

## ABSTRAK

Kebijakan Merdeka Belajar Kampus Merdeka (MBKM) hadir sebagai transformasi sistem pendidikan tinggi Indonesia yang berorientasi pada peningkatan kompetensi individu dan relevansi industri. Namun, implementasinya menimbulkan unintended consequences yang mengabaikan ekosistem kolektif kemahasiswaan. Penelitian ini menganalisis dampak kebijakan MBKM terhadap dinamika organisasi mahasiswa di Universitas Gadjah Mada, dengan studi kasus pada Himpunan Mahasiswa Manajemen dan Kebijakan Publik (GAMAPI) FISIPOL dan Tanoto Scholars Association (TSA) UGM.

Dengan pendekatan kualitatif dan kerangka Policy Feedback Theory, penelitian ini mengungkap dua dampak utama. Pertama, Resource Effects: MBKM memicu kompetisi tidak adil atas sumber daya mahasiswa (waktu, tenaga, komitmen), menyebabkan penurunan drastis partisipasi dan krisis regenerasi kepemimpinan di kedua organisasi. Kedua, Interpretive Effects: MBKM berhasil merekonstruksi identitas, nilai, dan makna berorganisasi. Identitas mahasiswa bergeser dari "aktivis/penggerak" menjadi "calon profesional" yang berorientasi instrumental-individual. Organisasi mahasiswa kehilangan legitimasinya dan hanya dipandang sebagai stepping stone untuk membangun CV.

Analisis komparatif menunjukkan bahwa meskipun GAMAPI (berbasis advokasi) dan TSA (berbasis kepemimpinan/prestise) memiliki karakter berbeda, keduanya mengalami siklus umpan balik negatif yang sama yang melemahkan eksistensi fundamental mereka. Temuan ini mengonfirmasi bahwa dampak MBKM bersifat struktural dan universal. Risiko jangka panjangnya adalah pelemahan civic engagement, fungsi sosial-politik mahasiswa, dan ruang kritis di perguruan tinggi.

Sebagai rekomendasi, penelitian ini mengusulkan alternatif kebijakan "Program Kolaborasi Organisasi Mahasiswa-MBKM". Alternatif ini dipilih melalui analisis Multi-Criteria Analysis dan Goeller Scorecard sebagai yang paling holistik untuk memutus siklus negatif dengan mengintegrasikan nilai-nilai kolektif organisasi ke dalam struktur insentif MBKM, sekaligus merevitalisasi peran strategis organisasi mahasiswa tanpa mengabaikan tujuan awal MBKM.

*Kata Kunci: MBKM, Organisasi Mahasiswa, Policy Feedback Theory, Dampak Sumber Daya, Dampak Interpretatif, Revitalisasi*

## ABSTRACT

The Merdeka Belajar Kampus Merdeka (MBKM) policy represents a major transformation in Indonesia's higher education system, aiming to enhance individual competencies and strengthen industry relevance. However, its implementation has generated unintended consequences that overlook the collective ecosystem of student life. This study examines the impact of the MBKM policy on the dynamics of student organizations at Universitas Gadjah Mada, using case studies of the Himpunan Mahasiswa Manajemen dan Kebijakan Publik (GAMAPI) FISIPOL and the Tanoto Scholars Association (TSA) UGM.

Employing a qualitative approach and the framework of Policy Feedback Theory, this study identifies two major effects. First, Resource Effects: MBKM has intensified unequal competition over students' resources (time, energy, and commitment), leading to a sharp decline in participation and a leadership regeneration crisis in both organizations. Second, Interpretive Effects: MBKM has successfully reconstructed students' identities, values, and the meaning of organizational participation. Student identity has shifted from that of "activists/agents of change" to "aspiring professionals" with an instrumental and individual-oriented mindset. As a result, student organizations have lost their legitimacy and are increasingly perceived merely as stepping stones for CV building.

Comparative analysis reveals that despite their differing characteristics—GAMAPI as an advocacy-based organization and TSA as a leadership- and prestige-based organization—both experience the same negative feedback loop that undermines their fundamental existence. These findings confirm that the impact of MBKM is structural and universal in nature. In the long term, this poses serious risks to civic engagement, students' socio-political functions, and the preservation of critical spaces within higher education.

As a policy recommendation, this study proposes an alternative policy titled the "MBKM–Student Organization Collaboration Program." Selected through Multi-Criteria Analysis and the Goeller Scorecard, this alternative is considered the most holistic approach to breaking the negative feedback cycle by integrating the collective values of student organizations into the MBKM incentive structure, while simultaneously revitalizing the strategic role of student organizations without compromising MBKM's original objectives.

*Keywords: MBKM, Student Organizations, Policy Feedback Theory, Resource Effects, Interpretive Effects, Revitalization*