

CONTRIBUTING FACTORS IN THE IMPLEMENTATION OF ONLINE REGISTRATION SYSTEM FOR POST-GRADUATE OF INDONESIA OF UNIVERSITAS TERBUKA

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Abstract The Implementation of Online Registration System (ORS) at <http://sro.pps.ut.ac.id/>, is a service to facilitate Indonesia Universitas Terbuka (UT) new postgraduate students and fastening the service which are distributed throughout 34 provinces or 39 Distance Learning Program Unit of the UT (or UPBJJ-UT) in Indonesia. Several contributing factors affect the implementation and become a problem to the service. It related to: 1) internal communication factor (between main office and its UPBJJ-UT) and external communication; 2) the online registration application system factor; 3) the organizational management online registration system factor and 4) the geographical and social environment condition factor of the online registration system users. There are some efforts done to implement the online registration system based on problems mentioned above. The following efforts are: 1) internal coordination and synchronization among the main office, support units, and UPBJJ-UT with coordinator from Vice Rector of Student Affairs and socialization by several media to PPs-UT stakeholders; 2) perfecting application in term of software and hardware based on suggestions and inputs from design analysis team of ICT UT and Stakeholders; 3) determining the support unit authorization in implementing online registration application at main office and at front line units in form of usage authorization of web-based and desktop data; 4) providing insight and updating information to prospective students, students, and stakeholders via various media. Among them, the two difficult factors in this system implementation are internal communication and the culture of prospect students.

Key words: Implementation, online register, service, communication, application, organize, culture

1 Introduction

The main objective of developing the web-based application for post-graduate Online Registration System (ORS) is to facilitate administration service for prospect students as well as post-graduate students. The application is used in master programs such as Master of Public Administration, Master of Management, Master of Fisheries Management, and Master of Mathematics Education with 3120 students per June 2014. This application is developed and applied effectively during 2013's registration in order to give convenience and smoothness to prospect students and post-graduate students, facilitate the management at UT center, form authorization to all support units, and enhance service at Distance Learning Program Unit of the Universitas Terbuka (or UPBJJ-UT) or regional office as operational front line.

The ORS application development has not yet fully effective until 2014 in terms of usage, management (between UT center and its UPBJJ-UT) and users (prospect students and post-graduate students). This is caused by several problems:

1.1 UT center manager, especially in regional offices, has not technically understood the ORS in principle. It's related to authorization of each support unit such as Academic Administration for Development and Monitoring Bureau (or BAAPM) whose function is to manage student's academic administration; Testing Center Unit whose function is to manage the preparation, process, and student's test result; Material Development Unit and Information System(or

LPBAUSI); Computer Center Unit which manage PPs-UT ORS and PPs-UT as its Main User Unit. This has not yet been coordinated and communicated effectively. Even more, the ORS implementation in regional offices as operational unit is very confusing. Problem indicates coordination and communication which caused by internal and external communication in UT in PPs-UT management.

- 1.2 ORS systematically in development has done discussion process by scheduled meetings. PPs-UT has also done sanctioning in order to perfecting business plan, evaluating every activity. In the process of ORS data migration, especially students' data during pre-registration before 2013.1 with Registration Number (Nomor Induk Mahasiswa or NIM) starting with 01 (zero one), which included in the non-application of basic education and students registration in 2013.2 whose NIM code started with 5 is included in ORS itself. Quality control is conducted on each application segment. There are still problem and constraints found between management and students in applying ORS. This indication caused by lack of comprehension about ORS application from technical and migration aspect in UT center and its regional offices.
- 1.3 PPs-UT's ORS management through authorization on each unit in UT center that is managed by five-support unit: BAAPM, Testing Center, Computer Center, LPBAUSI, and UT regional offices as well as main user unit which is PPs-UT. Operationally during management, there are still units who have not fully understood the authorization on each unit.
- 1.4 PPs-UT students are distributed on entire archipelagos and provinces throughout Indonesia with various social, geographic, and environment condition such as regional differences, various bachelor background and different work experience as well as culture differences, which is less supporting towards learning process. This problem indication hamper the understanding and continuity of SRO use by PPs-UT, both in implementation and registration which too much rely on other's ability and doing registration at the end of terms.

The four problems mentioned above become the main attention to work on with analysis and solution to give smoothness to ORS managers and students as the user. The following questions are expected to answer these problems, which are: 1) how well is internal and external communication between UT center and its regional offices?; 2) how is application factor in ORS?; 3) how how well is organization factor in ORS?; 4) how well is the geographical and social environment condition factor of prospect students or students themselves in using ORS?

2. Writing Method

The writing basis of this paper is observation and experience in developing, organizing, and conducting ORS that prepared in 2008, developed in 2012, and applied in 2013. The design approach in this paper is using qualitative approach through observation during PPs UT online registration. Surveillance and observation activity are conducted to analysis contributing factor in ORS implementation. Analysis unit served as implementation of ORS application. The main data source in this study is PPs-UT as main user of ORS, support units (BAAPM, Testing Center, Computer Center, LPBAUSI and regional offices), and prospect students/students as ORS user.

3. Internal and External Communication

There is some lack of understanding in PPs-UT Online Registration System both in principle and technically by managers in UT center. Problem indication is caused by ineffective internal and external communication factors in managing ORS PPs-UT which implicates on

user's ineffective and inefficiency in UT center as well as its regional offices. The communication factor problem between support units and main ORS user in conducting new admission for student, private data download, printing the payment information sheet, in-between course registration. This implication raises miscommunication between units and passing blame between support unit and main unit. The use of ORS technically is affected by the lack of accommodation in ORS usage at PPs-UT which is too rigid to use ORS.

This problem has implication for the application user and postpones their need to go admission or registration to become post-graduate student. Communication holds vital role in applying PPs-UT's ORS in order to synchronize activities among units technically. This factor greatly affects the effectiveness and efficiency of the post-graduate students for UT as the administrator and prospects students as well as post-graduate students.

Edwards III, (1980:9-10), emphasize that communication is an important dimension for public administration to implement policy, especially to achieve program effectiveness through the right personnel transmission, clear instruction given by superior in the execution on the field, and consistent execution decision or program by all personnel as well as superior instruction giver.

To communicate post-graduate online registration system requires precise transmission to all administrators on all levels and operational executive in regional offices by placing the right employee, dexterous, and also competent in his field. Even in certain aspects, an innovative employee is greatly needed. This communication will become an organization internal bridge for UT in applying ORS, through scheduled internal meeting with various direct media at UT center, meeting via video conference with regional offices, regional office national coordination meeting, and even technical training for ICT in regional offices.

Further more, even Edwards III (1980:147) stated "Aside from directly affecting implementation, however also indirectly affect it through their impact on each other. In other words, communications affect to resources, disposition, and bureaucratic structures, which in turn influence implementation". Communication plays important role and will give widespread influence on the other dimension in applying post-graduate ORS, which is concerning the existence of personal manager resources and ORS infrastructure at UT center and its regional offices, disposition regarding leader's motivation on all leadership levels towards subordinates in understanding PPs UT ORS, and clear incentive and balanced for managing online registration system at UT center and its regional offices.

4. Online Registration System Application

The PPs-UT Online Registration System (ORS) is a new application that separated from previous one and is integrated within non basic education application system with different treatment. The web-based application which ORS used is hopefully expediting admission service, registration, learning process, as well as thesis completion for students.

The system itself has been applied since 2013.1 registration period and until now there's still misunderstanding between UT centers and regional offices. Indication has been seen in questions of how to use online registration system. All activities related to PPs-UT ORS is still egress, PPs-UT ICT ORS management mechanism on each support unit. Operational indication in regional offices is greatly affected with many questions from prospects students and post-graduate students to participate in admission test, such as: searching PPs-UT ORS interface, failure in admission, opening and selecting courses, choosing time and test room, printing payment information sheet, subjects information within payment information sheet, and there's no subject information that will be re-taken in registration. Interpretation and ORS application in

UT centers and its regional offices, which implies towards inconvenience and failure executing admission or registration, has bad effect for UT's reputation as leading sector as service provider. Jones (1984: 166) reminds us on how to apply a policy program within its operational on the field can be applied significantly related to interpretation and application: 1). Interpretation: The translation of program language (often contained in a statute) into acceptable and feasible plans and directives and 2). Application: The routine provision of services, payments, or other agreed upon program objectives or instrument.

Both implementation characteristics explain that interpretation tries to define, so that the programs have plans that could be directed appropriately and possibly be accepted and executed. Meanwhile application is a regular rule from service, payment, and others which adapted into purposes or program instrument. This frame model serves as Jones idea which describes how easy it is to define policies on paper and design a program. But in reality is not that simple, so that during execution sometimes it is not well defined. The model is difficult to execute because it requires ability and wide network from the administrators to execute the program according to its original purpose. The model will tend to be misinterpreted even it could separate what has been decided on policy with implemented application done by administrator in the field.

5. Organizing ORS

Operationalization ORS management PPs-UT still faces organizing issues related with authorization of each user unit and ORS PPs-UT support unit. This can be seen when the problem is found and each unit keep throwing problems and obstacles in PPs'UT ORS application. This related to unit's authorization that lack of policies consists of function and each unit task and it is still centralized on coordination role from Vice Rector of Student Affairs and Operations.

Mazmanian, Danial and Paul A. Sabatier (1983: 18-42) conceptually asserts that the ability of the statute to structure favorably the implementation process. This means that each implementation of the policy should be restructured through formal objectives that will be achieved by selecting the appropriate agencies to implement financial support, persuasive influence by government officials to the public, private or NGO to take part in the policy implementation process or how government officials to utilize its authority to structure precisely the policy implementation process.

It is clarity and consistencies of goals, the goals which carefully formulated and clearly arranged in the order of importance. A firm guideline for enforcement officials serve as source of support for goal achievement. The more capable a rule to give accurate clues and arranged according to the order of importance for enforcement officials and other actors, the more the possibility that policy output which come from implementing agencies, and in turns the behavior of target groups will be consistent with these instructions.

6. Geographical and Social Environment Condition

The existence of UT post-graduate are scattered on 5 major islands (Sumatera, Java, Kalimantan, Sulawesi and Papua) on 34 provinces in Indonesia and are served by 39 regional offices. The Regional Offices serve as local service units for each province. Different social and geographic condition in Indonesia (such as different region, different bachelor education, different work experience, and different culture) is giving less support towards learning process. This indication affects on ORS user's comprehension and fluency, whether it is admission or registration that too much relying on someone else and register at the end of term.

Prospect students and post-graduate students are commonly public administrators who take master of management course and master of public administration course. Most of the

students, about 90% of total amount, are students who take the courses above. The majority from these two courses has various bachelor backgrounds. This lead to condition of the students have are lack of knowledge in using communication technology as well as having pragmatic way of thinking, having hierarchical way of studying, and taking academic matter for granted.

The following condition has effect on academic and administration for students in participating long distance learning at UT Post-graduate program. PPs-UT works as public administration service in Post-Graduate program needs to notice the geographic and social condition which is prospect and post-graduate student's backgrounds. Grindel (1980: 10-12) emphasized on how the role of public administration as implementation actor which could affect policy and/or program implementation. Briefly, Grindel also expressed his opinion: "A brief listing of those who might be involved in the implementation of any particular program would include national level planners; national, regional, and local politicians; economic elit groups, especially at the local level; reciepiant groups; and bureaucractic implementors at midle and lower levels.

The idea emphasize that UT post-graduate program implementer must look more closely and pay more attention to make sure that PPs-UT program can be implemented by administrators of UT center and its regional office with national, regional, and local adjustment for geographic and social condition. It also needs to notice the diversity that Indonesia has.

Four things that affect PPs-UT ORS: internal and external communication, application, organizing, and geographic and social environments of its users. This will basically be determined by the ability of the administrators in UT center and its regional offices in implementing the system to serve prospect students and post-graduate students, starting from admission until graduation.

In order to implementing PPs-UT ORS program perfectly on administrator level at UT center and its regional centers as well as the students, UT at least can pay attention to Hogword's idea (1984: 199-206) who stated 10 prerequisites need to be fulfilled in order to perfectly implement PPs-UT ORS:

- a. The circumstances external to the implementing agency do not impose crippling constraints,
- b. That adequate time and sufficient resources are made available to the programme,
- c. That the required combination of resources is actually available,
- d. That the policy to be implemented is based upon a valid theory of cause and effect,
- e. That the relationship between cause and effect is direct and that there are few if any, intervening links,
- f. That dependency relationships are minimal,
- g. That there is understanding of, and agreement on objectives,
- h. That tasks are fully specified in correct sequence,
- i. That there is perfect communication and co-ordination,
- j. That those in authority can demand and obtain perfect compliance.

The 10 prerequisites, which mentioned above, can be referral in perfecting ORS application. While on practice, it will need specific understanding and accommodation according to the needs in the field. The prerequisites also can be referral to geographic and environmental challenge for each regional office in implementing PPs-UT ORS by promoting smooth service to prospective students and PPs-UT students with diverse backgrounds.

7. Conclusion

The four factors that has effect on PPs-UT Online System Registration basically appears because of the early policy development of the system are not consistent with the various authorities of the main unit and support units such as Academic Administration for Development and Monitoring Bureau (Unit Biro Administrasi Akademik Pengembangan Monitoring or BAAPM),

Material Development Unit and Information System (Unit Pengembangan Bahan Ajar dan Sistim Informasi or LPBAUSI); Computer Center Unit and Regional Offices. It also has effect towards efficiency and effectiveness of the system in giving service to students.

Coordination and communication among units between UT center and its regional offices must be conducted in schedule and the team who handle it must be consistent on development and application of the system, which coordinated on schedule by decision makers in implementing PPs-UT and coordinated by Vice Rector of Student Affairs and Operations.

The Regional Offices role as an operational executive in the field will be a key to the success and failure of PPs-UT ORS implementation. The role of coordination and communication has been done on conference level but the level of effectiveness is still weak. The accuracy of implementation effectiveness of the online registration system should be conducted through scheduled training for ICT employee at UT regional offices and held meetings with the head of regional office, Registration and Materials Coordinator and Learning Support Coordinator which specifically discuss regarding the online registration system

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