

## Implementation of Change Islamic Management in Improving the Quality of Scientific Journal Management

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### ABSTRACT

The lack of reputable scientific journals in Indonesia has prompted the government to implement bureaucratic reforms for national scientific journal accreditation. This change forces scientific journal managers to change their management model in accordance with technological developments and changing consumer demands. This research was conducted to reveal and explain the implementation of change management in the management of scientific journals in Indonesia, namely: TEFLIN (SCOPUS Q3), Bahasa dan Seni (SINTA 2), and Basindo (SINTA 4). This research uses a quantitative approach with a multi-case study method. The result showed that changes in the management of scientific journals from print models to electronic models were possible because they were supported by the following factors: (1) conducive external and internal driving factors, (2) supportive organizational potential, (3) a strong agent of change, and (4) the use of the right strategy.

**Abstrak:** Kurangnya jumlah jurnal ilmiah yang bereputasi di Indonesia mendorong pemerintah untuk melaksanakan reformasi birokrasi akreditasi jurnal ilmiah nasional. Perubahan ini memaksa pengelola jurnal ilmiah mengubah model pengelolaan jurnal yang dikelolanya sesuai dengan perkembangan teknologi dan perubahan tuntutan konsumen. Penelitian ini dilakukan untuk mengungkap dan menjelaskan implementasi manajemen perubahan pada pengelolaan jurnal ilmiah di Indonesia, yaitu: TEFLIN (SCOPUS Q3), Bahasa dan Seni (SINTA 2), dan Basindo (SINTA 4). Penelitian ini menggunakan pendekatan kualitatif dengan metode studi multi kasus. Hasil penelitian menunjukkan bahwa perubahan pengelolaan jurnal ilmiah dari model cetak ke model elektronik dilakukan karena didukung oleh faktor berikut: (1) faktor eksternal dan internal yang kondusif, (2) potensi organisasi yang mendukung, (3) agen perubahan yang kuat, dan (4) penggunaan strategi yang tepat.

**Kata kunci:** manajemen perubahan; pengelolaan jurnal ilmiah; potensi organisasi; agen perubahan, strategi perubahan

## INTRODUCTION

The role of scientific journals in Indonesia is very important. Law Number 12 of 2012 concerning Higher Education requires universities to publish the results of research and service to the lecturer community in scientific journals. Universities are also encouraged to publish the results of research and community service by lecturers and doctoral students in international journals. For this reason, in 2021, the Ministry of Research and Technology/BRIN estimates the total need for accredited national journals (SINTA 1 and SINTA 2) at 8,084.

In 2017, the number of accredited national journals was 267, which means less than 7,817 accredited journals. This is the main factor in reforming the accreditation of national scientific journals through the implementation of Minister of Research, Technology and Higher Education Regulation Number 9 of 2018 concerning Accreditation of Scientific Journals. With the implementation of this regulation, a number of national journals were accredited increasing to 855 journals in 2019 and 1,004 journals in 2020. This means that the need for accredited national journals has only been met by 12.8%.

In 2020, there were 5,996 scientific journals indexed by SINTA. This number increased by 163% from the number of journals in 2019, namely 2,275. These journals have undergone a change in management from print to electronic. This change began with the enactment of Minister of National Education Regulation Number 22 of 2011 concerning Scientific Periodicals regarding electronic management of scientific journals. This regulation was replaced with Permenristekdikti Number 9 of 2018 concerning Accreditation of Scientific Journals which requires electronic management of scientific journals when applying for accreditation. The explanation above shows that changes in the management of scientific journals have brought major changes to the life of scientific journals in Indonesia.

Much research has been conducted on change management in organizations, especially in profit-oriented institutions. These studies describe the process of change that occurs in organizations. , There is also research that evaluates in detail the aspects of change management, the communication model used, , the factors driving and inhibiting change,; integration of change management with public sector reform; and implementing new rules and strategies in an organization.

In general, research on scientific journals can be divided into two groups, namely research on specific aspects of journals and research on journal management. Research on specific aspects of journals includes research on the use of open access systems, journal rankings, predatory journals, and journal impact indicators. Research on journal management includes the influence of the level of journal accreditation, and the suitability of the process of changing journal management from print to electronic with the Kotler change model.

In connection with a number of studies on change management that have been carried out above, the implementation of change management in changing the management of scientific journals from print to electronic is an interesting and strategic topic to research. Because the management of scientific journals is special and unique, which is different from the management of profit institutions and non-profit institutions in general. This research examines three journals with different levels of accreditation, namely TEFLIN (SINTA 1 and indexed by Scopus Q3), Language and Arts (SINTA 2), and Basindo (SINTA 4). These three journals have experienced a change in management model from print to electronic and have related scientific fields.

This research is intended to explore and explain: the driving factors for changes in the management of scientific journals; organizational potential that can be used to support the implementation of change; characteristics and abilities of change agents as actors of change; and selection and use of change strategies.

## **METHODS**

In accordance with the research focus explained in the introduction, this research uses a qualitative approach with a multi-case study type. The journals chosen as research objects were the TEFLIN Journal (SINTA 1 indexed by SCOPUS Q3), the Language and Arts journal (SINTA 2), and the Basindo journal (SINTA 4). The TEFLIN Journal focuses on English language teaching, published since 1988. The Language and Arts Journal focuses on language, literature, art and teaching, published since 1969 under the name *Warta Scientia*. The Basindo Journal focuses on teaching Indonesian language and literature and has been published since 1997 as a print journal and in 2017 as an electronic journal.

The data for this research are: factors driving change, organizational potential that can be changed, change agents, and change strategies. This data was collected from government regulations regarding journals, journal pages, and the results of interviews with journal managers. Data from the page is collected by downloading information from the page, and data from managers is collected through in-depth interviews. This research data was analyzed using Silverman's qualitative analysis model.

## **RESULTS AND DISCUSSION**

### **Factors Driving Changes in Journal Management.**

There are internal and external factors that encourage changes in the management of the TEFLIN, Language and Arts, and Basindo journals from a print model to an electronic model. TEFLIN Journal made changes to journal management as a result of the DIKTI pilot program in 2009 which encouraged reputable scientific journal managers to manage their journals electronically. The TEFLIN management took the government's recommendation as an opportunity to change the management of the TEFLIN journal from print to electronic before the government made it mandatory. This change is based on

the following considerations: (1) electronic journal management is more practical and more systematic, and (2) electronic journals have a wider distribution reach than print journals (internal reasons).

Changes in the management of Language and Arts and Basindo journals are based on the following external factors: (1) the implementation of Minister of Research, Technology and Higher Education Regulation No. 9 of 2018 concerning Accreditation of Scientific Journals which requires the management of scientific journals electronically, and (2) increasingly tight competition between scientific journals with the emergence of new highly competitive journals. The internal reasons for changes in the management of the Language and Arts journal are as follows. (1) The printed version of the Journal of Language and Arts has a debt of four issues which caused its accreditation rating to drop from B to C (not accredited). After successfully paying off publication debts and improving its management, the Language and Arts journal managed to get B accreditation again. (2) There is a desire from the faculty leadership to increase the accreditation ranking of the Language and Arts journal from SINTA 2 to SINTA 1 and indexed by Scopus. For this reason, the language of the presentation has been replaced with English. This is supported by research results which show that the government can mobilize changes in related institutions through issued policies. This is the same as what is experienced by managers of scientific journals in Indonesia.

The internal reasons for the change in electronic management of the Basindo journal are as follows. (1) The printed version of the Basindo Journal has a debt of six issues which cannot be paid by the journal management. At the same time, the government implemented regulations for electronic journal accreditation. For this reason, the printed Basindo journal was shut down and replaced with an electronic version. (2) The leadership of the Indonesian Literature Department wants Basindo's journal to have a wider distribution reach and be published on time.

The internal reason for the change in TEFLIN journal management is because electronic management is more practical and managers are trying to adapt to the demands of the digital era. This means that managers have strong internal motivation (feeling ready) to change TEFLIN management electronically even though it is not yet required by the government. Meanwhile, the management of the Language and Arts journal and Basindo made a forced change in journal management from print to electronic because the management was unable to pay publication debts and the implementation of new regulations regarding scientific journal accreditation. This triggers an internal urge; The journal manager publishes an electronic version of the Basindo journal. This is in accordance with the finding that internal motivation is one of the reasons for successful change in an organization.

## **The Potential of Supportive Organizations Supporting Change**

Based on the results of data analysis, it is known that there are three main organizational potentials that underlie changes in journal management from a print model to an electronic model. These three potentials are: (1) potential human resources (HR), (2) potential organizational structure, and (3) potential support systems in the organization. Support for these three potentials for the third management change journal is presented below.

### **1. Potential of Human Resources to Support Change**

The potential of human resources to support changes in the management of the TEFLIN journal is as follows: (1) human resources come from various domestic and foreign institutions, (2) human resources are professional, dedicated and sincere (not profit-oriented), (3) human resources have strong electronic competence. good, (4) HR is able to maintain the quality of journal content, and (5) HR is able to build a broad and strong working network both at home and abroad.

The potential human resources for the Language and Arts journal that support changes in journal management are as follows: (1) the ideal number of human resources, (2) there is good cooperation between management members, (3) human resources are able to manage electronic scientific journals, (4) human resources are able to maintain the quality of the content journals, and (5) HR is able to build strong networks at national and international levels.

The potential of Basindo's journal human resources to support changes in journal management are as follows: (1) the number of human resources is sufficient, (2) human resources are able to build a wide network at the national level, (3) human resources are able to keep up with developments in computer technology in journal management, and (4) HR ability to deal with bureaucratic problems.

The adequacy of the number and diversification of managers is based on the explanation of government regulations which require an ideal number of 10-20 editorial board members for international journals and 5-10 people for national journals. Based on this explanation, it is known that the TEFLIN journal has a less than ideal number of editorial board members, namely 9 people. Basindo Journal does not yet have geographically diversified human resources because it does not yet have editorial board members from other countries.

From the explanation above, it is known that the human resource potential of the three journal managers is different. TEFLIN is supported by human resources who are professional, dedicated and sincere in their work. TEFLIN is also supported by human resources from foreign institutions. This potential does not exist in the human resources managing the Language and Arts and Basindo journals. TEFLIN and Language and Arts have the potential for human resources oriented towards the quality of journal article content. This makes the two journals have high accreditation,

namely Sinta 1 and indexed by Scopus Q3 (TEFLIN), and Sinta 2 (Language and Arts).

These research findings are supported by research findings that humans are the main factor in the success of the change process in organizations. This means that organizational change will run optimally if it is supported by qualified and optimally empowered human resources. HR will perform optimally if they are given the necessary trust and authority. This happens because giving trust will result in job satisfaction for HR.

## **2. Potential Organizational Structure that Supports Change**

Apart from the potential of human resources, the potential of the organizational structure is also very determining in implementing changes in the management of scientific journals from print to electronic models. Based on the results of data analysis, the potential organizational structure underlying management changes in the three scientific journals includes the form and nature of the structure, and the relationships formed as a result of this structure.

The three scientific journals studied have the same management organizational structure, namely: (1) simple in form, (2) flexible, (3) has complete structural elements, and (4) good coordination is established with the governing institution. The "flexible" indicator is included in the characteristics of the journal's organizational potential, because this characteristic combines with the simplicity of the management organizational form. This means that, organizationally, the three journals have the same potential in making management changes. Previous research found that non-profit organizations generally implement a flat and simple organizational structure model. Such organizational structures tend to be agile, flexible and perform optimally. This kind of structure is conducive to implementing organizational change.

## **3. Potential Support Systems that Support Change**

Research findings show that various support systems in organizations are proven to support the change in management of scientific journals from a print model to an electronic model. The results of the analysis show that the management institutions for the three journals have similar support systems, which influence management changes, namely: (1) a quality assurance system in the form of monitoring and evaluation by the Malang State University journal development team, national scientific journal accreditation (ARJUNA), and indexation international journals (web of science, Scopus, etc.); (2) financial support from the host institution (association and department (TEFLIN), faculty (Language and Arts), and department (Basindo)) and article publication costs from the author; (3) a journal quality development system in the form of regular conferences, workshops, training and mentoring; (4) a reward system both financial

(remuneration) and non-financial (satisfaction and academic opportunities); (5) operational system in the form of using open source journals (OJS) and email in managing manuscripts from receiving to uploading articles. However, this high performance and dedication (6) does not have an impact on the career development of journal managers as lecturers.

The potential for a superior system is found in the TEFLIN journal. Managers place academic benefits as a reward system for managers. Meanwhile, the management of the Language and Arts journal and Basindo do not yet view this academic award as an award. This potential makes the management of the TEFLIN journal run better than the Language and Arts and Basindo journals.

The research found that HR in non-profit organizations often do not earn income from the time they dedicate to the organization. This could be one of the causes of their decreased work motivation. However, the research findings above contradict the findings of several other studies. It was found that for workers in non-profit organizations, profit rewards had less value than the personal development opportunities they received. , Lecturers who manage journals have greater opportunities for academic self-development than other lecturers because they have the opportunity to grapple with various articles in the journals they manage. This allows them to find new ideas for the research topics, articles and books they write. Their scientific insight also becomes broader and deeper.

### **Change Agent as Actor of Change**

Change agents are a very important element in making changes. Research findings regarding (1) the character of change agents, and (2) the abilities of change agents are presented below.

#### **1. Character of Change Agents as Actors of Change**

Change agents are the main actors of change in organizations. Likewise, agents of change in the management of the journals studied are the main actors in changes in the management of scientific journals, from the print model to the electronic model.

From the analysis results, it is known that the three change agents in scientific journals have special characteristics. TEFLIN journal change agents have the following attitudes: (1) responsive to change, (2) initiator of change, (3) accommodating to new ideas, (4) critical and creative, (5) willing to contribute to the scientific community, and (6) not profit oriented. Change agents in the Language and Arts journal have the following attitudes: (1) like change, (2) are critical, (3) are committed to achieving the best results, (4) like challenges, and (5) are open to new ideas. Basindo journal change agents have the following attitudes: (1) like innovation, (2) pioneer of change (initiator), (3) critical and creative, and (4) responsive to challenges (change).

Research finds that transformational leadership inspires HR to think more openly and innovatively. HR who are open easily accept new ideas for

the betterment of the organization. HR who are rich with new ideas will express their new ideas for the betterment of the organization. The results of other research found that someone who has a calling orientation (seeing work as a form of self-expression and providing inner satisfaction) has the desire to be an initiator of change in their work environment. Workers who feel satisfaction at work will have a high commitment to the organization where they work and are willing to dedicate their time, energy and abilities for the progress of the organization.

The results of this research also show that successful change agents are change agents who are critical, creative, innovative and initiators of change. This supports the results of previous research regarding change agents. ,

## **2. Ability of the Change Agent as a Change Agent**

Apart from having special characteristics, change agents as the main actors in changes in the management of scientific journals were also found to have special abilities. The capabilities possessed by change agents are as follows: (1) understand well the regulations for electronic journal accreditation, and (2) are able to integrate technology in the management of scientific journals. Apart from these competencies, TEFLIN journal change agents have the following special abilities: (1) able to mobilize team members to apply technology in journal management, (2) work in a voluntary and future-oriented manner. These special competencies make TEFLIN journal managers responsive to technological developments and massively strive to advance the TEFLIN journal in a sustainable manner.

Language and Arts journal change agents have special competencies capable of building national and international networks. This is in line with the journal management's hopes of improving the qualifications of the Language and Arts journal to an international level. Meanwhile, the Basindo journal change agent has special competencies and has deep and broad scientific insight. This is necessary to maintain and improve the quality of published articles.

From the explanation above, it is known that the change agent in the TEFLIN journal is the strongest because it is responsive to technological developments, volunteers at work, is able to build a strong work team, and is oriented towards the future. This corresponds to TEFLIN journal accreditation achievements, namely accredited by Sinta 1 and indexed by Scopus Q3. This finding is in accordance with the results of previous research that change agents who master technology can provide an understanding of the technology to all team members, train them, accompany the use of the technology in organizational change (in research: journal management), and find solutions to all problems found. in the process of change. , ,

The research findings above also show that the change process driven by change agents needs to be supported by the development of good



communication patterns. Good communication is necessary so that team members feel comfortable, appreciated, and willing to support the change process being carried out. , ,

### **Strategies Selected and Used in Making Changes**

The findings of this research indicate that the change in journal management from the print model to the electronic model was carried out with the right strategy at the stages: (1) preparing for the change, (2) implementing the change, and (3) maintaining the sustainability of the change. A discussion of these three findings is presented below.

#### **1. Strategies Used in the Preparation Stage**

The preparation strategy used by the change agents for the three journals was to add administrative staff who mastered technology and could use this technology to manage scientific journals. In addition, TEFLIN and Language and Arts managers use strategies to prepare facilities and infrastructure to support electronic journal management, namely: website, hosting, OJS, DOI processing, and metadata updates. Basindo managers do not include preparation activities for the facilities and infrastructure for managing electronic journals because they are already available. The TEFLIN journal management also prepares visionary leaders, and uses websites to inform about the TEFLIN journal. The managers of the Language and Arts journal and Basindo also use special strategies, namely target identification and steps that need to be taken. TEFLIN managers did not do this because targets and work steps had been prepared earlier since 2009. In particular, Basindo journal managers added electronic journal management training activities to existing human resources.

The results of previous research show that clarity of the mission and goals of the organization, as well as HR's understanding of the mission and goals of the organization are important factors in fostering a spirit of innovation and enthusiasm for making changes in non-profit organizations. Clarity of organizational goals to be achieved has a positive effect on HR performance in public sector organizations. Meanwhile, the results of other research found that unclear organizational vision could be one of the main causes of failure to implement the changes made.

Understanding the organizational vision by HR is important for the success of the changes being made. The change process will take place optimally if it is supported by: (1) employee willingness to change, (2) employee readiness to change, and (3) changes in employee attitudes and behavior that support change. , With this attitude, HR will be willing to learn, practice mastering, and integrate technology in journal management. Because the successful use of technology in organizational change must be supported by adequate human resource readiness. ,

## 2. Strategies Used in the Change Implementation Stage

The results of data analysis show that the managers of the three scientific journals use different strategies at the stage of the process of changing the management of scientific journals from the print model to the electronic model. The TEFLIN journal change agent uses the following strategies: (1) the journal's operational system uses OJS and email, (2) communication between managers and authors or reviewers digitally, and (3) coordinating well. The strategy implemented by the language and arts journal change agent is: (1) changing the way of work (operational and administrative systems) to follow a digitalized management model, (2) dividing work tasks in a structured manner, and (3) providing mentoring and mentoring to all team members. The strategies implemented by Basindo journal change agents are: (1) more structured division of work tasks, (2) simplification of operational systems through the digitalization process, and (3) development of good communication to create synergy between old, experienced human resources and new skilled human resources. computer technology.

These findings indicate that communication is an important key to increasing HR commitment to the organization. A good communication process is one that can translate the concept of change well so that the goals of the change can be understood by all team members, promote openness, and produce solutions to problems that may arise during the change process. Creating such communication requires the support of a transformative leader.

## 3. Strategies Used in the Stage of Maintaining Sustainability of Change

The results of data analysis show that TEFLIN journal change agents use the following strategies: (1) planning the recruitment of new reviewers with appropriate areas of expertise, (2) increasing citations, article quality, and journal visibility, and (3) targeting WoS, ESCI, and indexation. improvement in Scopus indexation ranking. The change agent for the Language and Arts journal uses the following strategy: (1) changing the language of presentation from Indonesian to English, (2) recruiting editors from outside with the appropriate field of expertise, and (3) trying to get Language and Arts indexed by SINTA 1 and Scopus. The strategy used by the Basindo journal change agent is as follows: (1) reorganizing the journal management, (2) conducting journal article writing training to increase the number of quality article submissions, and (3) planning reaccreditation with the SINTA 2 target with more thorough preparation.

Maintaining the sustainability of the implementation of organizational change can be done by developing a strong innovation culture within the organization. Meanwhile, developing a culture of innovation can be carried out by strengthening the integration of new values into all aspects of the organization.

## CONCLUSION

Based on this research, it can be concluded that changes in journal management from the print model to the electronic model (1) are driven by changes in government policy, competition between journals, shifts in the needs of journal consumers, the emergence of management problems, and the desire of journal managers to improve journal quality; (2) supported by conducive human resources, organizational structure and organizational support systems; (3) supported by change agents who have conducive attitudes and competencies as agents of change; and (4) carried out with appropriate strategies both at the preparation, implementation and sustainability stages of change.

### Author's Contribution

M. Faisal: Contribute to formulating research ideas, collecting data, processing data, and interpreting data.

Muhammad Edy Thoyib: Contributing to writing systematics, research methods.

Miftahul Huda: Contributing to analyzing interpretation results, the language proofread.

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### Declaration of Competing Interest

The author declares that there is no conflict of interest.

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