 ISSN 2829-047X

PRIORITY PROGRAMS AS A MEASUREMENT OF HUMAN CAPITAL QUALITY IN HIGHER EDUCATION

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ABSTRACT

The purpose of the study is analysis how can priority program as a measurement quality of human capital in higher education. Priority program directed in higher education Tridarma (Education, research and community service) on knowledge, skill, ability and capability aspect do development and innovation embodied by someone in organization namely human capital. Knowledge, skill, and capacity possessed someone will add the values of an organization and potential contribution to competition with other higher education. Higher education needs measuring on values of human capital. Measuring human capital on quality is not quantity. Human capital means the demonstration practice of human resources produce values. Qualitative measurement focused on collecting information used to measure the quality of human capital at UIN Maulana Malik Ibrahim through priority programs. Data collection and analysis with four stages analysis includes coding, categorizing, note, and preposition development to get data credible. The result of the study is measurement done through philosophy study with a natural method and empiric, psychology study and sociology study on priority programs includes giving the scholarship to get Ph.D., sending staff to UGM to learning PTNBH model, increasing productivity through books, articles, and copyright, strengthening human resources through strengthening international language, research collaboration, books, overseas publication and professor acceleration which can additional values (knowledge, skill, and capacity) on human capital, collaboration to creating a network and professor acceleration to increasing institution image and fulfill lecturer standard.

INTRODUCTION

The previous study of doctoral thesis with the title "*Human Capital Management System at State Universities in Malang*" (Anggraeni, 2020) knew that three campuses have each priority program. Priority programs are a part of campus autonomy. The priority programs can be seen in higher education performance achievement and as an annual report. Each higher education has different priority programs make depend on leadership and stakeholders to make priorities programs to achieve each higher education goal. Priority programs created will determine the direction of the purpose and higher education success.

Priority program directed on higher education Tridarma (education, research, and community service), priority programs direct on knowledge, skills, abilities, and capacity aspect to develop and innovate possessed by people in an organization which is the definition of human capital(Baron & Armstrong, 2007, p. 70).

Human capital as a set of skills/characteristics that increase a worker's productivity, this is a useful starting place, and for most practical purposes quite sufficient (Acemoglu & Autor, 2011). N. Bontis, N. C. Dragonetti, K. Jacobsen a G. Roos defined human capital as the human factor in the organization: the combined intelligence, skills, and expertise that gives the organization its distinctive character. The human elements of the organization are those that are capable of learning, changing, innovating, and providing the creative thrust that, if properly motivated can ensure the long-run survival of the organization (1999)(Ekonomické znalosti pro tržní praxi et al., 2008). Qur'an said O you who have believed, when you are told, "Space yourselves" in assemblies, then make space; Allah will make space for you. And when you are told, "Arise," then arise; Allah will raise those who have believed among you and those who were given knowledge, by degrees. And Allah is Acquainted with what you do(Qs. 58:11). This means the higher degree of someone seen from their knowledge possessed.

The concept of human capital is concerned with the added value people provide for organizations (Baron & Armstrong, 2007, p. 5). Knowledge, skill, and capacity have by someone will add value for their organization. The value of human capital is inherently dependent upon its potential to contribute to the competitive advantage or core competencies (Baron & Armstrong, 2007, p. 5).

The potential of contribution in higher education competition, higher education needs to measure the value on human capital because all something on the side of Allah has measurement. Qur'an said "Allah knows what every female carries and what the wombs lose [prematurely] or exceed. And everything with Him is by due measure" (Qs13:8). Measurement of human capital is in terms of quality, not quantity (Baron & Armstrong, 2007, p. 5).

The measurement of the value of human capital: the importance of achieving human capital advantage (Boxall, 1996) has led to an interest in the development of methods of measuring the value of that capital for the following reasons :1) Human capital constitutes a key element of the market. 2) The process of identifying measures and collecting and analyzing information relating to them will focus the attention of the organization on what needs to be done to find, keep, develop and make the best. 3) Measurements of the value of human capital can provide the basis for resource-based HR strategies that are concerned with the development of the organization's core competencies, 4) Measurements can be used to monitor progress in achieving strategic HR goals and generally to evaluate the effectiveness of HR practices (Baron & Armstrong, 2007, p. 11-12) In this study, the measurement focused on point three, the measurement of the value of human capital can provide the basis for resource-based HR strategies that are concerned with the development of the organization's core competencies. The researcher focuses on a point. Because in the research location, there is no separate unit to handle human capital that is included in the Human Resources unit.

Based on the phenomenon above, raising the question, how can priority program as a measurement of quality of human capital in higher education? The researcher is interested to study with the title "Priority Programs as a Measurement of Human Capital in higher education" the purpose of the study is analysis how can priority program as a measurement quality of human capital in higher education.

LITERATURE REVIEW

Priority Programs

Priority programs are as higher education autonomy. Autonomy in academics has Basic values on accountability, transparency, non-profit, effective, and efficient quality assurance. Autonomy divide into two is academic Autonomy and non-academic Autonomy. Non-academic Autonomy includes norm-setting, operational need, organization implementation, financial, student affairs, staffing, and infrastructure. While Academic Autonomy such as norm, Operational policy, and Implementation of Tridarma (Government regulation number 4 of 2014 regarding higher education maintenance and management,

 ISSN 2829-047X

government regulation number 139 of 2014 regarding Statute guidelines, and country sheet number 16 and 5500 of 2014). Priority programs refer to higher education Tridarma. Higher education Tridarma or namely Tridharma is higher education obligation to organize education, research, and community service (1945 constitution number 12 of 2012 regarding higher education chapter 1 point 9)

The purpose of higher education is to produce graduate of mastery knowledge and technology to fulfill national interest and increase national competitiveness; through research which attention and apply the humanity value for nation advantage, increase civilization and human welfare; and community service achievement based on reasoning and research-creation which can use to increasing welfare (1945 constitution number 12 of 2012 regarding higher education)

Human Capital

Definition Human capital consists of the intangible resources that workers provide for their employers (Bontis et al, 1999, p. 8). Differences between HRM and HCM: (Mayo, 2001, p. 8) The essential difference between HCM and HRM is that the former treats people as assets while the latter treats them as costs. Human capital is a key element of the intangible assets of an organization. The other intangible assets include copyright, customer relations, brands, and company image. The concept of human capital is concerned with the added value people provide for organizations (Baron & Armstrong, 2007, p. 5). Define human capital as: 'The stock of accumulated knowledge, skills, experience, creativity, and other relevant workforce attributes' and suggest that HCM involves 'putting into place the metrics to measure the value of these attributes and using that knowledge to effectively manage the organization (Nalbantian et al, 2004). Qualitatively, three factors on measuring human capital are leadership and motivation, qualification, satisfaction, and creativity (Vidotto, J.D.F. at all., 2017) HCM is concerned with obtaining, analyzing, and reporting data that informs the direction of value-adding strategic, investment, and operational people management decisions at the corporate level and frontline management. It is, as emphasized by Kearns (2006). HCM is concerned with purposeful measurement, aims of HCM is to demonstrate that HR practices produce value. The important achievement of human capital is the development of methods of measuring the value of that capital (Boxall, 1996). The value of human capital is inherently dependent upon its potential to contribute to the competitive advantage or core competencies (Lepak and Snell, 1999).

Measurement of human capital quality

The definition of quality according to KBBI (Kamus Besar Bahasa Indonesia) Indonesia dictionary is a good or bad level of something; rate, level, degree (intelligence, proficiency and etc.). The definition of quality is a level, therefore need measurement. Quality in the oxford dictionary is /ˈkwɒləti/ uncountable, countable, the standard of something when it is compared to other things like it; how good or bad something is. Two concepts of measurement of quality in education specifically are foresight and new work philosophy to support kind of the purpose of education and priority (Peter Mortimore and Carolyn Stone, 1991). This study focus on priority includes the programs that will run or namely priority programs. Therefore, a priority program will use measure human capital. Based on the definition and focus of quality, the measurement standard of human capital is through priority programs.

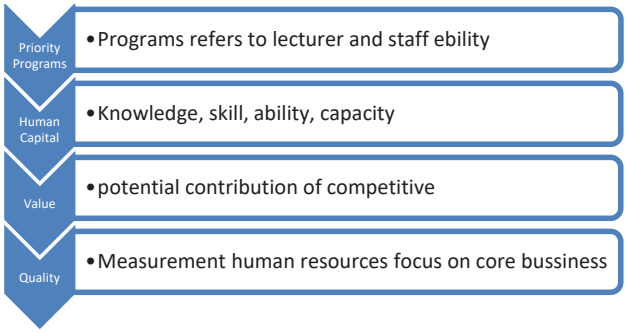
The concept of human capital related add value in organization (Baron & Armstrong, 2007, p. 5) Measurement of the value of human capital can provide the basis for resource-based HR strategies that are concerned with the development of the organization's core competencies. Measurement can use to monitor progress in achieving strategic HR goals and generally to evaluate the effectiveness of HR practices (Baron & Armstrong, 2007, p. 11-12). Measuring human capital concerned in terms of quality, not quantity (Elliot 1991)

The human capital theory focuses attention on resourcing, HR development, and reward strategies and practices (Baron & Armstrong, 2007, p. 15). HR development strategies are business-led. They are initiated by the strategic plans and driven by the HR plans that define knowledge, skills, and competency requirements. They want to develop their skills, potential, and employability. Employees who do this and deliver their promises are more likely to get and keep the sort of human capability they need. Financial reward point of view, the human capital theory implies that investment in people adds to their value, individuals expect a return on their investment, and firms have to recognize that increased value of their employees should reward. Non-financial reward considerations should take into account. If workers are investing their human capital, they want to obtain a return. Not only in the form of opportunities to grow and achieve but also in terms of being valued by their employer.

Measuring human quality in Qur'an "O you who have believed, when you are told, "Space yourselves" in assemblies, then make space; Allah will make space for you. And when you are told, "Arise," then arise; Allah will raise those who have believed among you and those who were given knowledge, by degrees. And Allah is Acquainted with what you do" (Qs.58:11). Means higher degree of someone seen from their knowledge. Islamic concept in (Anggraeni, 2021), Anggraeni, K. (2021) dissertation, from analyzing Qur'an found Islamic concept on human capital management system (HCMS) measurement is measure higher education Tridarma and governance with measure knowledge, faith, balancing, measure planning, implementation and time (target).

Donkin (2005) Donkin believes the strength of the organization from human capital management (HCM) takes place in three parts: 1) development and implementation measurement relevant to qualitative and quantitative approaches. 2) Collecting and result from the interpretation. And 3) taking advantage of information as a strategic competitive advantage. The formula in the first part, a quantitative formula of human capital measurement human capital "Skill asset value = (cost of skills) × (average years of service) × (retention rate)" This formula is useful to count speedily in modern employment, essentially focus on human capital sources from innovation and update. This formula is a central component of skill assessment naturally based on salary and wages, consequence the value from the several skill (decision-maker, problem-solving, agility, etc.) (Wall et al., 2004, p. 43). According to OECD (Organization for Economic Co-operation and Development & SourceOECD (Online service), 2010)'s Measure capital suggests to select X value, giving service to decided į with the formula: į = X/N, X is the decreasing level average balance, and N means as a service in the asset group. Qualitatively, there are three factors in human capital measurement includes leadership and motivation, qualification, satisfaction, and creativity which can help the organization to measure the human capital (Vidotto, J.D.F. at all., 2017). This study takes the factor the role of leadership and creativity to make priority programs used to measure the quality (standard) of human capital (knowledge, skill, ability, and capability).Based on resources in human resources strategy to achieve organizational goals and frontline management.

The theoretical framework can see in the figure below.



METODE

Priority program implemented at UIN Maulana Malik Ibrahim Malang refers to skill, ability, and capability (namely human capital) of lecturer make researcher interest to measure human capital through priority programs implemented. Measurement focus on quality,

 ISSN 2829-047X

not the quantity of human capital to measure the quality of human capital, the researcher used a qualitative approach focused on measurement the values of human capital based on human resources strategic focus on the development of organization core-competence. Qualitative Measurement focus on collecting information used to measure the quality of human capital at UIN Maulana Malik Ibrahim through priority programs, data analysis of written documents have by UIN Maulana Malik Ibrahim Malang, and in-depth open-ended interview related to priorities programs applied in UIN Maulana Malik Ibrahim Malang directed ask Rector UIN Maulana Malik Ibrahim Malang. To analyze the collected data, the authors followed four steps of data analysis proposed by (Miles and Huberman, 1994) Coding, categorization, memo ring, and developing propositions. The data collecting method used in-depth open-ended interviews, direct observation, and written documents to get credibility

Research location takes place at higher education exactly State Islamic University or Universitas Islam Negeri (UIN) Maulana Malik Ibrahim Malang located at Jln. Gajayana 50, Kelurahan Dinoyo, Kecamatan Lowokwaru, Kota Malang, province East Java of Indonesia UIN Maulana Malik Ibrahim Malang is one of 2136 Indonesia higher education and ranked in the top 15 of 121(forlap.ristekdikti) nationally and reference other universities verse webometrics (kelembagaan ristek dikti: 2017), under the auspices of Ministry of Religious Affairs, have type management BLU or public policy agency.

RESULTS AND DISCUSSION

Finding

The classification of priority programs as quality measurement (standard) of human capital (knowledge, skill, ability, and capability) based on leadership seen human resources strategy focus on the development of higher education core-competency to become intangible asset:

Table 1. The classification of priority programs according to leaderships on additional values and as intangible asset

Priority programs focus on human resources strategy	Additional value				Human Resources Standard	Analysis	Intangible asset			
	Knowledge	Skill	Ability	Capability			Copy right	Network	Brand	Image
Period I (interview and Doc. Pedoman Beban Akademik No: Un.3/PP.00.9/1625/2015)										
Giving scholarship to lecturer who continuous their study take Ph.D. and open doctoral program overseas with step by step 40, 20, 30,	√	√	√	√	Create the human resources standard book with the title "Manajemen Sumbrdaya Manusia di UIN Maulana Malik Ibrahim Malang tahun 2011"	Giving scholarship expected the lecturers will add their qualification and their knowledge, skill, ability, and capability, and will cooperate between their university and their study		√		√
Rector expected the lecturer UIIS can continue their study	√	√	√	√				√		√
Sending staff to UGM for following the PTNBH training	√	√	√	√		Following training at UGM (The senior university has management types corporate or PTNBH *"Perguruan Tinggi Negeri Berbadan Hukum"*), It will add the values on make planning UIN Maulana Malik Ibrahim Malang to become corporate level or PTNBH which will produce network between UIN Maulana Malik Ibrahim Malang and UGM, and increasing institution image from Public policy agency or Badan Layanan Umum (BLU) to corporate level (PTNBH)		√		√

Opening new program and adding lecturers	.					The additional lecturer will increase the number of lecturers or resources and will increase institution image				√
Period II (Doc. Pedoman Beban Akademik No: Un.3/PP.00.9/1625/2015)										
Increasing lecturer performance quality				√	Lecture performance can see from their discipline Rector has a responsibility to enforce discipline on lecturer and staff main task and function. The value selling point is as a researcher, problem solver, superior human resources analysis from job analysis and job specification with measure individual performance standard, special recruitment, and human behavior (Doc. HRM or Manajemen SDM No: Un.03/HK.00.5/2930/2011)	Based on the lecturer' discipline will add capability values.				
Analyze lecturer productivity through books, articles, and copyright or HKI	√	√	√	√		Analyze productivity through the number of articles, books, and copyright which can increase lecturer value through their creativity and create a brand from themselves	√		√	
Monitoring of lecturer and staff did LPM unit used to know lecturer performance through an academic information system or *Sistem Informasi Akademik (SIAKAD)*		√	√			The lecturer performance satisfaction level is a survey of students which used to measure lecturer performance level. Based on the survey known skills and ability on implementation on their task and function especially, in the education sector will impact on lecturer type or brand of themselves.			√	
Local and international human resources recruitment, research, Development international study center, strengthening human resources through the international language (minimum mastery Arabic and English language)	√	√	√	√		Strengthening human resources through international language will add lecturer value about their knowledge, skill, and ability of language it will create cooperation between language institutions for native speakers and create UIN Maulana Malik Ibrahim image especially mastery lecturer on Arab and English language)		√		√
Development of research collaboration, book collaboration with foreign experts	√	√	√	√		The research collaboration will add value to knowledge, skill, and ability that produce copyright, network, and institution image	√	√		√
Period III (Interview with rector 6/18/2019 8:53)										
Professor acceleration	√	√	√	√	Professor requirement is Dr or Ph.D., have teaching skill, leader, analysis theory, Society dedication, have international publication reputable with presentation >35% education, >50% research, 10% community service, support higher education *Tridarma* 10% have good SKP, books, produce creation and sharing the ideas and have copyright. (Dok. Pedoman Beban Akademik No: Un.3/PP.00.9/1625/2015)	Professor acceleration is used to increase capacity, quality, and the number of human resources through promotion, submission, improving resources. It can create a brand from their capacity as professor and their image as institution image.			√	√
1000 Books programs	√	√	√	√	Each lecturer requirement making a book in a year. (Doc. Pedoman Beban Akademik No: Un.3/PP.00.9/1625/2015)	Based on book arrangement, it will achieve additional value, produce brand from lecture selves and bring the institution to get the institutional image	√		√	

Source: classified by researcher

Based on research focus about how can priority programs as measurement human capital quality in higher education. The result of the classification and field data analysis findings are:

1. Many priority programs can add value following: Giving scholarships for lecturer continuous their study, sending staff to UGM to train PTNBH type, Increasing productivity through books, articles, and copyright, strengthening human resources through international language,

 ISSN 2829-047X

research collaboration, books, and overseas publication and professor acceleration.

2. Many priority programs to become lecturer and staff as intangible asset includes: research collaboration, book, and publication which produce copyright, network, and institutional image. While producing network and institutional image include giving scholarships for lecturer continuous their study, following training at UGM to learning type PTNBH, strengthening human resources management through international language. And produce copyright and brand is increased lecturer productivity through articles, copyright, books, and 1000 books.
3. Priority programs are used to fulfill lecturer standard academic burden like professor acceleration produce a brand of each lecturer to become a professor and increase institutional image.

Discussion

Based on field data about ho can priority programs as quality measurement of human capital at higher education, three field data finding will discuss with literature and previous study are:

1. Many priority programs can add value following: Giving scholarships for lecturer continuous their study, sending staff to UGM to train PTNBH type, Increasing productivity through books, articles, and copyright, strengthening human resources through international language, research collaboration, books, and overseas publication and professor acceleration. Can scholarship, training, productivity, international language mastery, collaboration, and professor acceleration become additional value and as measurement quality of human capital?

   According to (Baron & Armstrong, 2007) additional values come from knowledge, skill, and capacity. Study about science philosophy (Eldes, 2015), knowledge comes from four methods are empiric (john locke empirics), rational (rationalism), Phenomenological (I.Kant Phenomenologist) and scientific method (doing approach, study, and decided method). The analysis of priority programs about giving scholarships to continue their study and strengthening human resources management through international language is a scientific method to get knowledge, while productivity and collaboration through books, scientific creation, and copyright is a part of one experience on making creation or namely empiric. So the priority programs, scholarship, training, productivity, and international language mastery, collaboration can add values of human capital measured through study philosophy with the scientific method and empiric, while for measurement explained on Qur'an (Qs. 58:11) means the higher degree of the someone can be seen from their knowledge supposed.

   Additional value of skill studied from phycology, according to (Dunette, 1976) Skill is a knowledge get and develops through training and their experience with several tasks. For priority programs sending staff to follow the training and International language mastery to get skills related to management types PTNBH and language development. For productivity and collaboration also get skill through several tasks such as making books, articles and etc. so the priority programs such as scholarship, training, productivity, international language mastery, and collaboration can add the value of human capital measured through psychology.

   Additional value of capability studied from sociology, according (Baker dan Sinkula, 2005), Capability is specific of skill get certain individual and group as a social process. Priority program is giving scholarship to continuous lecturer's study used to continuously suitable with their ability, while for productivity through scientific creation which requires someone to decide their expert suitable with a

background of their studies and their skill. So the priority programs giving scholarship and productivity through scientific creation can add a value of human capital, measure from sociology as a social process and social interaction which can take advantage as resources of competitive advantage.

2. Many priority programs made lecturers and staff become intangible asset includes: research collaboration, books, publications, which produce copyright, network, and institutional image, while producing network and institutional image such as giving scholarship, following training, strengthening human resources management through international language mastery. And produce copyright and brand is improving lecturer productivity through articles, copyright, books, and 1000 books program.

   Is book collaboration, research and publication can produce copyright, network, and institution image to become intangible asset? According to According to

   Is giving scholarship, training and international language mastery can produce network and institution image to become an intangible asset?

   Is increasing productivity through scientific creation can produce copyright and brand to produce an intangible asset? (Kaplan & Norton, 2006) intangible assets can only create value if it is integrated and aligned with other intangible assets and tangible assets. Such integration requires cross-functional department collaboration to create synergies among operating units, support units and even external partners

3. Priority programs used to fulfil lecturer standard on academic burden is professor acceleration produce brand from each lecturer on increasing institution image. Is professor acceleration can fulfill lecturer standard and produce brand and increasing institution image? According to (Gruber et al., 2012) investigating the influence of professor characteristics on student satisfaction and dissatisfaction, against a standard of pleasure versus displeasure

CONCLUSION, SUGGESTION, AND IMPLICATION

Conclusion: Based on philosophy study with the scientific method, empirical, Psychology, and sociology, priority programs such as giving scholarship, sending staff to the following training, increasing productivity through books, article, and copyright, strengthening human resources management through international language mastery, research collaboration, books, a publication with foreign and professor acceleration can add the value (knowledge, skill, and capacity) on human capital, collaboration can produce network and professor acceleration can increasing institution image with fulfilling lecturer standard.

Suggestion: In other that UIN Maulana Malik Ibrahim can make priority programs which can use as strategy development, competitive and front line management of PTAIN with add value human capital and manage lecturer as an intangible asset

Implication: Based on this study expected can affect the development of UIN Maulana Malik Ibrahim Malang and achieve UIN Maulana Malik Ibrahim Malang goal like initiated by leadership in the first period is to become a management type corporate level or PTNBH, because under suspicion ministry of the religious affair higher education have no management type corporate level or PTNBH.

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