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Strengthening Education Governance Management University in Penta Helix Perspective Towards the Era Society 5.0

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ABSTRACT

The revolution of the industrial age 4.0, which has transformed into a society of the age 5.0, requires universities to develop and strengthen the synergistic cooperation between various stakeholders so that their talents can meet the challenges and seize the existing opportunities. Human resources are educators (teachers), teaching staff and students. The university world is recognized as an institution capable of producing graduates with intellectual competence and international competitiveness. The development of social skills and talents is therefore essential for educational institutions to improve their relationship with the world, commercial and industrial activity. Thus, the work undertaken by the university strengthens the educational stewardship of universities that are leading the digital transformation through the MBKM program. The aim of this study is to identify the strengthening of higher education management in terms of five helixes, especially in the Public Administration Postgraduate Program, Muhammadiyah University North Sumatra. The method used in this study is a qualitative method. The achievements of human capacity development in higher education are measured by key performance indicators (IKU). This includes curriculum development, learning methods, and increased collaboration with various stakeholders, including the existence of MoUs and MoAs.

Keywords: management, governance, education, penta helix, MBKM, IKU

1. INTRODUCTION

The development of technology and information is emerging as a new phenomenon that has emerged in the era of globalization. In this situation, educational institutions, including universities, must continue to innovate in various ways to ensure a competitive advantage in terms of product quality, service, cost and personnel. For higher education to become an opportunity to improve the quality of education, it faces a major challenge in the development of technology and knowledge.

Slowly evolving technology will reverse the need for skilled and talented people to make the education sector viable. Research on sustainable development and improvement of the quality of human resources

They are absolutely essential to its dynamism and progress. Higher education as an educational institution is a strategic place to enhance the competence and integrity of human resources. For this reason, it must be possible to train competent and professional staff to work at the university according to the needs of society.

The industrial age 4.0 revolution is moving towards the community age 5.0, bringing major changes to the Indonesian education system. The world of education has a huge responsibility to build a ready and talented workforce (HR) as it is recognized as a leading institution capable of meeting challenges and seizing opportunities in the age of digital transformation.

You can compete and compete in the industry. In the world of education, you can create workers with specific skills that match the needs of your industry.

According to the National Bureau of Statistics [1], 195,258 people were unemployed in February 2014. It was noted that the unemployment rate increased significantly in February 2015, reaching 254,312. Then, in February 2016, the number dropped slightly to 249,362. Through February 2017, the unemployment rate was about the same as the previous year, but trending upwards by 249,705. This is the basis for governments to improve the education system and create programs that can reduce unemployment by improving the quality of education so that it can produce a skilled workforce that is competitive in industry. The above data represent a major challenge for the educational community, especially higher education. Therefore, significant progress and changes are needed to address these challenges.

Higher education is a higher education institution that has to face the various challenges of the Revolution 4.0 era and enable this policy of MBKM by achieving the goals of the Indonesian national education system. This is because the world of education can produce employees with specific skills based on industry needs to achieve key performance indicators (KPIs). There are 8 KPIs.

1) preparation for the PhD (IKU 1); 2) non-university students (IKU 2); 3) non-university teachers (IKU 3); 4) percentage of full-time teachers (KPI 4); (IKU 5); 6) Academic partnerships (IKU 6); 7) Classroom learning (KPI 7); 8) International accreditation (IKU 8)

Improving the quality of education by achieving eight KPIs in higher education is one of our efforts to meet the challenges of this era of globalization. H. The era of the industrial revolution.

Society from 5.0 to 4.0. Universities should be the key to development through educational practice.

Strategies to achieve competence and create harmonious, competitive, superior and qualified human resources (HR). Zahruddin [2] notes that universities have transformed into entrepreneurial universities to build institutional capacity and that universities in Indonesia should compete with universities in neighboring countries in the era of globalization characterized by advances in science and technology. Malaysia, Singapore and others and more are expected to compete internationally. Nurdin too

[3] In transforming higher education institutions into high-quality and higher education institutions, several changes should be made to support modernisation, including:

1) implementation of program formulation/implementation programmes; 2) Key decisions become shared/participated decisions; 3) Limited freedom of movement becomes flexible space; 4) from centralized to decentralized; 5) The individual becomes cooperation; 6) The bureaucratic base is transformed into a professional base; 7) bet on independent; 8) Bad regulation becomes deregulation; 9) Limited knowledge becomes explicit knowledge; 10) Extravagant to be productive; 11) the authorization becomes authorization; 12) A vertical organization becomes a horizontal organization.

From the above explanation it can be concluded that the development of science and technology is an important factor for cohesion in different aspects of education, such as the orientation of educational policies towards the acquisition of skills. To this end, universities must be able to produce socially, economically and industrially fit human resources according to the competency requirements of Revolutionary Age 4.0. However, there are fundamental problems in the development of higher education: the low quality of graduates, the problem of equal access to education and the relationship between graduate qualifications and the qualifications required by the economy. Societies are therefore expected to have educational policies and programs in place that meet their needs.

Economy and industry in the era of the 4.0 revolution

Moving from the era of industrial revolution 4.0 to the era of society 5.0 requires a change in the education system. Especially in universities, human resources increasingly require creative, communication and collaborative skills rather than manual and procedural skills. Problem solving skills to master technology and information systems as well as the integrated competency of knowledge, skills and attitudes. HR in higher education are educators (teachers), faculty and staff, and students.

Government Policy on Independent Study Programs - Independent Campus (MBKM) is one of the government's efforts to respond to the changing times influenced by technological developments. This change is a key factor in adapting higher education policy towards the development of adaptive, competitive and highly skilled human resources (HR) and skills. Therefore, in the era of Society 5.0, meticulous management of education governance according to established rules is required to produce quality human resources who can compete in business and industry (DUDI).

An integral part of the process of training qualified and competitive staff, education (university) is the responsibility of the educational community to produce candidates with talent and skills in business and industry. Therefore, to meet the challenges and seize the opportunities of the Industrial Revolution 4.0 and Society 5.0 era, it is necessary to strengthen the human resources of universities through the synergistic cooperation of different actors.

By increasing the visibility of educational institutions in business, business and industry, the so-called Link & Match model seeks students or graduates who are not only academically gifted, but also have a good understanding of information technology and are adaptable to the development intended to attract Industry. The Link & Match collaboration between education and industry is a Penta Helix model that includes governments, universities/universities, private sector/business/industry, communities/associations and media. The interactions of the five (5) pentahelic components can reinforce each other and interact continuously.



Future 1 Scema Penta Helix

Source: Lindmark, et.al

Von Lindmark, et al. [4] should implement collaborative innovation that results in synergistic collaboration, fueled by synergistically interacting resources.

Rizkiyah [5] Cooperation of 5 (five) Penta-Helix components have related contributions, namely:

- 1) Academia/university is knowledge Resources, including concepts and theories;
- 2) A corporation is a company

- 3) that processes goods or services;
- 3) The government is one of the actors with regulation and accountability;
- 4) Clubs/associations are people who have the same interests and are interested in current developments;
- 5) The media are actors that need to develop and promote more knowledge.

The synergistic cooperation between components can realize increasingly intelligent services through the use of technology to meet the challenges and opportunities in the era of industrial revolution 4.0. The benefits of this

synergistic cooperation are that the world of education can produce employees with special skills and professional and competent human resources according to the needs of the sector. Therefore, education policy needs to be strengthened in Indonesian higher education institutions, including universities, especially in the public administration studies program of Muhammadiyah University of North Sumatra. The process of strengthening educational leadership in Muhammadiyah University North Sumatra's Public Administration Science program should also include collaboration synergies and networking with business-related parts of the industry. This is because Muhammadiyah North Sumatra University's public administration degree gaining industry experience allows the learning process to take place off-campus, enabling students graduating from these universities to become employable graduates and be competitive. In terms of curriculum development and learning excellence required to implement the MBKM program to achieve IKU 8, the scientific research program in the administration of Muhammadiyah University, North Sumatra should be organized by a professional group or association coordinating the scientific specifications. It also creates a synergistic effect along with can be maintained and supplemented. can be targeted. Achieving development problems and goals. The existence of a synergistic cooperation between these components is the main reason why the government created the Merdeka Learning - Independent Campus (MBKM) program. The MBKM government program is a program that fits the vision of the country.

The Muhammadiyah Public Administration program at the University of North Sumatra has developed into a cutting-edge research program (graduates are in demand and recognized in the business world for their talents).

2. METHODS

The research method used is a qualitative method, which is a type of research that seeks to describe the object or subject under study in accordance

with what it is with the aim of systematically describing the facts and characteristics of the object under study correctly and understanding each context of the phenomenon as a whole. Creswell [6], that qualitative methods by a number of individuals and groups of people are methods to explore and understand the meaning of social or humanitarian problems. The data analysis used in this study is qualitative data analysis with an interactive model, Miles, Huberman and Saldana [7] explain that there are three activities in the interactive model data analysis, namely word condensation (data condensation), data presentation (data display) and conclusions/verification, (drawing/verifying) which must be done continuously and repeatedly by the researcher until it finally produces valid and complete results. The locus of this research is the Public Administration Study Program, University of Muhammadiyah North Sumatra.

3. RESULTS AND DISCUSSION

Education plays a key role in advancing the civilization of a nation which can facilitate the building of quality, creative and productive societies. According to Yustiyawan [8], a valuable investment in the development of human resources in the development of a country and the civilization of a nation is called education. Furthermore, Nurae ni education [9] is an important factor in accumulating excellent human resources to realize a better life. Education is therefore one of the most important areas in the development of the region through the cultivation of human resources with excellence and integrity.

Mulyasa [10], in the context of the National Educational System, refers to the improvement, development and modification of individual or group knowledge, skills, attitudes and behaviors in an attempt to educate human life through leadership, education and guide. It is the process of athletic activity. The educational process indicates the presence of active activities or dynamic actions and interactions that are consciously undertaken to achieve a goal. Subsequently, Basri and Rusdiana [11] state that the national education system requires an organized, directed and structured national school administration in a single entity. Therefore, the implementation of the national education system in Indonesia requires strengthening the education administration to meet the challenges of the 4.0 revolution era.

Suharsaputra [12] states that the national education system provides part of higher education in terms of roles and functions:

a) develop and uplift the capabilities of a worthy nation, shape its character and civilization to educate the life of the nation; b) To develop innovative, responsive, creative, talented, competitive and collaborative academics through the triple dharma of higher education; c) Develop science and technology by considering and applying human values.

Based on Suharsaputra statement, it is important that education management in universities, especially Mohammedia universities is acceptable and ready to be used in business and industry in order to bring about quality education and produce competent graduates in their fields. World. Nurfadillah [13] states that the governance of education is related to the control system and management information and the existence of accountability, transparency and accountability in the efficient use of resources. Then Wisnumurti

[14] explained that educational governance for independent and postgraduate higher education includes:

a) Accountability, which defines the ability and obligation to be accountable for all activities undertaken to all internal and external stakeholders. The responsibilities disclosed are academic and non-academic. H. Meet the standards set by the university.

b) Transparency. It defines openness and the ability to correctly and accurately present relevant information to interested parties in accordance with applicable laws and regulations. This transparency makes it easier for interested parties to access information on scientific and non-scientific data. c) Non-profit, all University activities are non-profit. d) for quality assurance purposes; e) are managed effectively and efficiently;

Educational governance in higher education is the use of human or other resources needed to achieve specific goals. Decisions on governance aspects rely on the effective delivery of educational services as a starting point for addressing existing weaknesses and shortcomings in higher education institutions and for improving academic performance. The OECD [15] explores the complex web of governance system structures, the nature of institutions and their relationship to the system as a whole, how funds are allocated to institutions, the relationships and structures that guide and influence actions and how their responsibilities are addressed Explain what to include in The practice of good governance by a university is not only a matter of compliance with laws and regulations, but also a commitment to continuous innovation and improvement linked to the principles of good governance. To prepare the education administration in universities, especially those in Mohammedia, to be accepted and used in business and industry, in order to obtain quality education and produce competent graduates in the field, based on the declaration by Suharsaptra It is important that world.

Educational governance in higher education is the use of human or other resources needed to achieve specific goals. Decisions on governance aspects rely on the effective delivery of educational services as a starting point for addressing existing weaknesses and shortcomings in higher education institutions and for improving academic performance. OECD describes how the system of governance is a complex network of cadres, how features of the system relate to the system as a whole, how money is allocated to the system and its responsibilities, explains how relationships and structures are included that guide and influence behavior. A university's practice of good governance is not only a matter of compliance with laws and regulations, but also a commitment to continuous innovation and improvement linked to the principles of good governance.

1. This MBKM policy aims to encourage students to master a variety of useful, employable and competitive sciences as they enter the business world i.e. industry. The UPI MBKM Handbook [16] states that the MBKM implementation serves multiple purposes.
2. The MBKM policy, initiated by the Minister of Education and Culture, is a framework to prepare students to become future graduates and strong, harmonious and competent leaders with a high national spirit.

3. This policy opens up many opportunities for students to enrich, deepen and develop their true insights and abilities based on their potential, talents, interests, spirit and ideals.
4. Learning can take place not only in classrooms, libraries and laboratories, but also in industries, research centres, workplaces, service facilities, rural areas and communities.
5. Through close cooperation between universities and enterprises and the real world, universities become the source of national progress and development, and directly shape the national culture and civilization.
6. This policy improves both soft skills and hard skills of graduates, ensuring that graduates are better prepared and have more age-appropriate qualifications. The future leader of the country with bosses and personalities. Experiential learning programs with flexible pathways are expected to help students develop their potential according to their potential.

Efforts made by the Public Administration Study Program of the University of Muhammadiyah North Sumatra, are implementing the MBKM program which is oriented towards the achievement of KPI 8. Implementing this MBKM program The Public Administration Study Program of the University of Muhammadiyah North Sumatra aims to strengthen education governance management through; a) development of the MBKM-based curriculum model as an effort to improve the competence and achievements of graduates of the Public Administration Science Study Program, University of Muhammadiyah North Sumatra based on KKNi and SN DIKTI; b) increasing the cooperation of the Public Administration Study Program with partners through field practice program activities as well as; c) maximizing students' abilities for intelligent services through the use of information technology.

The targeted targets in strengthening educational governance management of the Public Administration Study Program at the University of Muhammadiyah North Sumatra are a) to produce a curriculum for the Public Administration Science Study Program based on MBKM based on KKNi and SN DIKTI; b) implementing lecture programs with a curriculum that has been adapted to the MBKM program and giving students the freedom to choose programs and learning activities according to their interests; c)

produce a model of cooperation with partners based on competencies that are adapted to the MBKM curriculum; d) produce graduates who have good soft skills and hard skills and are better prepared to elaborate on global information and science and technology as a means of carrying out administrative reforms, problem solving and capacity building for public services.

The MBKM program is expected to be able to encourage the Human Resources of the Public Administration Science Study Program, University of Muhammadiyah North Sumatra to make breakthroughs that result in innovation, creativity, professionalism and competence in their fields so that they can collaborate directly with parties related to the world of work. Not only students, but lecturers as educators must also improve their abilities and professionalism in their fields or knowledge. One of the challenges that must be faced by educators (lecturers) as higher education human resources is being able to create innovative and useful research (research) in society. Then, lecturers must also be able to publish research results as innovations created in international publications so that they can support the development of the education system towards the era of digital transformation.

[17], there are several benefits obtained from the publication of scientific papers: a) For Lecturers; facilitate responsibility for the authenticity of his guidance work, facilitate the fulfillment of credit scores; b) For Students; able to read scientific papers, able to write scientific works (analytical), recognize scientific journals to look for references; c) For the State; improve the reputation of the State; d) For Higher Education; make it easier to carry out its role, liven up campus life, improve the reputation of the College.

The ability of lecturers to publish research results at the international level is one of the stages that can push universities towards the era of society 5.0 through the development of science and technology. Improving the ability of human resources in the Public Administration Study Program at the University of Muhammadiyah North Sumatra is related to improving the education system and quality of education in universities to achieve excellence and professionalism in their fields towards the era of society 5.0.

The achievement of excellence and professional and HR competencies in the Public Administration Science Study Program, Muhammadiyah University of North Sumatra in the era of the industrial revolution moving towards the era of society 5.0 through this MBKM program can provide broad opportunities and opportunities for HR lecturers of the Public Administration Science Study Program, Muhammadiyah University of North Sumatra. to conduct international research, publish research results in indexed international journals, build

scientific communities internationally so that they can contribute to community service as a liaison and mutual understanding between people and nations. This achievement is also a support for improving the quality of higher education at the international level.

Marasabessy [18], there are several advantages including, among others, excellence in research that is recognized by the international academic community through international publications; excellence in teaching staff (professors) who are highly qualified and best in their fields; excellence in academic freedom and intellectual excitement; management and governance excellence; adequate facilities for academic work; such as complete libraries, state-of-the-art laboratories, and adequate funding to support teaching and learning processes and research. One of the keys to higher education performance is the main performance indicator of higher education through MBKM is the development of lecturer professionalism, in accordance with KPI 3 and KPI 5 which have been set by the Ministry of Education and Culture. Where, lecturers are encouraged to be able to carry out problem-based, collaborative learning and not only rely on classroom learning so that they are able to apply research results in the community based on their knowledge in accordance with the development of science and technology. The development of classroom learning in the era of the industrial revolution 4.0 also supports IKU 7 as a lecturer's academic scientific activity on campus and off campus.

The MBKM program implemented by the Public Administration Study Program at the University of Muhammadiyah North Sumatra in the era of the industrial revolution 4.0 towards the era of society 5.0 also measures the performance of IKU 1 and KPI 2, which can produce graduates who are competent in their fields. Students as college human resources as well as university results that can be created in the world of work and industry, must be able to hone skills in innovative, flexible, curiosity-based learning situations and be able to provide solutions or answer demands in society or industrial needs, so that when students graduated as a graduate, has been able to become human resources who are ready to work, have innovation, creativity and high competitiveness.

The implementation and achievement of KPI 8 in the higher education system of the University of Muhammadiyah North Sumatra must be able to collaborate with various parties who support the MBKM program in the industrial revolution 4.0 era leading to the era of society 5.0. The most important

opportunities and challenges in the era of society 5.0 are preparing quality human resources who have the ability to communicate, collaborate, be creative, think critically and be able to provide solutions in problem solving. One of the efforts made by the Public Administration Study Program at the Muhammadiyah University of North Sumatra is to design curriculum and semester learning in the MBKM program grouped according to needs and produce documents that support the implementation of the MBKM program in implementing the curriculum in the IAP FISIPOL UMSU PRODI. The documents needed in implementing the curriculum through the MBKM program are: 1) Guidelines and SOPs, especially for Field Practice Program/PPL activities; 2) Guidelines and SOPs related to partner cooperation; 3) Field Practice Program Module. These documents are Field Practice Programs both within the Study Program and outside the Study Program, and as an effort to support the MBKM program.

Furthermore, building networks through synergistic collaboration with various parties to implement the MBKM-based curriculum, both with the government, scientific associations and with DUDI (business world and industry). The synergy of collaboration between universities and the world of industry (private/business parties), government, associations and the media must have a memorandum of understanding so that every activity carried out can be carried out in accordance with the flow of the cooperation agreement that was built, with a memorandum of understanding (MoU) it can be followed up with an MoA, which can provide feedback from the results of the cooperation. As revealed by Muktiyo [19], that this program can support the development of learning, instilling noble character based on national culture to fend off violence, radicalism and intolerance, as well as revitalizing the curriculum to respond to the needs of sustainable development in the era of the industrial revolution 4.0 which is moving towards an era of globalization, digital transformation 5.0.

Based on the explanation above, it can be concluded that strengthening the management of education governance in higher education in the penta helix perspective must be done by strengthening all components of higher education, especially in the Public Administration Science Study Program so that they can carry out and realize the implementation of the tri dharma of higher education in accordance with the vision, mission, goals and objectives. The process of strengthening governance at universities must also have a synergy of cooperation and build networks with industry parties who have a world of work.

4. CONCLUSION

Strengthening the management of

education governance in higher education in the pentahelix perspective through the Independent Learning Program - Independent Campus (MBKM) towards society era 5.0, isto prepare all components of education higher to improve the quality and professionalism of their knowledge. One of them is to create and prepare students not only to study on campus but also to develop learning through students' thinking power through strengthening softskills, then provide opportunities and develop the competence and expertise of lecturers in producing professionals in their fields. Strengthening the management of education governance in tertiary institutions, especially the Public Administration Study Program, Muhammadiyah University of North Sumatra, by developing an MBKM-based curriculum so as to provide benefits for Universities; have the opportunity to improve the quality of tri dharma and cooperation with partners based on the link & match model and can maximize the acceleration of KPI achievement and improve the image of universities.

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Missing "," You may need to place a comma after this word.

PAGE 6



Article Error You may need to use an article before this word.



Frag. This sentence may be a fragment or may have incorrect punctuation. Proofread the sentence to be sure that it has correct punctuation and that it has an independent clause with a complete subject and predicate.



Sp. This word is misspelled. Use a dictionary or spellchecker when you proofread your work.



Sentence Cap. Remember to capitalize the first word of each sentence.



Prep. You may be using the wrong preposition.



Sp. This word is misspelled. Use a dictionary or spellchecker when you proofread your work.



Missing ", " You may need to place a comma after this word.



P/V You have used the passive voice in this sentence. Depending upon what you wish to emphasize in the sentence, you may want to revise it using the active voice.



P/V You have used the passive voice in this sentence. Depending upon what you wish to emphasize in the sentence, you may want to revise it using the active voice.



Article Error You may need to use an article before this word.



Article Error You may need to use an article before this word.



Missing ", " You may need to place a comma after this word.



Confused You have used **an** in this sentence. You may need to use **a** instead.



Article Error You may need to remove this article.



Sp. This word is misspelled. Use a dictionary or spellchecker when you proofread your work.



Missing ", " You may need to place a comma after this word.



Frag. This sentence may be a fragment or may have incorrect punctuation. Proofread the sentence to be sure that it has correct punctuation and that it has an independent clause with a complete subject and predicate.



Sentence Cap. Remember to capitalize the first word of each sentence.



Article Error You may need to remove this article.



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