Research Article

Librarians' Understanding and Support for Legal Entity Universities: Case Study of the Transition of UIN Syarif Hidayatullah Jakarta to Become a Legal Entity State University

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Abstract.
University rankings and changes in status of international standards and quality universities toward the Legal Entity State Universities have become a phenomenon in various universities in Indonesia. The university changed its status to Legal Entity State Universities in order to meet and improve its current global vision, mission, and goals. This article examines the librarians image in supporting their universities toward becoming Legal Entity State Universities. This research aims to analyze the understanding and support of librarians toward higher education in the context of Legal Entity State Universities. This research uses a qualitative approach. The research results found that librarian's support for changes in university status could increase campus productivity. Involving librarians in planning and implementing status changes will influence library service innovation and information resource management. This research has important implications in revealing librarians' understanding and support for the plan to change the status of UIN Syarif Hidayatullah Jakarta from Public Service Agency State University to Legal Entity State University. The results of this research can be beneficial for UIN Syarif Hidayatullah policymakers to provide better and more equitable direction to the entire academic community, including librarians.

Keywords: Legal Entity State University, librarian support, higher education

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1. Introduction

The current phenomenon in education is the rise of university rankings worldwide. Transparency, competitiveness, professionalism, and holding various ranking training have a significant impact on education. institutions. Universities do this to strive to become world-class universities[1] The fundamental difference between state universities and other state universities lies in the pattern of managing financial management.[2] Universities with legal entity status have full authority over financial management in providing educational services with quality values in the academic and non-academic fields.[3] Based on the data that the author has found, there are differences in data on

the number of State Universities (PTN) that have changed their status to Legal Entity State Universities called (PTNBH).

Puslapdik recorded that until 2022 there were 16. On the other hand, through its analytical dashboard, SINTA recorded 21 PTNs throughout Indonesia [4]. These PTNs include Gadjah Mada University, University of Indonesia, Air Langga University, Bogor Agricultural Institute, Padjadjaran University, Syiah Kuala University, Malang State University, Hasanuddin University, Brawijaya University, Indonesian Education University, Semarang State University, Bandung Institute of Technology, Diponogoro University, Surabaya Institute of Technology, Sebelas Maret University, Yogyakarta State University, Surabaya State University, Padang State University, North Sumatra University and most recently the Open University [5]. Likewise, PTKIN (State et al. College) is enthusiastic about improving the quality of its higher education services by changing its status to Legal Entity State Universities.

Since 2018, the Ministry of Religion has supported UIN Syarif Hidayatullah Jakarta's desire to develop the quality of a more autonomous educational institution by changing its status to Legal Entity State Universities. If this transition is implemented quickly, UIN Jakarta will become a model for other Islamic universities [6]. Not only UIN Jakarta, the Ministry of Religion will support all Islamic Universities who want to transform their institutions towards Legal Entity State Universities, as UIN Malang is also preparing to transform their institutions towards Legal Entity State Universities [7].

Several studies that researchers have carried out study the process of higher education towards PTNBH. Nasution et al. (2020) in their research stated that when a PTN changes its status to autonomous, there are seven responsibilities attached to being autonomous, including (1) having initial wealth in the form of separate state assets except land; (2) independent governance and decision making; (3) establishing a unit that ensures financial transparency; (4) the right to manage funds independently, transparently and legally; (5) has the authority to appoint and dismiss lecturers and educational staff; (6) has the authority to establish business entities and manage investment funds and (7) has the authority to start, organize and end study programs.[8] Apart from that, it is necessary to look at the resource aspect of the institution's aim of ensuring quality education is affordable to the community [9].

UIN Jakarta's challenge in realizing Legal Entity State Universities is trying to perfect various units and human resources. One of the information units that needs attention is the library, a research center that supports the quality of research produced by academics, whether lecturers, students, or educational staff. The academic community is the biggest distributor in producing quality works that can be read by the world and read by the world. Libraries have a significant role in producing world-class research results that can be used as a basis for policy in implementing accelerated global

recognition, being read by the world, and reading the world [10]. Another information unit that needs to be prepared by UIN Jakarta is that it needs to prepare a Higher Education Archives Institute as an institution to manage and collect various knowledge as a collective university memory and as proof of accountability.[11]

To overcome this, the Chancellor, at every opportunity, gave a mandate that every employee was obliged to work to support the achievement of UIN Syarif Hidayatullah Jakarta, abbreviated as UIN Jakarta, towards Legal Entity State Universities. This needs to be supported from various sides, including the arrangement of human resources based on needs over numbers and based on competency. This needs to be done through a survey to determine the needs for the functions in each unit, be it institutions, faculties, laboratories, and libraries. Each need for these functions must be approached by surveying while activities are in progress. Based on this, the researcher attempted to study further by focusing on the understanding and support of librarians within the Faculty of UIN Syarif Hidayatullah Jakarta towards transforming the status of UIN Jakarta.

2. Methods

This research is a qualitative descriptive study that describes a specific condition based on the observed phenomenon. Based on this understanding, this research will explain the knowledge and support of faculty librarians who understand the wonder that is currently taking place. So, the method for determining informants is purposive sampling, which collects research data based on specific considerations. The informants interviewed were all librarians who worked, both central and faculty librarians. However, due to communication problems with main library informants and lack of research time, this research focused on librarians who work in the Faculty library and understand research problems. Most of the analysis in this research uses words that can be sequenced, grouped, organized, and then compared for analysis and bestow patterns upon them.[12] Data collection techniques through interviews, field observations, and documentation. Interviews are carried out online by preparing questions in advance. Apart from that, data collection was conducted by conducting a literature study reviewing various printed and electronic literature adapted to the research theme.

3. Results and Discussion

3.1. Librarians' Understanding of Legal Entity State Universities

According to Ranganathan, the library's job is to serve users professionally by providing vital information. Libraries, as agents of change, better understand the conditions

and problems of people's daily lives. Likewise, with the programs and use of the collections provided.[13] Quality resources are an essential factor in improving the quality of education at universities, and Legal Entity State University provides an opportunity for universities to manage their human resources better.[14]

This research found that librarians already knew about the plan to change the status of UIN Syarif Hidayatullah Jakarta from Public Service Agency State University to Legal Entity State University. Librarians find out about this through work meetings held by their respective faculties. Most informants stated: "Yes, I have heard about it during the working meeting." Then, this was clarified by Informant 1 with his statement: "The explanation is still, in general, the faculty creates business units." Through this work meeting, the librarian explained that the faculty would need to form business units in the future at Legal Entity State University. This shows that the librarian is aware of the plan to change the status of UIN Jakarta to Legal Entity State University. They found out about this through work meetings held by their respective faculties. This shows that universities have internal communication efforts to convey information to non-academic staff, such as librarians.

According to Anas (2015), understanding is a person's ability to understand or comprehend something after that, something is known and remembered. In other words, understanding is knowing about something and seeing it from various points of view.[15] In this case, librarians will understand Legal Entity State Universit from their respective perspectives based on their knowledge. Regarding their understanding of Legal Entity State University, there are various understandings among librarians at UIN Syarif Hidayatullah Jakarta. Several librarians have understood Legal Entity State University as a change that will affect budget sources and provide flexibility in managing campuses without interference from the central government. They also realize the opportunity to form business units to increase university revenues. This indicates a deeper understanding of the implications of a change in status. Informant 2 stated: "Direct fund management by the campus without interference from the central government. "All funds come from UIN, and UIN is motivated to have businesses and activities on campus." However, librarians still do not understand what programs or efforts will be carried out at the library to increase university income, with the statement from informant 3: "But they are still confused about what can be monetized.

On the other hand, other librarians still need to fully understand Legal Entity State University, even though they have heard about the plan to change the status of UIN Jakarta through their faculty meetings. Informant 4 stated: "I do not understand what Legal Entity State University is about." Another informant, 5, said, "I do not understand. The important thing is that welfare is better than it is now. The informants' statements suggest they had limited knowledge about it and perhaps had not received an adequate

explanation. This may indicate a need for more effective communication or education about these changes to non-academic staff such as librarians.[19] Some librarians who do not fully understand Legal Entity State Universit feel anxious but remain optimistic about what the leaders are planning.[20] These reactions demonstrate the importance of providing clear and positive information about these changes to reduce uncertainty and worry.

The success of UIN Jakarta's change to a Legal Entity State university is very dependent on the communication and information skills of the leadership at the university level, which are accepted by the UIN Jakarta academic community at all levels. However, of course, this change effort is something that takes work to do. Change is not just about the distribution of information but also about the contribution of the academic community equally at all levels.[16] To increase librarians' understanding of PTNBH, steps that can be taken include

1. Holding outreach sessions or special training for librarians so that they understand the implications of this change in status better;

2. Improve internal communications by providing precise and regular information about these changes through a variety of channels, including staff meetings, internal newsletters, and the college website;

3. Promote open discussion among non-academic staff to understand their concerns and provide clarification on negative comments they may hear;

4. Provide positive examples from other universities successfully managing PTNBH status to reduce fear and pessimism.

With a practical communication approach and good education, librarians and other non-academic staff will better understand and support these changes.[21] Legal Entity State University is a higher education institution in Indonesia with special legal status. This status gives the college greater autonomy in managing its resources and finances. The following are some of the main characteristics of Legal Entity State University: a) Legal Entity: Legal Entity State University is a separate legal entity from the central government. This means the college has the legal right to organize and manage its internal affairs; b) Financial Autonomy: Legal Entity State University has the freedom to manage its budget resources. They can earn income from various sources, including student admissions, research, services, and the businesses they manage. c) Internal Management: Legal Entity State University has the freedom to organize its internal management, including the formation of business units, academic policies, and higher education governance; d) Business Development Possibilities: One of the exciting aspects of Legal Entity State University is its ability to form business units that can

generate additional income for universities.[22] This could be a business related to research, training, consulting, or other services. Legal Entity State University is the highest level in terms of autonomy. They have complete autonomy in managing finances and resources, including lecturers and educational staff (tendik). Legal Entity State universities operate similarly to State-Owned Enterprises (BUMN). They have complete control over their assets and finances. Determination of Legal Entity State university status is carried out by government regulations [17].

When UIN Jakarta changes its status from Public Service Agency State University to Legal Entity State University, several significant changes can occur, including: a) Financial Autonomy: Universities will have more freedom in managing their budget resources. They can seek additional sources of income and manage their expenses more flexibly; b) Business Possibilities: With Legal Entity State University status, universities can form business units that can generate additional income. This can increase the financial independence of colleges; c) Internal Management: Colleges will have more control over their internal management, including academic policies, personnel, and college governance; d) Decision-Making Possibilities: Legal Entity State University can make more independent decisions without central government interference in many aspects, such as staff recruitment, strategic planning, and study program development; e) Improved Well-Being: In some cases, this change in status can bring about improved well-being for staff, including librarians, as the college has more resources that can be allocated for the benefit of staff.

Understanding and implementing these changes will significantly depend on the strategies and policies implemented by UIN Jakarta in managing its Legal Entity State University status. It is vital to communicate effectively and thoroughly to the college community to ensure good understanding and more significant support for these changes.

3.2. Librarian support for Legal Entity State University

In general, faculty librarians at UIN Jakarta have yet to be invited to speak directly by campus leaders regarding the transformation plan to change the status of the university. At the library level, the Central Library leadership still needs to discuss with faculty librarians regarding the programs that will be carried out towards Legal Entity State University. Informant 2 stated: "There has been no discussion about what will be done, while at the Main Library, there have been discussions with the head of the library, but we have not had any at the faculty library." In the context of organizational change, effective communication is critical.[23] One of the challenges, in this case, is that the librarian at UIN Jakarta has yet to be invited to speak directly by the campus leadership regarding the plan to change the status from a Public Service Agency

State University to a Legal Entity State University. The leadership only speaks with the Head of the Library Center. This creates an indirectness of communication that can produce uncertainty and confusion among librarians.[24] Change management theory emphasizes the importance of open and transparent communication during the change process to avoid uncertainty and increase support.[25] Communication is a critical element of change management because it helps facilitate the change process, reduces resistance, builds support, and ensures long-term change success. With effective communication, change in an organization can be more accessible and succeed.[26] Therefore, managers and organizational leaders need to develop good communication strategies as an integral part of planning and implementing change [18].

However, librarians at UIN Jakarta fully support the campus leadership's policy regarding the plan to change the status of UIN Jakarta to Legal Entity State University. They provided support because they saw the potential to increase productivity, which could be explored by changing the status of UIN Jakarta to Legal Entity State University. Informant 4 stated: "Very supportive because the existing potential can be explored. Librarians become capital. For example, librarians can bring in rupiah if they are productive, such as writing works, etc." Even though there has been no direct communication, most librarians support the campus leadership's policy regarding the plan to change the status of UIN Jakarta to Legal Entity State University. They see the potential to increase their productivity through this change. This reflects a principle in change management theory, which states that individuals are more likely to support change if they see personal benefit or potential improvement.

With the change in status from UIN Jakarta to Legal Entity State University, librarians within UIN Jakarta certainly have hopes. Librarians hope that their welfare will be better, there will be openness regarding librarian allowances, and they will get opportunities to innovate. Apart from that, librarians hope for clarity on the status of librarians in faculty libraries. In this case, librarians hope that the existence of the faculty library will be maintained and even strengthened through guidance by senior librarians. Informant 1 stated: "Librarians must be more competent, togetherness, uniting in one forum will help each other and strengthen their status. Its status remains as the "coordinator" of the faculty library so that senior librarians can guide it. You can be more prosperous because many services can be used as a source of income." Informant 4 added that the source of income that the library will design can be interpreted as the work output of the librarian.

On the other hand, there is concern from librarians. It can be seen from informant three that the current issue that is often heard is that if the unit does not generate income, it will be abolished. Putskawan hopes that physical forms in libraries must still exist, not just digital ones—especially clarity on the status of faculty librarians.[27]

Increasing innovation in the performance of librarians can be done through training. [28] Informant 1 stated: "We are still optimizing training ourselves in utilizing facilities that can be done such as librarians becoming resource persons, providing Turnitin and Grammarly testing services." Another informant, 6, has started designing an intelligent library with the statement: "Currently, we are being told to make a smart library." Informant 4 responded: "There is nothing significant currently designing the online catalog." Then Informant 3 added: "With the increase in students, there are plans by faculty leaders to build their library building to make it more conducive for lecturers and students when coming to the library."

Librarians hope that the change in status to PTNBH will bring improvements in their welfare, including openness of benefits, clarity on the status of faculty librarians, and opportunities for innovation. This reflects the principle in change management theory that expectations of benefits and individual motivation are essential factors in supporting change. To manage these changes effectively, UIN Jakarta needs to pay attention to more open communication and further education about PTNBH to all librarians. They should also provide clear direction on the role of librarians in the PTNBH context and support the development of the necessary skills. In this way, librarians can more actively support organizational change and achieve the desired change goals. It emphasizes the importance of identifying training and development needs during change and the importance of the leadership role in providing clear direction and supporting the development of skills required by staff during organizational change.

4. Conclusion

Librarians at UIN Syarif Hidayatullah Jakarta have learned about plans to change the status of their campus from Public Service Agency State University, called PTNBLU, to Legal Entity State University, Indonesia, called PTNBH through work meetings held by their respective faculties. Some librarians understand the Legal Entity of State University as a change that will impact budget resources and provide freedom in managing campuses without interference from the central government. This change in Legal Entity, State University status allowed them to form a business unit that could increase the university's income. On the other hand, some librarians still need to understand Legal Entity State University fully and may have yet to receive an adequate explanation. In general, librarians at UIN Jakarta fully support the campus leadership's policy regarding the plan to change the status of UIN Jakarta to Legal Entity State University. This support is based on the belief that these changes can increase campus productivity. However, on the other hand, some librarians refrain from expressing their stance regarding UIN Jakarta's plan to become Legal Entity State University because

they still need to understand Legal Entity State University thoroughly. Librarians at UIN Jakarta need to clearly understand their role in supporting the change in status to Legal Entity State University. This research has important implications in revealing librarians' understanding and support for the plan to change the status of UIN Syarif Hidayatullah Jakarta from Public Service Agency State University to Legal Entity State University. The results of this research can be valuable input for UIN Syarif Hidayatullah policymakers to provide better and more equitable direction to the entire academic community, including librarians.

In the event of this change in status, it would be best for campus leaders, through their staff, to carry out more intensive outreach to all academic community members, including librarians. This can be done through meetings, seminars, and more detailed presentations regarding the benefits and objectives of this change. Campuses can also provide librarians with the necessary training and resources to better understand Legal Entity State University concepts and their role in supporting them. Involving librarians in the planning and implementation of these status changes could be a wise move so that librarians can provide valuable perspectives on how these changes will impact library services and the management of information resources. On the other hand, librarians need to actively seek information regarding the change in status of UIN Jakarta to Legal Entity State University. They can attend meetings seminars, or ask questions of campus leadership or authorities to gain a better understanding. Librarians can participate in internal discussions with their colleagues to discuss this status change to gain a shared understanding of their role. In this way, universities and their librarians can work together to ensure that the change in status from UIN Jakarta to Legal Entity State University runs smoothly and produces maximum benefits for all parties involved.

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