

**IMPLEMENTATION OF GOOD UNIVERSITY GOVERNANCE PRINCIPLES IN  
HUMAN RESOURCE MANAGEMENT AT SEBELAS MARET UNIVERSITY (UNS)  
SURAKARTA**

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This research aims at analyzing the implementation of good university governance (GUG) principles which consist of transparency, accountability responsibility, fairness, independency in every stage of human resource management (starting from recruitment to reward and punishment giving) at UNS Surakarta. This research applies qualitative method with grounded theory procedure. Data collection technique is carried out using interview, observation and document study. Meanwhile, data analysis is conducted by means of coding stages; those are open coding, axial coding and selective coding.

The findings of this research show the stages of human resource management at UNS (both educator staff and educational staff), and also some principles of good university governance applicable in every stage of human resource management. In order to facilitate the analysis process, the researcher created matrix of good university governance principles towards human resource management. Not all of components are analysed. Only certain components are analyzed in every stage of human resource management at UNS.

Key Words: good university governance, human resource management, higher education.

**IMPLEMENTASI PRINSIP-PRINSIP *GOOD UNIVERSITY GOVERNANCE* DALAM  
PENGELOLAAN SUMBER DAYA MANUSIA DI  
UNIVERSITAS SEBELAS MARET (UNS) SURAKARTA**

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Tujuan dari penelitian ini adalah untuk mengkaji implementasi prinsip-prinsip *good university governance* (GUG) yang terdiri dari *transparency, accountability responsibility, fairness, independency* di setiap tahapan pengelolaan sumber daya manusia (mulai dari perekrutan hingga pemberian *reward* dan *punishment*) di UNS Surakarta. Penelitian ini menggunakan pendekatan kualitatif dengan prosedur *grounded theory*. Teknik pengumpulan data dengan menggunakan wawancara, observasi, dan studi dokumentasi. Analisis data melalui tahap pengodean (*coding*), yaitu *open coding, axial coding, dan selective coding*.

Hasil penelitian ini menggambarkan secara umum bagaimana tahapan pengelolaan sumber daya manusia di UNS (baik tenaga pendidik maupun tenaga kependidikan), serta beberapa prinsip *good university governance* yang diimplementasikan dalam tiap tahapan pengelolaan sumber daya manusia. Untuk lebih memudahkan ketika melakukan analisis maka dibuat matriks prinsip-prinsip *good university governance* terhadap pengelolaan sumber daya manusia. Tidak semua komponen dianalisis, hanya komponen tertentu saja yang dianalisis pada tiap tahapan pengelolaan sumber daya manusia di UNS.

Kata Kunci: *good university governance*, manajemen sumber daya manusia, perguruan tinggi