

ANALYSIS OF THE IMPLEMENTATION OF INDEPENDENT LEARNING - INDEPENDENT CAMPUS (MBKM) IN IMPROVING STUDENT COMPETENCE BASED ON INDUSTRIAL NEEDS

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Abstract

As a breakthrough from the Indonesian Ministry of Education and Culture, Research and Technology, the Merdeka Learning Kampus Merdeka (MBKM) program needs to measure the effectiveness of its implementation in increasing student competence based on industrial needs from the perspective of the three parties involved, namely students as learners, teaching staff/study programs, and partners/industry. This research was conducted at the University of Brawijaya. The research method uses a quantitative approach with a survey research type. The population of this study was students who were accepted into the MBKM program in the 2021/2022 academic year; as many as 694 students were active in the MSIB, IISMA, Semeru, Student Exchange, and Bangkit UB programs, while the population of Lecturers/ Study Programs totals 76 study programs, as well as partners/industry where 100 students take part in MSIB activities so that the total population is 870 respondents. Therefore, the sample for this study was obtained from 269 respondents using the Krejcie & Morgan formula. They are collecting data in this study using a questionnaire. The collected data were processed using SPSS and Microsoft Excel tools to display descriptive data about the perspectives of the three parties. The research results show that implementing the Independent Campus Learning Policy (MBKM) in Improving Student Competence Based on Industrial Needs at Brawijaya University is very good; this is evident from the results of a survey conducted on lecturers, students, and MBKM partners.

Keywords: analysis; MBKM program; policy implementation; student competency; Students

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INTRODUCTION

The policy of the Minister of Education, Culture, Research and Technology of Indonesia regarding Free Learning - Merdeka Campus (MBKM) is a breakthrough for the Indonesian Ministry of Education and Culture (Baharuddin, 2021). It is felt that this policy needs to be implemented at the operational level in Higher Education Tridharma activities. Merdeka Learning carries the principle of "techno-solopreneurship," in which learning combines research, work practice, and community service (Siregar et al., 2020). Various exciting things to be trained for participants are about education which is a combination of "entrepreneurship," "technology," and "social" (Santoso et al., 2022).

The learning process in the Merdeka Campus is one of the manifestations of student-centred learning, which is essential. Learning in the Merdeka Campus provides challenges and opportunities for developing innovation, creativity, capacity, personality, and student needs, as well as developing independence in seeking and finding knowledge through field

realities and dynamics such as ability requirements, real problems, social interaction, collaboration, self-management, performance demands, targets, and achievements. Students' hard and soft skills will be strongly formed through a well-designed and implemented independent learning program (Junaidi, 2020).

However, it is necessary to conduct a study to examine the substantial understanding of students, teaching staff, and educational staff. So, we conducted this research to show the experiences of these three parties in the learning process, especially in digital-based operations (Aang Soenandi et al., 2021). It explicitly focuses on the essence of Freedom to Learn and the types of difficulties encountered in the online learning system in Indonesia at the university level, especially the faculty level (Budiwan & Malikhah, 2022).

On the one hand, the government is aggressively promoting the MBKM concept in education (Nanggala & Suryadi, 2021). On the other hand, there have been complaints that students, teaching staff, and educational staff have had less freedom to practice online learning during the pandemic (Astuti et al., 2021). Therefore, three questions can be formulated as objectives in this study: (a) To what extent do students, teaching staff/study programs, and MBKM partners understand the concept of Free Learning? (b) Do students benefit from industrial need-based competency development in implementing Merdeka Belajar? (c) How is Merdeka Learning at the university level and with MBKM partners?

METHODS

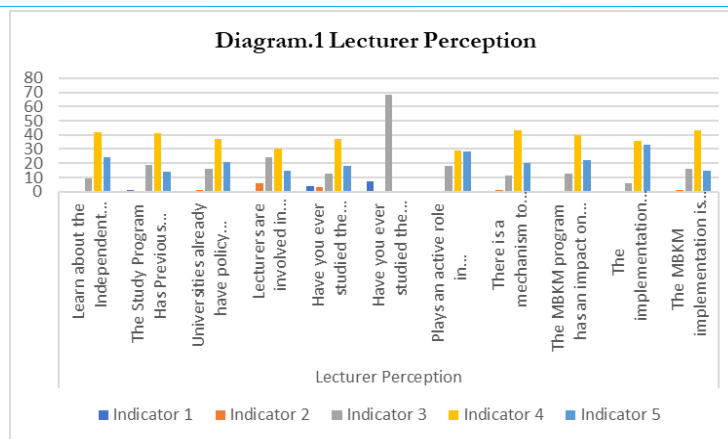
This study uses a quantitative approach with a survey design. According to Fowler Jr. (2014: 8) survey research, statistical calculations are projected to describe the characteristics of the intended population through the respondents' answers. The population of this study was students who were accepted into the MBKM program in the 2021/2022 academic year; as many as 694 students were active in the MSIB, IISMA, Semeru, Student Exchange, and Bangkit UB programs, while the population of Lecturers/Study Programs totaled 76 study programs, as well as partners/industry where 100 students take part in MSIB activities, so that the total population is 870 respondents, therefore the sample of this research is obtained by 269 respondents using the Krejcie & Morgan formula (Sugiyono, 2019).

RESULTS AND DISCUSSION

FINDINGS

Lecturer Perceptions

From the analysis using a survey approach, the researchers found that from the lecturers' perceptions, the responses related to MBKM were in the excellent category. It can be illustrated as shown in the following figure:



source: data processing results, 2023

The lecturer's perception with the statement that "I understand the Free Learning-Independent Campus (MBKM) policy." Based on the graph above, it is known that the highest number of respondents' answers agree, namely 42 respondents. The following answer strongly agrees with the number of answers, as many as 24 respondents. The answer entirely agrees with the number of responses with as many as nine respondents, and then as many as 0 respondents for solutions that do not agree and strongly disagree. So from this graph, it can be concluded that most respondents understand the Freedom to Learn-Free Campus (MBKM) policy, evidenced by the number of respondents who agree and strongly agree more than entirely agree, disagree, and strongly disagree.

A statement that your Study Program has a previous program following the form of Independent Learning-Independent Campus (MBKM) activities. Based on the graph above, it is known that the highest number of respondents' answers agree, namely 41 respondents. The following explanation is simply consenting with a total of 19 respondents, then the answer strongly agrees with 14 respondents, then 0 respondents disagree, and one respondent strongly disagrees. Therefore from the graph, it can be concluded that in the study program, the student concerned has an earlier program that follows the form of Independent Learning-Independent Campus (MBKM) activities.

A statement that the Higher Education Institution already has policy documents related to the curriculum that facilitates Independent Learning-Independent Campus (in the form of the chancellor's regulations: academic guideline or MBKM implementation guide, study program curriculum to facilitate MBKM). Based on the graph above, it is known that the highest number of respondents' answers agree, namely 37 respondents. The following explanation strongly agrees with the number of answers, as many as 21 respondents. The answer entirely agrees with the number of 16 respondents, then one respondent disagrees, and as many as 0 respondents choose to disagree strongly. So from the graph, it can be concluded that there are already curriculum documents, guidelines, and operational procedures for participating in MBKM activities in the student study program concerned. It

can be proven by the number of respondents who agree and strongly agree more than agree, disagree, and totally disagree.

A statement that you have studied the Merdeka Learning-Independence Campus guidebook. Based on the graph above, it is known that the highest number of respondents' answers agree, namely 37 respondents. The following answer strongly agrees with the number of responses, as many as 18 respondents. The answer entirely agrees with the number of replies, as many as 13 respondents. As many as three respondents disagree with the answers, and as many as four respondents choose to disagree strongly. So from the graph, it can be concluded that respondents have studied the Merdeka Learning-Independence Campus guidebook. It can be proven by the number of respondents who agree and strongly agree are more than simply agree, disagree, and strongly disagree.

A statement that the respondent (lecturer) actively suggests or encourages students to take MBKM activities. Based on the graph above, it is known that the highest number of respondents answered agreed, namely 29 respondents. The following answer strongly agrees with the number of answers, as many as 28 respondents. The answer entirely agrees with the number of answers as many as 18 respondents, and then as many as 0 respondents disagree, and 0 respondent chooses to disagree strongly. It can be concluded that the respondent (lecturer) plays an active role in suggesting or encouraging students to take MBKM activities. It can be proven by the number of respondents who agree and strongly agree more than agree, disagree, and strongly disagree.

A statement that there is a mechanism to provide recognition or equalization and weight in the Study Program curriculum, such as adjusting it to the CPL Study Program. Based on the graph above, it is known that the highest number of respondents agree, namely 43 respondents. The following answer strongly agrees with the number of 20 respondents. The answer quite agrees with the number of answers as many as 11 respondents, then one respondent disagrees, and as many as 0 respondents choose to disagree strongly. So from the graph, it can be concluded that there is a mechanism for giving recognition or equalization and weight to the Study Program curriculum. It can be proven by the number of respondents who agree and strongly agree more than entirely agree, The statement is that the MBKM Program impacts the learning process of students to become quality graduates. Based on the graph above, it is known that the highest number of respondents answered agree, which is 40 respondents. The following answer strongly agrees with the number of responses, as many as 22 respondents. The answer entirely agrees with the number of replies, as many as 13 respondents, then as many as 0 respondents disagree with responses, and as many as 0 respondents choose to disagree strongly. So from this graph, it can be concluded that the MBKM Program impacts students' learning process to become quality graduates. It

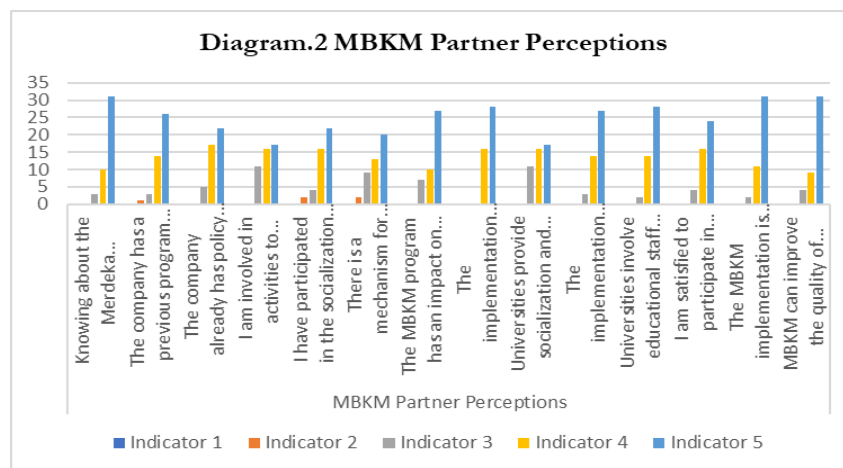
can be proven by the number of respondents who agree and strongly agree are more than entirely agree, disagree, and strongly disagree.

A statement is that the implementation of the MBKM program provides an increase in hard skills and soft skills for students. Based on the graph above, it is known that the highest number of respondents answered agreed, namely 36 respondents. The following answer strongly agrees with the number of responses, as many as 33 respondents. The answer entirely agrees with the number of replies, as many as six respondents. Then as many as 0 respondents disagree with the answers, and as many as 0 respondents choose to disagree strongly. So from this graph, it can be concluded that the implementation of the MBKM program increases students' hard and soft skills. It can be proven by the number of respondents who agree and strongly agree more than agree, disagree, and strongly disagree.

A statement that MBKM Implementation is beneficial for fulfilling Graduate Learning Outcomes. Based on the graph above, it is known that the highest number of respondents answered agreed, namely 43 respondents. The following answer entirely agrees with the number of responses, as many as 16 respondents. The answers strongly agree with the number of answers as many as 15 respondents, then one respondent disagrees, and as many as 0 respondents choose to disagree strongly. So, from the graph, it can be concluded that the MBKM Implementation is valid for fulfillment purposes. Learning Outcomes of Graduates, this can be proven by the number of respondents who agree and strongly agree are more than entirely agree, disagree, and strongly disagree.

MBKM Partner Perceptions

Meanwhile, from the results of the analysis of the perceptions of MBKM partners, the researcher describes it as follows:



source: data processing results, 2023

A statement that the respondent knows about the Freedom to Learn-Free Campus (MBKM) policy: based on the graph above, it is known that the highest number of

respondents answered strongly agree, namely 31. The following answer agrees with the number of responses, as many as ten respondents. Three respondents entirely agree, and then as many as 0 for solutions that do not agree, and as many as 0 respondents choose to disagree strongly. So from the graph, it can be concluded that Partners know about the Merdeka Learning-Independence Campus (MBKM) policy. It can be proven by the number of respondents who agree and strongly agree are more than quite agree, disagree, and strongly disagree.

A statement that the company has a previous program following the form of Independent Learning-Independent Campus (MBKM) activities. Based on the graph above, it is known that the highest number of respondents answered firmly agree, namely 26 respondents. The following answer agrees with the number of responses from as many as ten respondents. The answer quite agrees with the number of replies, as many as three respondents, and then as many as one respondent disagrees, and as many as 0 respondents choose to disagree strongly. So that from the graph, it can be concluded that the company has a previous program that followed the form of Independent Learning-Independent Campus (MBKM) activities. This can be proven by the number of respondents who agree and strongly agree more than entirely agree,

A statement that the company already has a policy document related to the curriculum that facilitates Merdeka Learning-Independence Campus (in the form of the chancellor's regulations: academic guideline or MBKM implementation guide, study program curriculum to facilitate MBKM). Based on the graph above, it is known that the highest number of respondents' answers strongly agree, namely 22 respondents. The following answer agrees with the number of responses, as many as 17 respondents. The answer entirely agrees with the number of answers as many as five respondents. Then as many as 0 respondents for answers that do not agree, and as many as 0 respondents choose to disagree strongly.

A statement that Partners are involved in activities to prepare MBKM implementation in the company. Based on the graph above, it is known that the highest number of respondents answered strongly agree, namely 17 respondents. The following answer agrees with the number of responses, as many as 16 respondents. The answer entirely agrees with the number of replies, as many as 11 respondents, and then as many as 0 respondents disagree answers, and as many as 0 respondents choose to disagree strongly. So from the graph, it can be concluded that Partners are involved in activities to prepare for the implementation of MBKM in the company. It can be proven by the number of respondents who agree and strongly agree more than agree, disagree, and strongly disagree.

A statement that Partners are involved in activities to prepare MBKM implementation in the company. Based on the graph above, it is known that the highest number of

respondents strongly agree, namely 17 respondents. The following answer agrees with the number of responses, as many as 16 respondents. The answer entirely agrees with the number of responses, as many as 11 respondents, and then as many as 0 respondents disagree answers, and as many as 0 respondents choose to disagree strongly. So from the graph, it can be concluded that Partners are involved in activities to prepare for the implementation of MBKM in the company. It can be proven by the number of respondents who agree and strongly agree more than agree, disagree, and strongly disagree.

A statement that there is a mechanism to provide recognition or equalization and weight in the Study Program curriculum. For example, Adjusting to Student Study Program CPL. Based on the graph above, it is known that the highest number of respondents answered firmly agree, namely 20 respondents. The following answer agrees with the number of answers from as many as 13 respondents. The answer entirely agrees with the number of answers as many as nine respondents, then as many as two respondents for answers that do not agree, and as many as 0 respondents choose to disagree strongly. So from the graph, it can be concluded that in partner companies, there is a mechanism to provide recognition/equalization and weight in the Study Program curriculum. For example, Adjusting to Student Study Program CPL,

The statement is that the MBKM Program impacts the student learning process in producing quality graduates. Based on the graph above, it is known that the highest number of respondents answered firmly agree, namely 27 respondents. The following answer agrees with the number of answers from as many as ten respondents. The answer quite agrees with the number of answers, as many as seven respondents. Then as many as 0 respondents disagree, and 0 respondents choose to disagree strongly. So from this graph, it can be concluded that the MBKM Program impacts the student learning process in producing quality graduates. It can be proven by the number of respondents who agree and strongly agree are more than entirely agree, disagree and strongly disagree.

A statement is that the implementation of the MBKM program provides an increase in hard skills and soft skills for students. Based on the graph above, it is known that the highest number of respondents answered strongly agree, namely 28 respondents. The next most answer agrees with the number of answers, as many as 16 respondents. Then the answers quite agree with the number of answers as many as 0 respondents, then as many as 0 respondents for answers that they do not agree with, and as many as 0 respondents choose to disagree strongly. So from this graph, it can be concluded that the implementation of the MBKM program provides an increase in hard skills and soft skills for students. It can be proven by the number of respondents who agree and strongly agree are more than quite agree, disagree, and strongly disagree.

A statement that Higher Education provides socialization and debriefing related to implementing the MBKM program in MBKM Companies/Partners. Based on the graph above, it is known that the highest number of respondents answered strongly agree, namely 17 respondents. The next most answer agrees with the number of answers, as many as 16 respondents. The answer quite agrees with 11 respondents, then 0 respondents disagree with the answers, and as many as 0 respondents choose to disagree strongly. So from this graph, it can be concluded that universities provide socialization and debriefing related to the implementation of the MBKM program in MBKM companies/partners. This can be proven by the number of respondents who agree and strongly agree more than entirely agree.

A statement that the implementation of the MBKM program plays a role in increasing the capacity and ability of educators. Based on the graph above, it is known that the highest number of respondents answered strongly agree, namely 27 respondents. The next most answer agrees with the number of answers, as many as 14 respondents. The answer quite agrees with the number of answers as many as three respondents, then as many as 0 respondents for answers that do not agree, and as many as 0 respondents choose to disagree strongly. So that from the graph, it can be concluded that the implementation of the MBKM program has a role in increasing the capacity and ability of educators. It can be proven by the number of respondents who agree and strongly agree are more than entirely agree, disagree and strongly disagree.

A statement that Higher Education involves educational staff in the MBKM program as Supervisors. Based on the graph above, it is known that the highest number of respondents answered strongly agree, namely 28 respondents. The following answer agrees with the number of answers from as many as 14 respondents. The answer entirely agrees with the number of answers, as many as two respondents. Then as many as 0 respondents for answers that do not agree, and as many as 0 respondents choose to disagree strongly. So from this graph, it can be concluded that Higher Education involves educational staff in the MBKM program as Supervisors. This can be proven by the number of respondents who agree and strongly agree are more than quite agree, disagree, and strongly disagree.

A statement that partners are satisfied with participating in the MBKM program in their company. Based on the graph above, it is known that the highest number of respondents answered strongly agree, namely 24 respondents. The next most answer agrees with several answers, with as many as 16 respondents, then the answer entirely agrees with the number of answers with as many as four respondents, and then as many as 0 respondents disagree responses and as many as 0 respondents choose to disagree strongly. So from the graph, it can be concluded that Partners are satisfied with participating in implementing the MBKM

program in their company. It can be proven by the number of respondents who agree and strongly agree are more than quite agree, disagree, and strongly disagree.

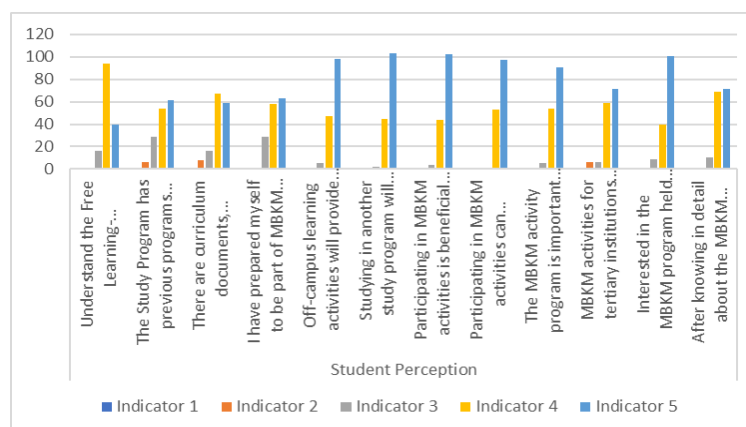
A statement that implementing MBKM is beneficial for fulfilling Graduate Learning Outcomes in the student's study program. Based on the graph above, it is known that the highest number of respondents answered strongly agree, namely 31 respondents. The next most answer agrees with the number of answers, as many as 11 respondents. The answer entirely agrees with the number of answers, as many as two respondents. Then 0 respondents for answers that do not agree, and as many as 0 respondents choose to disagree strongly. So, from the graph, it can be concluded that implementing MBKM helps fulfil Graduate Learning Outcomes in the study program students. It can be proven by the number of respondents who agree and strongly agree more than agree, disagree, and strongly disagree.

The statement that implementing MBKM can improve the quality of graduates produced to face the post-campus world (world of work, continuing studies, entrepreneurship) is very significant. Based on the graph above, it is known that the highest number of respondents answered firmly agree, namely 31 respondents. The next most answer agrees with the number of answers, as many as nine respondents. Then the answer quite agrees with the number of answers as many as four respondents, and then as many as 0 respondents for answers that do not agree, and as many as 0 respondents choose to disagree strongly. So from this graph, it can be concluded that MBKM can improve the quality of graduates produced to face the post-campus world (world of work, continuing studies, entrepreneurship) is significant. It can be proven by the number of respondents who agree and strongly agree more than quite agree, disagree and strongly disagree.

Student Perceptions

Like students' perceptions of MBKM, the calculation results show a reasonably positive trend. Namely, the answers that agree and strongly agree are equally dominant. It can be described as follows:

Diagram.3 Student Perceptions



source: data processing results, 2023

A statement that I understand is the Merdeka Belajar-Independence Campus (MBKM) policy. Based on the graph above, it is known that the highest number of respondents' answers agree, namely 94 respondents. The following explanation strongly agrees with the number of responses from as many as 40 respondents. Then the answer entirely agrees with the number of answers as many as 16 respondents, and then as many as 0 respondents for disagree and strongly disagree answers. So from this graph, it can be concluded that most respondents understand the Freedom to Learn-Free Campus (MBKM) policy, evidenced by the number of respondents who agree and strongly agree more than entirely agree, disagree and strongly disagree.

A statement that your Study Program has a previous program following the form of Independent Learning-Independent Campus (MBKM) activities. Based on the graph above, it is known that the highest number of respondents answered firmly agree, namely 61 respondents. The next most answer agrees with a total of 54 respondents, then the answer entirely agrees with 29 respondents, six respondents disagree, and 0 respondents strongly disagree. So from the graph, it can be concluded that in the study program, the student concerned has an earlier program under the form of Independent Learning-Independent Campus (MBKM) activities.

Statement There are curriculum documents, guidelines, and operational procedures for participating in MBKM activities in study programs. Based on the graph above, it is known that the highest number of respondents' answers agree, namely 67 respondents. The following answer strongly agrees with the number of respondents, as many as 59. The answer entirely agrees with the number of answers, as many as 16 respondents, then as many as eight respondents disagree with answers, and as many as 0 respondents choose to disagree strongly. So that from the graph, it can be concluded that there are curriculum documents, guidelines, and operational procedures for participating in MBKM activities in the student study program concerned, it can be proven by the number of respondents who agree and strongly more than quite agree.

The statement is that I have prepared myself to be part of the MBKM activities. Based on the graph above, it is known that the highest number of respondents answered firmly agree, namely 63 respondents. The following answer agrees with a total of 58 respondents. The answer quite agrees with 29 respondents, and there are 0 respondents who disagree or strongly disagree responses. So from the graph, it can be concluded that the majority have prepared themselves to be part of MBKM activities, evidenced by the number of respondents who agree and strongly agree more than agree, disagree, and strongly disagree.

A statement that learning activities off campus will provide additional competencies such as skills in solving real complex problems, analytical skills, and professional ethics, based

on the graph above. Based on the chart above, it is known that the highest number of respondents answered strongly agree, namely 98 respondents. The following answer agrees with the number of answers as many as 47 respondents. The answer quite agrees with the number of answers as many as five respondents, and then as many as 0 respondents for answers that do not agree and strongly disagree. So from the graph, it can be concluded that learning activities outside the campus have provided additional competencies, such as skills in solving real complex problems.

The statement is that studying in another study program will broaden perspectives and provide the additional competencies needed. Based on the graph above, it is known that the highest number of respondents answered strongly agree, namely 103 respondents. The next most answer agrees with the number of answers, as many as 45 respondents. The answer quite agrees with the number of answers as many as two respondents, and then as many as 0 respondents for answers that do not agree and strongly disagree. So that from the graph, it can be concluded that studying in other study programs has broadened perspectives and provided the additional competencies needed. It is evidenced by the number of respondents who agree and strongly agree more than agree, disagree, and strongly disagree.

The statement is that participating in MBKM activities is beneficial in developing competencies/skills as a provision for work after graduation. Based on the graph above, it is known that the largest number of respondents' answers were strongly agreed upon, namely 102 respondents. The next most answer agrees with the number of answers, as many as 44 respondents. The answer quite agrees with the number of answers as many as four respondents, and then as many as 0 respondents for answers that do not agree and strongly disagree. So from the graph, it can be concluded that participating in MBKM activities is beneficial in developing competencies/skills as a provision for work after graduation, evidenced by the number of respondents who agree and strongly agree more than agree, disagree, and strongly disagree.

The statement is that participating in MBKM activities can improve soft skills in competency/skill development as a provision for work after graduation. Based on the graph above, it is known that the highest number of respondents answered strongly agreed, namely 97 respondents. The next most answer agrees with the number of answers, as many as 53 respondents. The answer quite agrees with the number of answers, as many as 0 respondents, and then as many as 0 respondents for answers that do not agree and strongly disagree. So that from the graph, a conclusion can be drawn that participating in MBKM activities can improve soft skills in competency/skill development as a provision for work after graduation. It is evidenced by the number of respondents who agree and strongly agree more than quite agree.

The statement is that the MBKM activity program is essential for preparation for the post-campus period. Based on the graph above, it is known that the most significant number of respondents answered strongly agree, namely 91 respondents. The following answer agrees with the number of answers as many as 54 respondents. The answer quite agrees with the number of answers as many as five respondents, and then as many as 0 respondents for answers that do not agree and strongly disagree. So from the graph, a conclusion can be drawn that the MBKM activity program is vital for preparation for the post-campus period, evidenced by the number of respondents who agree and strongly agree more than agree, disagree, and strongly disagree.

Statement of MBKM Activities for tertiary institutions according to the needs of future graduates. Based on the graph above, it is known that the highest number of respondents answered strongly agree, namely 71 respondents. The next most answer strongly agrees with the number of respondents, as many as 59. The answer entirely agrees with the number of answers, as many as six respondents, and then as many as six respondents disagree with responses, and as many as 0 respondents choose to disagree strongly. So that from the graph, it can be concluded that the MBKM activities for tertiary institutions are following the needs of graduates in the future. It can be proven by the number of respondents who agree and strongly agree are more than quite agree, disagree, and strongly disagree.

A statement that I am interested in the MBKM program held by the Directorate General of Higher Education, Research and Technology. Based on the graph above, it is known that the highest number of respondents answered strongly agree, which is 101 respondents. The following answer agrees with a total of 40 respondents. The answer quite agrees with a total of 9 respondents, and then there are 0 respondents for disagree and strongly disagree answers. So that from the graph, a conclusion can be drawn that students are interested in the MBKM program held by the Directorate General of Higher Education, Research and Technology.

On the other hand, after knowing in detail about the MBKM program, I whether to recommend this program to colleagues. Based on the graph above, it is known that the highest number of respondents answered strongly agree, namely 71 respondents. The following answer agrees with the number of answers as many as 69 respondents. The answer quite agrees with the number of answers as many as ten respondents, and then as many as 0 respondents for answers that do not agree and strongly disagree. So, from the graph, a conclusion can be drawn. After knowing in detail about the MBKM program, students will recommend this program to colleagues; this is evidenced by the number of respondents who agree and strongly agree more than entirely agree, disagree and strongly disagree.

DISCUSSION

Partner perception is an essential component supporting the MBKM program's running. It aligns with the support of collaborative research so that the MBKM program can be implemented. In addition, cooperation with partners is needed to keep the learning outcomes that have been determined at Universitas Brawijaya. Brawijaya University already has partners for implementing the MBKM program, including the Semeru MBKM in collaboration with the Central Government, East Java province, and Lumajang Regency. Based on survey results, partners assess students' ability to use information technology is still low.

As can be seen from research findings, implementing the MBKM program benefits the partners themselves, including partners obtaining the expected workforce according to their needs and partners collaborating with universities, such as sharing information about scientific developments (Siregar et al., 2020). As to the research results Popoi et al. (2021), the partnership in the MBKM Curriculum is expected to be a leap of innovation that will provide significant benefits for tertiary institutions and positively impact all stakeholders involved, such as students, lecturers, and education staff.

In addition, innovation development must focus on student learning, course content, learning methods, skills, and competencies required. Thus, the development of innovative learning systems can be carried out. Partnerships or collaborations must be supported by cooperation between students, lecturers, and higher education leaders to build a synergy of future needs following the times (Susilawati, 2021).

Apart from that, this partnership in implementing MBKM is also one of the considerations for study programs in preparing for accreditation later (Oksari et al., 2022). Furthermore, the survey results show that language skills greatly determine the needs of the world of work today. Strengthening language skills is an essential record for Universitas Brawijaya so that it can produce students who can answer the challenges of the world of work later so they can compete with other competitors.

The subsequent finding is the perceptions of lecturers and students toward implementing the MBKM curriculum. Implementing the MBKM program is a challenge for lecturers to have good competence and take advantage of educational opportunities in the Industrial Revolution 4.0 era. Thus, lecturers must be able to adapt to the ongoing MBKM program because lecturers are the key to success in this independent campus learning system. (Yamin & Syahrir, 2020). Lecturers must be able to innovate learning from classic to modernization by creating innovative learning methods with the help of technology. It is expected to help students understand that education and technology must synergize and be able to develop teaching and learning activities that can be done anywhere (Siregar et al., 2020).

As the results of the processed data obtained show that the demands of the world of work are increasingly competitive, demanding that the role of lecturers be more active in improving their hard skills and soft skills to support the MBKM program. It is in line with the statement Arsyad & Widuhung (2022) that lecturers must have competencies that will be "passed down" to students and improve their competencies occasionally. Thus, the abilities possessed by these lecturers can help students to become agents of change in all forms of activities they carry out. Based on the survey results, it can be seen that UB lecturers are capable and ready to implement this MBKM program. Thus, lecturers must be able to disrupt themselves (self-disruption) to continue to improve their competence from time to time (long-life learner) so that they can become "companion companions" for students toward the gateway to success in the real world of work (Arsyad & Widuhung, 2022).

Some of the benefits obtained by lecturers in implementing the MBKM program are that the partners involved in this program can be a reference for lecturers to adapt the existing curriculum to the needs of the job market for graduate users later, can build relationships with more stakeholders, can be the basis for renewal of teaching materials and research topics, etc. (Popoi et al., 2021).

Furthermore, human resources in education play an essential role in implementing this MBKM. Students' activeness in this program requires excellent collaboration between students and lecturers so that good communication is formed and this program can run smoothly. However, as much as 25% stated that they did not agree regarding their involvement/activity in this MBKM activity. It is essential to note that study programs provide assistance and socialization regarding this program, so that good collaboration is formed.

Finally, students' perceptions of implementing the student MBKM curriculum are an essential indicator of the success of the ongoing MBKM program. In this context, students are expected to understand the program well. According to, Hidayatullah (2021), in principle, MBKM offers options to students to improve their abilities in specific fields, especially those related to cross-disciplines and student readiness to enter the world of work. It needs to be supported by assistance that will be carried out by the academic supervisor for the MBKM program that the student will choose. The MBKM program provides opportunities and opportunities for students to select the courses they will take according to their abilities and interests. (Sopiansyah & Masruroh, 2021). It triggers students' independence and freedom of thought to decide something, such as choosing the systems to be followed later (Aji & Putra, 2021). So, it can give students great freedom and opportunities for their hard and soft skills and improve their quality (Hidayatullah, 2021).

However, it turns out that there are still those who disagree with the two statements regarding the MBKM curriculum, which supports the learning process and can facilitate

students' scientific understanding. It means that assistance is needed from academic supervisors regarding the knowledge of this program to students and outreach activities regarding all aspects related to the program. Based on the survey results above, it can be said that students are capable and ready to implement this MBKM program. However, some stated that they did not agree with the five indicators, so understanding and assistance needed to be carried out so that students could carry out this program properly.

The MBKM curriculum is expected to align with the needs of the Industrial Age 4.0 and Society 5.0 so that the Study Program can produce graduates with 21st-century skills, such as learning, literacy, and life skills (Suwandi, 2021). Furthermore, the MB-KM curriculum is also expected so that students at a tertiary institution can become true learners who are skilled, agile learners, formidable scholars, relevant to the needs of the times, and ready to become leaders with a high national spirit (Puspitasari & Nugroho, 2021).

In addition, the development of increasingly advanced technology is a big challenge for students to have mature readiness because this can change the entire order of life, both individual and social, in all fields.(Sahreebanu et al., 2022). Students are expected to recognize the world of work or the environment they will be in after graduating from college. In this MBKM program, they will be faced with students from across study programs within the internal campus, across campuses, society, the business world, and the industrial world. It will have a positive impact because they are used to and more adaptive in responding to problems that occur in society and provide solutions according to their scientific capacity (Ruminda et al., 2022). Multidisciplinary knowledge and competence will produce qualified alumni (Rodiyah, 2021).

CONCLUSION

The research results show that implementing the Independent Campus Learning Policy (MBKM) in Improving Student Competence Based on Industrial Needs at Brawijaya University is very good, as evident from the results of a survey conducted on lecturers, students, and MBKM partners. The successful implementation of the MBKM policy at Brawijaya University is marked by the implementation preparation (MBKM guidebook and its conversion), the performance of the MBKM, which is monitored directly by the supervisor appointed by the study program, as well as the continuous evaluation of the implementation of the MBKM in fixing obstacles and problems in the implementation of the MBKM at Brawijaya University.

Based on the analysis of MBKM results, Universitas Brawijaya has to continue to make preparations for each activity that will run and evaluate after the program is finished. Students are expected to recognize the world of work or the environment they will be in after graduating from college. It will have a positive impact because they are used to and more

adaptive in responding to problems that occur in society and provide solutions according to their scientific capacity.

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