JURNAL PAMATOR

Vol. 19, No. 1, 2026 p. 66-80
https://journal.trunojoyo.ac.id/pamator
ISSN 2654-7856 (Online)
ISSN 1829-7935 (Print)

Analysis of Change Management at UNJ from PTN BLU to PTNBH

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DOI : https://doi.org/10.21107/pamator.v19i1.34239

Manuscript received April, 30 2026, Revised May, 16 2026, Published June, 04 2026

Abstract

The institutional transformation into a State-Owned Legal Entity University (PTNBH) is a strategic step for the Jakarta State University (UNJ) in strengthening its autonomy and competitiveness at the national and global levels. However, in the transformation process, there are a number of major issues that pose challenges, such as the suboptimal relevance of graduate competencies, the utilization of research results that have not had a significant impact on society, suboptimal asset management, and an information system that is not yet fully integrated. This study aims to identify change management strategies and internal and external factors that influence the change management strategies implemented by Jakarta State University in facing the challenges of transformation into a PTNBH. This research employs an evaluative design and a qualitative methodology. Research data was obtained through in-depth interviews, documentation studies, and observations of change management at UNJ in the process of transforming into a PTNBH. The results of this study are expected to provide an overview of change management strategies and internal and external factors that influence the change management strategies implemented by Jakarta State University in facing the challenges of transforming into a PTNBH.

Keywords: *change management, transformation, PTNBH*

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INTRODUCTION

State universities (PTN) in Indonesia have three types of financial management. Starting with PTNs with the status of a Work Unit (Satker), to grant autonomy to these PTNs, their status can be upgraded based on an assessment by the Ministry of Higher Education and Research and Technology to that of a State University with Public Service Agency (BLU) status. Furthermore, to enhance flexibility in academic and financial management, a PTN's status can be elevated to that of a State University with Legal Entity Status (PTNBH). The transition from a PTN Satker to a PTN BLU and ultimately to a PTN-BH represents the government's effort to improve the efficiency and effectiveness of PTN management, foster autonomy and global competitiveness, while maintaining transparency and public accountability. So the higher status a PTN has the more it can do what it wants. The more it is responsible for managing higher education. A PTN Satker is a state university that is still totally controlled by the government, which is the Ministry of Education Culture, Research and Technology. The government has control over what the university does, with its money how it is run and what its goals are. BLU PTNs are universities that the government has given special status to, which means they can manage their own money without the government telling them what to do even though they are still part of the government. The PTN has freedom to make its own

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ISSN 2654-7856 (Online)
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decisions when it is a BLU PTN.

The choice of UNJ as the research site was because it is one of the state universities that recently got PTNBH status in 2024. This makes UNJ an example for studying how institutions change within the public higher education sector. UNJ is different from universities like the University of Indonesia (UI) Gadjah Mada University (UGM) and the Bandung Institute of Technology (ITB) that already had PTNBH status. These universities have been through the process for a while. Unj is just starting to change its structure, culture and governance systems. This process is also about independence. Universities with PTNBH status are expected to rely on government funding. Previously these universities got most of their funding from the government. Now they have to find other sources. Universities like UI, UGM and ITB have financial independence. UNJ still gets 46.12% of its funding from the government which's a lot compared to the other PTNBHs, which get less than 20%. UNJs journey to independence makes it interesting to study. When compared to Unsri, which also got PTNBH status recently UNJs revenue is higher at Rp106,953,746,239.00. In 2024 UNJs total revenue was Rp948,514,201,101.00 while Unsris revenue was Rp841,560,454,862.00. UNJs higher revenue makes it a complex and interesting subject to study, from a scientific point of view. The fact that UNJ is still adjusting and has a lot of government funding makes its transition a fascinating topic. Studying UNJs process can give insights into how institutions change and become more independent. UNJs situation is unique. Thats what makes it a great case study.

The University of Jakarta is taking a step by becoming a Public University with Special Status. This change is very important for the University of Jakarta to become more independent and competitive not in the country but also around the world. The University of Jakarta Performance Report for 2024 says that the University of Jakarta is now officially a State University with Legal Entity Status thanks to Government Regulation No. 31 Of 2024. This new status gives the University of Jakarta freedom to manage its people, money, assets and how it is run. This new freedom is expected to help the University of Jakarta come up with ideas work more closely with other universities around the world and do a better job, with its main goals. However this big change requires the University of Jakarta to be very prepared and able to adapt so it can be run in a good and efficient way that lasts. The University of Jakarta has found some problems that make this change difficult. For example the skills that graduates have are not always what people need the research that the University of Jakarta does is not always helping people the University of Jakarta is not managing its assets well as it could and its computer systems are not all connected yet. This shows that just having rules is not enough to make this change work. The University of Jakarta also needs to be able to change its culture, systems and how it manages its people. The University of Jakarta needs to make sure it can do all these things to make this big change successful.

In the context of change management organizations need to take a picture approach. This means they have to plan and get everyone on board from the people who make decisions to the people who work there every day. They also have to change the way people think and work together. The key to making big changes work is to make people feel like something needs to happen get a strong team together tell everyone what you want to achieve and make sure the new way of doing things sticks. The UNJ Performance Report for 2024 shows that they are working hard to make bureaucracy better and create Integrity Zones. They want to make the public service work in an transparent way so people can trust it. These changes show that the organization is serious about being honest

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and fair. This is really important for the Public Service Institution or PTNBH to be successful. Something else that is happening is that UNJ is trying to get their management and digital systems working together. They have made over 30 information systems, including ones that help with paying people and keeping track of what faculty members do. These systems are connected to things like SISTER, SIAKAD, SIPEG and SINTA. This is not about using new technology it is, about changing the way things are managed. To make this work the people who work there need to be ready. The way the university does business needs to change. UNJ is working on change management. They are taking a comprehensive approach to make sure everything works well together including change management and digital systems.

From the point of view of people working together in an organization the change to a Public Research University at PTNBH has caused some problems. Made it hard for the academic community to adapt. The new financial system, the way people are judged on what they produce and the need to work with countries have made it necessary for teachers and staff to learn new skills and think differently. For a university to successfully make changes it needs leaders who can inspire people and communicate well with the staff. At UNJ the people in charge like the rector and deans play a role in making sure the change happens in a way that fits with the university's goals and does not cause problems with how the university is organized. It is also important that everyone who works at the university supports the changes so that the university can stay stable while it is changing.

The reason this research is so important now is that UNJ is in the middle of a big change. As a university that has been around for a time and has a lot of experience in education UNJ can be an example for other universities that want to make similar changes. The results of this study can also help us learn more about how to manage change at universities in Indonesia's public universities. Other studies have shown that to become a Public Research University a university needs to focus on performance make decisions in a spread out way and have a system of governance that is based on results. So studying how UNJ manages change can help us understand how to make change happen what problems might come up and what works well so that other universities can do the same. The change to a Public Research University at PTNBH is a deal and UNJ is going through it right now. This is why it is so important to look at how UNJ's managing this change and what Public Research University at PTNBH means, for the university.

The change in status of the State University of Jakarta (UNJ) from a State University with Public Service Agency Status (PTN-BLU) to a State University with Legal Entity Status (PTN-BH) is a strategic move driven by institutional needs, the demands of the times, and UNJ's grand vision to become a world-class university. As a PTN-BLU, UNJ remains dependent on the state budget, resulting in relatively limited flexibility in financial management, asset management, and governance. Yet, over the past five years, UNJ has demonstrated significant achievements in both academic and non-academic fields, including 106 study programs nearly half of which are accredited as "A" and "Excellent" international recognition from accreditation bodies AQAS and ASIIN, over 2,000 Scopus-indexed international publications, and the acquisition of thousands of Intellectual Property Rights (IPR) with dozens of patents. Student achievements are also notable, with hundreds of international awards and thousands of national achievements, while in terms of financial management, UNJ has consistently received an Unqualified Opinion (WTP) from the State Audit Agency (BPK). With its status as a Public University with Special Status (PTN-BH), UNJ has been granted broader authority, such as managing segregated state assets, independently appointing and dismissing faculty and

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staff, opening and closing academic programs, establishing business entities, and developing an endowment fund.

RESEARCH METHODS

This study was designed using a qualitative method. According to Ali & Yusof (2011)[1], qualitative methods emphasize the absence of statistical tools. According to McCusker & Gunaydin (2015)[2], qualitative methods are used to answer questions about "what," "how," or "why" regarding a phenomenon. According to Creswell, the qualitative approach in research emphasizes a deep understanding of the phenomenon under study through observation, interviews, and text analysis, and focuses on the subjective meanings provided by participants and the complexity of the social context in which the phenomenon occurs.[3]

Both primary and secondary data were employed in this research. Primary data consists of information obtained directly through interviews with relevant parties who possess a thorough understanding of change management at UNJ during the transformation process toward becoming a Public Research University (PTNBH), namely the Vice Rector for Finance and Resources, the Director of Planning and Finance, and the Head of the Sub-Directorate of Finance and Taxation at UNJ. The selection of these three informants was based on their respective roles in the change process: top management, represented by the Vice Rector for Finance and Resources; middle management, represented by the Director of Planning and Finance; and policy implementers, represented by the Head of the Sub-Directorate of Finance and Taxation.

This study will include observation, in-depth interviews, and document analysis as data collection techniques. The data analysis conducted by the researchers in this study was performed using the NVivo 12 Pro software application. Using the NVivo application can make it easier to organize, process, and analyze data, and finally generate reports. The steps involved are importing data, organizing data, visualizing data, and finally extracting data.[4]

RESULT AND DISCUSSION

Change Management Strategy at Jakarta State University

Change management at the University of Jakarta is a process designed by the University of Jakarta to help the organization adapt to changes in the environment, policies, technology, and societal demands. The goal of this change management is to ensure that the University of Jakarta's bureaucracy remains relevant, effective, efficient, and accountable in delivering public services. The University of Jakarta's change

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management strategy aligns with Kotter's eight stages of change management within the context of UNJ's transformation into a Public Research University (PTNBH).

Building a Sense of Urgency for Change

The University of Jakarta is going through a change to become a State University with Legal Entity Status. This change is very important for the University of Jakarta. The University of Jakarta needs to make sure that everyone knows that this change is necessary. The University of Jakarta is facing a lot of challenges from universities around the world. The University of Jakarta needs to provide education and be more independent. The University of Jakarta also needs to be more innovative in what it does. To become a State University with Legal Entity Status, the University of Jakarta needs to be able to adapt and be more professional. The University of Jakarta needs to think about how to keep itself going in the term. One way to make people want to change is to show them what is really happening. For example the University of Jakarta does not have a lot of freedom to manage its money. There is also a lot of bureaucracy at the University of Jakarta. The University of Jakarta needs to make its graduates more competitive and improve its reputation. The leaders of the University of Jakarta are very important in this process. They need to tell people what will happen if the University of Jakarta does not change. They also need to tell people what good things can happen if the University of Jakarta does change. When people at the University of Jakarta understand why this change is important for the future of the University of Jakarta they will be more likely to support it. This is what was said in an interview with the Vice Rector for Finance and Resources, at the State University of Jakarta.

> *"The main factor driving this is that, following its transformation, the university aims to catch up. UNJ's transformation from a government agency to a Public Service Agency (BLU), and subsequently from a BLU to a State-Owned Higher Education Institution (PTNBH), requires it to be on par with other universities. This is because the primary goal of this transformation is to become a world-class university. The second goal is to become a financially independent institution. UNJ believes it possesses significant potential and high-quality resources. Therefore, based on these reasons, UNJ decided to transform into a Public Higher Education Institution with Legal Entity Status. That is the main reason, sir."*

A similar statement was also made by the Director of Planning and Finance at Jakarta State University, as follows:

> *"We project that our PTNBH will generate more revenue from sources other than tuition fees. We can encourage them and instill confidence in them that, as long as they make an effort, their financial management will be more flexible, so there's no need to worry. Audits will likely be limited to the state budget (AP) funds. The State Audit Agency (BPK) only audits funds from the state budget (APBN) allocated by the government to us. That's it. So, units and faculties don't need to worry. The momentum is already evident, as our revenue was in the 500s in 2024, and it's now in the 600s. So, the increase in their confidence is noticeable, even though revenue from YJT still dominates at 60%. Of course, in the coming years, we can dominate non-UKT revenue. Hopefully so. But regarding the projection for non-APBN revenue, we've already projected it to be higher. For example, our UKT is 300, while our APBN is only 100–114. This means that in terms of APBN and non-APBN revenue, we've already surpassed the APBN portion. Although if we look at the*

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APBN revenue in detail UKT still makes up most of it. Going forward we think that from the year onwards revenue, from other sources besides UKT will be more.

Forming a Steering Coalition

The part of Kotter's eight-step model of change management where you form a steering coalition is really important. This steering coalition is not a team that meets it is a group of key people who have a lot of influence and are committed to making changes. At the University of Jakarta or UNJ this group should have people, like the university leaders the deans of the schools and other well respected professors. It should also have members of the senate and people who work with the staff who know how the university is run and how to get things done. This is supported by the results of an interview with the Deputy Director of Finance and Taxation at UNJ as follows:

"The leadership plays a very active role. So, when we draft a proposal and there is a deadline, the leadership always monitors the process. When there are unfinished tasks, the leadership takes decisive action to ensure the issues are resolved promptly. For example, in drafting the Terms of Reference (TOR). Leadership instructs us to consult experts as a reference for drafting papers, etc. The Rector facilitates, actively supports, oversees the process, and provides solutions if there are obstacles."

This is reinforced by the following excerpt from an interview with the Vice Rector for Finance and Resources at UNJ:

"At the outset of this change, we need the support of the entire academic community; in other words, this transformation involves every element of UNJ—including the training center, students, and faculty. Although, of course, the actual work will be carried out by a dedicated team. But at the start of the transformation, it must receive support from the academic community. For example: UNJ sought input from the student body. The students' only request was: it's okay to become a Public University (PTNBH) as long as tuition fees aren't raised. Later, when drafting studies, proposals, and other documents, there was a special team to oversee the submissions. The process was quite lengthy, spanning from 2021 to 2014, specifically until August 16, 2024. Guidance from the Rector at the time in leading the team. The leadership of the State University of Jakarta (UNJ) and strategic units played a crucial role in the transformation into a PTNBH by restructuring the organization, optimizing assets and funding, and strengthening governance (Good University Governance). The people in charge helped the changes happen using the TEGAS approach, which's all, about being dynamic and effective and bold and accountable and successful and also being humanistic. They wanted to make sure they had good people working for them so they could achieve their goal of becoming a world-class university. At the time they had a plan to get all the leaders working together and excited about the same things. This plan included doing roadshows and workshops and bringing in people from outside to talk about why it's so important for UNJ to become a PTNBH."

Developing a Vision and Strategy for Change

According to Kotter the first step is to develop a vision and strategy for change. This is very important. The vision for change needs to be clear and easy to understand. It has to inspire people and show the academic community what UNJ is going to be like in the future. UNJ is a state university with status. It needs to be independent and accountable. It also needs to be competitive with universities around the world.. It still needs to follow

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the main principles of higher education. The vision is not about money and how the university is organized. It is also about making the education and research. We need to be innovative and make things that're useful to society. The change strategy is like a map that shows us how to get to where we want to be. It is realistic. We can measure how well we are doing. This strategy includes making the university governance stronger. We need to make the financial system more transparent. We need to make sure our staff is professional and can adapt to changes. We also need to work with industry and international partners. At this point the leaders of UNJ need to make sure the strategy can handle any problems that come up. They need to make it clear what each part of the university is responsible, for. If we have a vision and strategy changing the university will not be so hard. It will be a chance for everyone to work together to make UNJ an university. We want to become a Public Research University, which is also called PTNBH. We want to make UNJ an university that can last for a long time. This is reinforced by the results of an interview with the Vice Rector for Finance and Resources at UNJ as follows:

> *"UNJ's vision following its transition to a Public Research University has been articulated in the university's mission statement. We are working to realize this vision through various initiatives, involving members of the academic community, experts, practitioners, and the university senate to help shape UNJ's vision. The vision was formulated based on a collective input from all university stakeholders, including alumni. UNJ's primary vision is to become a world-class university in the fields of science, technology, and the humanities. As part of its vision toward becoming a World Class University (WCU), UNJ specifically emphasizes excellence in: Education, Science, Technology, and the Humanities. Additionally, in the context of its transformation into a PTN-BH (State University with Legal Entity Status), UNJ focuses on enhancing its global reputation through innovation, research, and community service. The University of Jakarta became a PTNBH, which's a State University with Legal Entity Status in August 2024. At that time the University of Jakarta got a motto. The motto of the University of Jakarta is Intelligentia. Dignitas. This means the University of Jakarta is about Enlightening and Uplifting people. The University of Jakarta wants to be a good university. The University of Jakarta wants to be a world-class PTNBH that's good at teaching people doing science using technology and teaching the humanities. The main thing about the University of Jakarta after it became a PTNBH is that it has a motto. The motto of the University of Jakarta is Intelligentia. Dignitas, which means Enlightening and Uplifting. The University of Jakarta has a vision. The vision of the University of Jakarta is to be a world-class university. The University of Jakarta wants to be the best, at teaching, science, technology and the humanities."*

Communicating the Vision for Change

The State University of Jakarta (UNJ) is going through a change to become a State University with Legal Entity Status (PTNBH). It is very important that the people in charge of UNJ explain this change to everyone at the university. They cannot just come up with a plan. Leave it at that. They have to tell everyone about it all the time and make sure they understand what is happening. The people in charge of UNJ need to use ways to communicate with the students, teachers and staff. They can use meetings, senate meetings and talks with different departments. They can also use the universitys media. Have informal conversations with people. This way everyone will know what the State University of Jakarta (UNJ) is trying to achieve and what the benefits of this change will

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be. When the people in charge of UNJ talk about this change they need to use language that everyone can understand. They should not just use administrative words. They need to talk about the values and culture of the university and what kind of university the State University of Jakarta (UNJ) wants to be. The leaders of UNJ also need to show everyone what this change means by doing things that support it. Every decision they make and every action they take should show that they believe in being independent, responsible and innovative. If the people in charge of UNJ do a job of explaining this change then fewer people will be against it. More people will feel like they own this change and everyone at the State University of Jakarta (UNJ) can work together to make this change happen. This will help the State University of Jakarta (UNJ) become an successful State University with Legal Entity Status (PTNBH). The Vice Rector for Finance and Resources, at UNJ talked about this. Said some things that support this idea.

> *"So after UNJ became a PTNBH under Government Regulation No. 31 Of 2024 the people at UNJ did some things to spread the word about the PTNBH vision at UNJ. They had a launch event with a theme they changed the way the organization was set up and the rector gave direct guidance to help create a work culture at UNJ. This work culture is called TEGAS at UNJ, which means being Dynamic and Effective and Courageous and Accountable and Successful at UNJ. It is also called HATI at UNJ, which means being Humanistic and Fair and Firm and Faithful at UNJ. The main idea is to get everyone at UNJ to work together to make UNJ an university now that UNJ is a PTNBH, under Government Regulation No. 31 Of 2024."*

A similar statement was also made by the Director of Planning and Finance at Jakarta State University, as follows:

> *"The people in charge of finance and planning need to know about the change to a State University with Legal Entity Status also known as PTNBH. So we talk to them in a way. We want to make sure they have the skills they need that the rules are in place and that they understand the system. The main thing we are doing is changing from the BLU financial management model to the new PTNBH model. This new model is more independent and we can see what is going on. It is fair and honest. We are doing a things to help the finance and planning staff. These things include: Training and Workshops on how to do things with money, Helping them one on one. Having group talks, Telling them about the plan and the computer systems, Telling them about the rules. Looking at the policies, Training on how to make a budget, for the PTNBH."*

Empowering Broad Action

The University of Jakarta is going through a change. It is following the eight steps that Kotter said are necessary for change to happen. The University of Jakarta wants to become a State University with Legal Entity Status, which is also called PTNBH. To do this the University of Jakarta is giving power to the people in charge of different parts of the university. This is not about moving some tasks around it is about making sure everyone feels like they own their work and are responsible for what they do. The University of Jakarta is also making its information systems better. This will help people make decisions quickly and make sure they have all the information they need. The University of Jakarta wants to make sure that everyone can see what is going on and that decisions are based on facts. The University of Jakarta is doing all of this to make itself a better place. The University of Jakarta wants to be a State University, with Legal Entity

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Status or PTNBH. This is reinforced by the results of an interview with the Vice Rector for Finance and Resources at UNJ as follows:

> *"The delegation of authority here is about how we involve various faculties and departments in supporting the transformation. Yes, at the beginning of the transition to a PTNBH, we were required to establish mandatory guidelines, one of which was governance. Because after becoming a PTNBH, the only recognized governing body is the Rector. Thus, the Rector began forming the university's academic senate, the board of trustees, and establishing bodies under the Rector—from the Vice Rector to the department heads. The formation of these bodies is based on the Government Regulation. The guidelines are outlined in that regulation to support the aforementioned governance. Additionally, an information system was developed to support the governance of the PTNBH."*

A similar statement was also made by the Director of Planning and Finance at Jakarta State University as follows:

> *"So, among the new authorities is the shift in financial management from TBA to RKAT. From a tax perspective, what used to be the APBN IP is now under our authority as PTNBH taxation, requiring the establishment of a new NPWP. We have also obtained PKP certification, which we did not have before. Regarding performance targets, non-UKT revenue was not an IKU target in the previous year, but now we must monitor non-UKT revenue, even though we collaborate with business management agencies. However, regarding finance and faculty units, our goal is to create SAKU UKK, which allows for easier disbursement and more flexible transactions than under the BLU system. We are now guiding our units to take on greater challenges by implementing the SAKU UKK system.*

Achieving Short-Term Success

In changing the University of Jakarta into a State University with Legal Entity Status achieving some wins is crucial. This is part of Kotters eight-step change model. At this point the University of Jakarta is checking if it is meeting its goals. These goals are called Key Performance Indicators or KPIs. The university also looks at signs of success. These early wins are not the goal. They are realistic achievements that align with the vision of becoming a State University with Legal Entity Status. Examples include governance, improved academic services, more autonomy in managing resources and a stronger performance culture. By checking progress on these KPIs the University of Jakarta can show results to students, teachers and other stakeholders. This helps build trust and support for the change. These early successes keep everyone motivated. They reduce resistance to change and make people believe that becoming a State University with Legal Entity Status is an positive process. It will help the university sustain itself in the run. The University of Jakarta uses these wins to ensure its transformation is on track. The transformation of the University of Jakarta into a State University, with Legal Entity Status needs these important achievements. They show that the university is making progress.

The following statement was issued by the Director of Planning and Finance at Jakarta State University:

> *"For budget planning and management, we contribute to the SIRENA system an application we developed by specifying the relevant KPIs. This ensures that KPI achievements are visible, whether the data is aggregated at the university level or by*

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faculty. So, we allocate budgets based on these KPIs. This strategy is indeed effective. Achievements of KPIs 1, 2, and 3 are easy to see and monitor. The funding strategy proven effective at UNJ after officially becoming a Public University with Special Status (PTNBH) focuses on financial independence through asset optimization and strategic funding. UNJ maximizes its business units, including the Labschool, and enhances productive asset management to support campus operations and development. So, to drive positive change, we've implemented a KPI-based incentive strategy. This is the leadership's approach to encourage each faculty to compete in achieving KPIs. For instance, regarding research metrics and international collaboration these are university-level strategies where we allocate a specific budget and challenge them to meet the targets. If they succeed, they receive rewards such as increased funding or additional operational grants."

Consolidating Progress and Securing More Victories

The University of Jakarta is going through a change. This is the stage of change management, which is about making the change stick and getting more successes. The University of Jakarta is using reform and digitalization to help it become a better State University with Legal Entity Status. After getting some wins the University of Jakarta did not stop. It kept working to make the change happen in all areas of how it's run. The University of Jakarta made its organization better by fixing its structure and making its computer systems stronger. It also combined its non-academic services to make them work better and be more open. Now the University of Jakarta can make decisions faster. Be more responsible because it has digitized its planning and evaluation processes. The University of Jakarta wants to make its work culture better by making it work well with others and get results. So every time the University of Jakarta succeeds it uses that success to help it come up with ideas and make its best practices even better. The University of Jakarta is doing all this to make sure it can keep changing and become an university that can compete with others around the world. The University of Jakarta wants to be independent and excellent. The University of Jakarta is working hard to make this happen. The University of Jakarta is using reform and digitalization to achieve its goals. The University of Jakarta is making progress. It is using its successes to help it move forward. The University of Jakarta is a State University, with Legal Entity Status. It is working hard to become the best it can be. The University of Jakarta is using change management to help it get there. The University of Jakarta is doing a job.

This is reinforced by the following excerpt from an interview with the Vice Rector for Finance and Resources at UNJ:

"UNJ is continuing its post-PTNBH (Government Regulation No. 31 of 2024) bureaucratic reforms through the strengthening of agile governance, organizational restructuring (OTK), and the digitization of services. Key priorities include leadership restructuring, optimization of self-managed assets, drafting of rector's regulations, and the development of high-quality human resources to achieve the vision of a world-class, impactful university."

Embedding Change in Organizational Culture

In changing how things work at the University of Jakarta we are focusing on making values a part of our daily culture. The University of Jakarta wants to become a Public University with Special Status. This is not just about changing rules and structures. It is about creating a way of working that is sustainable. The University of Jakarta is making sure that every part of the university works with accountability and innovation. This is

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how we will govern ourselves as a Public University with Special Status. We are putting in place systems that measure how well we are doing in our plans, budgets and evaluations. Every department, faculty and academic program has to make achieving Key Performance Indicators a part of their work. This is how we will know if we are succeeding. We are also making sure that we are transparent report our data honestly. Give fair rewards and consequences. This makes us more accountable. We are also creating an environment that encourages innovation. We want people to try ideas work together across different subjects and be brave enough to try new approaches in education, research and community service. So the changes we are making are not on paper. They are becoming a part of how we work and think every day. This will make University of Jakarta stronger and more independent as a Public University with Special Status. The University of Jakarta is serious, about these changes. The University of Jakarta wants to make sure that these new values are part of everything we do.

This is further supported by the following excerpt from an interview with the Vice Rector for Finance and Resources at UNJ:

> *"Following its designation as a Public University with Special Status under Government Regulation No. 31 Of 2024 UNJ is building a new work culture. This culture focuses on quality human resources, innovation and accountability. UNJ is making changes to its organization. These changes include setting up the University Council and Senate. The university is also implementing a leadership style. Additionally UNJ is using tools to improve its governance. These steps aim to make UNJ a world-class university. This goal has led to changes in how the academic community thinks and works. UNJ is helping its community adjust to these changes. The university is focusing on being independent, innovative and competitive. I am happy to see the faculties and study programs excited about these changes. As a leader my role is to oversee, evaluate and guide with principles. We have meetings. These include Faculty Executive Meetings, Special Executive Meetings and University-Wide Executive Meetings. These meetings help us instill the values, at the State University of Jakarta. We want everyone to work together in harmony."*

Internal Factors Influencing the Change Management Strategy at Jakarta State University

The internal factors that affect change management at Jakarta State University are:

a. Commitment and Leadership of University Administration
   The University of Jakarta administration is really important when it comes to making changes happen. They are the ones who make sure everything goes according to plan. The leaders of the University of Jakarta are not just making decisions they are also the ones who keep everything moving in the direction. The Rector and Vice Rectors of the University of Jakarta are very committed to this change. They are involved in every step of the way from making policies to putting those policies into action. This is because they have an idea of what they want the University of Jakarta to be. A State University with Legal Entity Status also known as PTNBH. The University of Jakarta leadership thinks that becoming a PTNBH is a way to make the university more competitive around the world and to have more control, over its own money. The University of Jakarta wants to be able to stand on its two feet financially. The leadership of the University of Jakarta is looking to the future. They want the University of Jakarta to be the best it can be.

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b. Human Resource Readiness and Competence
The readiness and competence of resources are crucial for the University of Jakartas change management strategy to succeed. This change involves the University of Jakarta becoming a State University with Legal Entity Status. The University of Jakarta's HR including leadership, academic staff and technical staff must adapt quickly. They need to get used to systems, regulations and work patterns that are more autonomous and focused on performance. The University of Jakarta's HR has shown they can handle tasks especially in areas like planning and finance. The changes happened fast in the middle of the year but University of Jakarta's HR was able to adjust. The University of Jakarta's transformation requires its HR to take on roles. Human resources are essential for University of Jakarta to become a State University, with Legal Entity Status. The success of University of Jakarta's change management strategy depends on its HR being ready and competent. The University of Jakarta's HR needs to be accountable and work in ways. The change affects how the University of Jakarta operates and how its HR works.

c. An Evolving Work Culture and Organizational Values
The University of Jakarta (UNJ) is changing how it works. This change is because of rules and values. The UNJ is now a State University with Legal Entity Status (PTNBH). This new status means that UNJ needs to think and work differently. The people who work at UNJ like teachers and staff need to change how they do their jobs. They need to be more professional and responsible. Before UNJ followed rules from the ministry. Now UNJ has more freedom to make its own decisions. UNJ needs to be more independent and accountable. This means that UNJ needs to produce results and explain what it does. The university wants to move from a culture that's just about following rules to a culture that is more innovative and focused on results. The change is about becoming like a business but still focused on education. The people, at UNJ need to work to make this change happen. The goal is to make UNJ an university.

d. Internal Information Systems and Digitalization
The University of Jakarta is working to change the way it does things and become a Public Research University. The University of Jakarta is using Internal Information Systems and Digitalization to help make this change happen. For the University of Jakarta Digitalization is very important. The University of Jakarta does not just see Digitalization as a way to help with tasks. The University of Jakarta sees Digitalization as a way to make the university stronger and more responsible. The University of Jakarta wants to be more open and work better. Since the University of Jakarta is changing it needs a way of governing that is quick and works well together. So the University of Jakarta is making sure that information systems are a part of the changes it is making.

e. Involvement of the Academic Community
The University of Jakarta is trying to change and become a State University with Legal Entity Status. This is a deal for the University of Jakarta. The University of Jakarta needs help from the people who work and study there to make this change happen. It is not about changing some rules and jobs. The University of Jakarta needs people to think and work in ways. Everyone at the University of Jakarta has to be committed to this change. This includes the people in charge the teachers, the staff and the students. The University of Jakarta knows that it cannot make this change happen by telling people what to do. So the University of Jakarta is talking to the community and listening to what they have to say. The University of Jakarta is

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working with the community to make sure everyone is on the same page. The University of Jakarta wants to make sure that the academic community is involved in this change every step of the way. The University of Jakarta is becoming a State University with Legal Entity Status. This is a big change, for the University of Jakarta.

External Factors Influencing the Change Management Strategy at Jakarta State University

The internal factors influencing the change management strategy at Jakarta State University are as follows:

a. Government Policies and Regulations
The State University of Jakarta or UNJ has to deal with government rules when it comes to changing things. These rules are really important. Come from outside the university. When the government made the State University of Jakarta a PTNBH it was a change. This happened because of Government Regulation No. 31 Of 2024. The State University of Jakarta had to make a lot of changes because of this rule. It had to change the way it is run how it is organized how it handles money and what the work environment is, like. The State University of Jakarta did not have a lot of time to make these changes. This new rule gives the State University of Jakarta freedom to make its own decisions but it also makes things more complicated. The State University of Jakarta is having a time putting this new rule into practice because it happened in the middle of the year when money is already being spent.
b. Systems and Mechanisms of Relevant Ministries
External factors related to the systems and mechanisms of relevant ministries are one of the key determinants influencing the change management strategy of the University of Jakarta (UNJ) in its transformation into a PTNBH. The change in UNJ's institutional status not only impacts the university internally but also heavily depends on the readiness, coordination, and responsiveness of the ministries' bureaucracies, particularly the Ministry of Education, Culture, Research, and Technology and the Ministry of Finance. Inter-ministerial administrative mechanisms, such as the designation of work unit codes (satker), budget management, asset separation, and the PTNBH taxation system, present external challenges that must be addressed simultaneously with the internal change process.
c. The Demands of National and Global Competitiveness in Higher Education
The demands of national and global competitiveness in higher education are among the external factors that significantly influence the change management strategy of the University of Jakarta (UNJ) in its transformation into a PTNBH. Changes in the higher education landscape require universities to not only focus on serving national education needs but also to be able to compete in terms of academic reputation, research quality, and international recognition. This competition is intensifying as the number of state universities with PTNBH status increases, making it necessary for UNJ to accelerate institutional transformation, improve governance, and enhance the quality of the university's three pillars of mission.
d. Public and Stakeholder Expectations
The University of Jakarta is people are watching. The public and stakeholders have hopes for this change. Students, faculty, staff, alumni, industry partners and the government all want to see improvements. They do not just want to see changes on paper. Actual differences in how the University of Jakarta is run. The University of Jakarta needs to show that it can be more professional, open and honest and

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responsible, for its actions. The University of Jakarta must focus on getting results and making a positive impact. The University of Jakarta has to do this to meet the expectations of the public and stakeholders.

CONCLUSION

The State University of Jakarta or UNJ for short made a plan to change the way it works when it became a PTNBH. They did this in an organized way using a model that has eight steps. First they told everyone at the university that things needed to change. They explained that the university had to be competitive with schools around the world and that there were some problems with the way things were being run before. They also talked about the things that could happen if they made these changes. Then the university made a plan for what it wanted to achieve. This plan was based on a main ideas: making sure the university is run in a good way using technology to make things easier helping the staff to be better at their jobs and making sure the university has enough money to do what it wants. The university worked hard to make sure everyone knew about the plan and was on board with it. They set up a team to lead the change. They tried to make the new way of doing things a part of the universitys culture. They did this by changing the way things were organized and by teaching everyone about the principles of being a PTNBH. Even with all this work the university is not quite there yet. They still need to make sure that everyone is involved and has a say, in what happens. This will make the changes stronger and longer lasting. The State University of Jakarta or UNJ needs to keep working on this to make sure the academic community is really a part of the change.

The University of Jakarta or UNJ has found that they need to consider a lot of things when it comes to changing the way they do things. This includes things that are happening inside the university like how they use computers and the internet and how the people who work there feel about their jobs. The people in charge at UNJ like the administrators play a role in making sure everyone is on board with changes. The university also needs to think about the people who work there and whether they have the skills to make changes happen. UNJ also has to think about things that are happening outside of the university like what the government's saying they need to do. For example the government has said that UNJ is now a Public Research University, which's a big deal. This means that UNJ has to be more competitive with universities not just in Indonesia but all around the world. People are expecting things from UNJ and the university needs to be able to deliver. So when UNJ makes changes it is because of a combination of things that are happening inside and outside of the university. The people in charge need to be able to adapt to these changes and make sure that everyone is working together to make the university the best it can be. This means that UNJ needs to have a plan for how they're going to make changes and they need to make sure that everyone is on board with that plan. The university needs to be able to change and grow in a way that's sustainable and competitive. UNJs change management strategies are very important, to the university’s success.

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