of 2010 concerning Guidelines for Performance Assessment of Public Service Units.

d. Facilities

- 1) Facilities for services must be optimally used; FIA UB provided complete facilities as explained on its website, such as computers, laboratories, reading rooms, language centers, and other units. Thus, FIA UB fulfilled the standard of excellent service.
- 2) The provided facilities are comfortable, clean, decent, and beneficial for users. FIA UB had provided comfortable, clean, decent, and beneficial facilities as seen from all classrooms and

seminar rooms in FIA UB—they were completed with liquid-crystal display (LCD) screens, air conditioners (AC), comfortable prayer rooms, spacious parking spaces, and so on. Thus, FIA UB fulfilled the standard of excellent service.

- 3) Means of complaints (complaint boxes, complaint counters, toll telephone, email, and others were completely listed on the FIA UB website. Thus, FIA UB fulfilled the standard of excellent service.

4.2 The Model of Good University Governance in Character Education

a. Existing Model

For the existing model, after determining variables, arrows representing a causal relationship between variables were drawn, where each arrow had either a positive sign (+) representing a unidirectional causal relationship or a negative sign (-) representing a causal relationship for opposing or bad variables. The following figure shows the existing model.

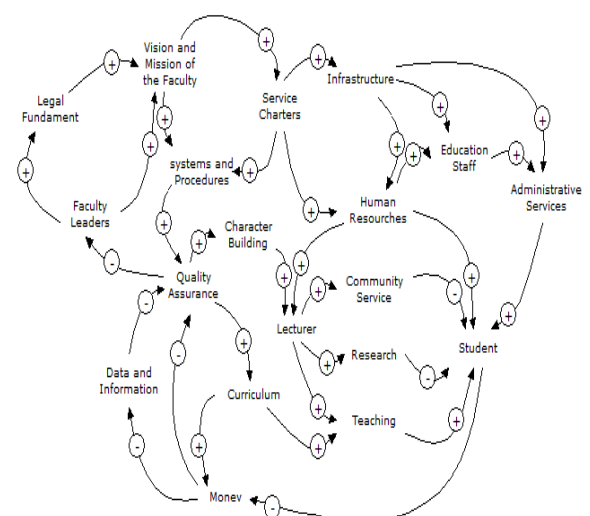


Figure 1. Existing Model
Source: The Researcher (2020)

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