

Analysis of the Influence of the Certified Independent Study Internship (MSIB) and the Independent Student Exchange (PMM) Programs under MBKM on Students' Work Readiness.

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Abstract

This study aims to analyze the influence of the Certified Independent Study Internship Program (MBKM) and the Independent Student Exchange Program on student job readiness, focusing on MBKM students who have participated in the Certified Independent Study Internship Program and the Independent Student Exchange Program. The research method used a quantitative approach, with the study population being students from the two MBKM programs. The research sample consisted of 98 respondents selected through probability sampling techniques. Data obtained in this study used observation and questionnaires. Multiple linear regression analysis techniques were used, using SPSS version 25 software. Data testing included validity tests, reliability tests, and tests of classical assumptions such as normality, heteroscedasticity, and multicollinearity. The results showed that partially, the Certified Independent Study Internship (MSIB) and the Independent Student Exchange (PMM) variables each had a positive and significant effect on student job readiness. Simultaneously, both variables had a positive and significant effect on student job readiness. This study explains that the MBKM Program, namely the Certified Independent Study Internship (MSIB) and the Independent Student Exchange (PMM), can be key factors in student job readiness, especially for MBKM program students.

Keywords: MBKM Program; Certified Independent Study Internship (MSIB); Independent Student Exchange (PMM); Student Job Readiness.

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INTRODUCTION

Education is a fundamental foundation for the development of human resource quality. Through education, individuals acquire knowledge, skills, and values that serve as the basis for living their lives. The quality of education is often associated with improved welfare and better employment opportunities in the future. The government continues to strive to improve the quality of education, one of which is through the **Merdeka Belajar Kampus Merdeka (MBKM)** policy, which has become an important part of the transformation of higher education in Indonesia. This policy is based on the Regulation of the Minister of Education and Culture of the Republic of Indonesia No. 3 of 2020 concerning the National

Standards for Higher Education and is further supported by the MBKM Guidebook published by the Directorate General of Higher Education (2020). This legal foundation provides strong legitimacy for the implementation of the MBKM program in various universities in Indonesia (Wulandari et al., 2022). The MBKM program is a strategic policy initiated by the Ministry of Education, Culture, Research, and Technology aimed at providing students with the flexibility to study outside their study program in order to develop competencies that align with the needs of the workforce. MBKM emphasizes cross-sector collaboration and flexible learning that adapts to global challenges (Wahyuningrat et al., 2025). The eight forms of MBKM activities include:



1. **Student Exchange:** A program that provides opportunities for students to study at other universities for one semester in order to broaden national insight, understand cultural diversity, and improve adaptability and communication skills.
2. **Internship or Work Practice:** A learning activity conducted in industries or professional institutions that provides real work experience so that students can acquire practical skills and gain direct understanding of the working environment.
3. **Teaching Assistance in Educational Institutions:** Students assist in the teaching and learning process in schools such as elementary schools, junior high schools, or senior high schools to help improve the quality of education while developing teaching and communication skills.
4. **Research:** Students are involved in research activities with lecturers or research institutions to develop critical, analytical, and methodological thinking skills in the academic field.
5. **Humanitarian Projects:** Social activities carried out in collaboration with humanitarian organizations to assist communities in need, such as in disaster situations or other social activities.
6. **Entrepreneurial Activities:** A program that encourages students to develop their own businesses in order to foster an entrepreneurial spirit, creativity, and innovation.
7. **Certified Independent Internship and Study:** Independent learning activities outside regular lectures aimed at developing specific competencies through projects or specialized training.
8. **Village Development / Thematic Community Service Program (KKN-T):** A community service program conducted in villages or underdeveloped areas

to support economic, social, and infrastructure development in local communities.

These eight activities are expected to bridge the gap between theory and practice in the professional world. They also serve as a means of strengthening students' soft skills, independence, and interdisciplinary collaboration relevant to

the needs of modern industries (Muhammad Rusli Baharuddin, 2021). The MBKM policy is an innovation in the higher education system that aims to provide flexibility for students in choosing learning experiences outside their study programs. Through MBKM, students are encouraged to develop their competencies holistically through contextual learning that connects theoretical knowledge with practical experience in the workplace (Zulfani et al., 2023).

Along with efforts to improve the quality of higher education, the MBKM policy is expected to become one of the strategic instruments for encouraging Indonesian universities to achieve global standards. This program was developed by the Ministry of Education, Culture, Research, and Technology as part of the modernization of the higher education system in order to align it more closely with the needs of the industrial sector. However, the effectiveness of this program in improving students' career readiness remains a research topic that requires further in-depth study (Cahya Adrevi et al., 2025).

Various studies indicate that there is still a gap in understanding the extent to which MBKM programs influence students' career readiness in Indonesia. One of the main implementations of MBKM is the **Certified Independent Internship and Study (MSIB)** program and the **Indonesian Student Exchange Program (PMM)**. The MSIB program provides opportunities for students to gain direct work experience in the industrial sector, while PMM allows students to attend lectures at other universities to broaden national insight, cultural tolerance, and adaptability. Currently, most universities in Indonesia have implemented the MBKM program, although the level of success varies and still faces several challenges such as administrative aspects and institutional readiness. Various studies show that the MBKM program can improve communication skills, self-confidence, teamwork ability, and students' self-efficacy, all of which play important roles in preparing them to enter the workforce.

Previous research also indicates that the MSIB program can enhance students' career readiness through more meaningful internship experiences, while PMM helps students develop tolerance, adaptability, and cross-university academic networks. Therefore, this study aims to analyze the influence of the MBKM program, particularly MSIB and PMM, on students' career readiness. This research is expected to provide deeper insights and serve as an evaluation for the development of the MBKM policy, which is currently transforming toward the concept of **Impactful Campus (Kampus Berdampak)** in order to be more effective in preparing students to face a dynamic and competitive labor market.

In an increasingly dynamic and competitive business environment, human resource management plays a crucial role in determining the success of an organization. Management is defined as a process that includes planning, organizing, implementing, and controlling activities to achieve predetermined goals. Meanwhile, **Human Resource Management (HRM)** is a branch of management that focuses on managing the workforce through functions such as planning, organizing, recruitment, and controlling activities related to employees (Husaini & Utama, 2021).

According to Abraham Maslow (1943), humans possess five levels of needs arranged hierarchically: physiological needs, safety needs, social needs, esteem needs, and self-actualization needs. The fulfillment of these needs must occur gradually, starting from basic needs and progressing to higher-level needs. The satisfaction of each level of need influences an individual's motivation, behavior, and personal development in achieving their maximum potential (Mustofa & Maslow, 2022). In the context of higher education, Maslow's theory is relevant because students require a supportive environment to develop their abilities and prepare themselves for the workforce (Anisyah Rahmadania, 2023).

The MBKM program, particularly the **Certified Independent Internship and Study (MSIB)** and the **Indonesian Student Exchange Program (PMM)**, provides opportunities for students to fulfill these different levels of needs. MSIB enables students to gain real work experience, receive guidance from professional mentors, and face challenges that support their competence development and self-actualization. Meanwhile, PMM allows students to interact with new environments, expand networks, understand cultural diversity, and improve their confidence and adaptability.

Concept of Merdeka Belajar Kampus Merdeka (MBKM)

The MBKM program is a policy launched by the Ministry of Education, Culture, Research, and Technology in 2020. The program aims to provide students with the right to study for up to three semesters outside their study program so that they can gain more contextual learning experiences that align with the needs of the workforce. MBKM is one of the flagship policies initiated by the Minister of Education, Culture, Research, and Technology, **Nadiem Anwar Makarim**. One of the main features of this policy is the provision of learning opportunities outside the study program for up to three semesters. This program is supported by various higher education regulations and legal frameworks that aim to improve the quality of learning and the competence of higher education graduates (Cahya Adrevi et al., 2025).

Student Exchange as a Form of Academic Mobility

The MBKM program was introduced by the Ministry of Education, Culture, Research, and Technology in 2020. It was designed to provide opportunities for students to study for up to three semesters outside their study programs in order to gain more practical, contextual, and industry-relevant learning experiences. This policy is an initiative by **Nadiem Anwar Makarim** aimed at transforming the higher education system in Indonesia. One of the concrete forms of this

policy is the provision of cross-study program learning opportunities for up to three semesters, as mandated in various higher education regulations aimed at improving the quality of learning processes and university graduates (Cahya Adrevi et al., 2025).

Concept of Certified Independent Internship and Study (MSIB)

The MSIB program is one of the implementations of the MBKM policy initiated by the Ministry of Education, Culture, Research, and Technology. The MSIB program serves as a bridge between higher education institutions and the professional working environment. It allows students to develop both hard skills and soft skills that are aligned with industry needs through direct practical experiences in the field.

Career Readiness

Career readiness plays an important role in building an independent, innovative, and creative society capable of producing highly competitive generations. Through career readiness, students can develop the knowledge and skills necessary to adapt and perform optimally when entering the professional world. Internship experience is considered one of the key aspects in developing soft skills and work motivation. Internship activities are assumed to be an essential capital in preparing students for the workforce, as without such experiences, they may struggle to build enthusiasm and confidence in pursuing their future careers (Pambajeng & Sumartik, 2024).

H₁: The **Certified Independent Internship and Study Program (MSIB)** has an influence on students' career readiness.

H₂: The **Indonesian Student Exchange Program (PMM)** has an influence on students' career readiness.

H₃: The **Certified Independent Internship and Study Program (MSIB)** and the **Indonesian Student Exchange Program (PMM)** simultaneously have a significant influence on students' career readiness in Indonesia.

RESEARCH METHOD

Type and Research Approach

This study employs a **quantitative approach** using an **explanatory research design**, which aims to explain the causal relationship between the independent variables, namely the MBKM programs **Certified Independent Internship and Study (MSIB)** and **Indonesian Student Exchange (PMM)**, and the dependent variable, which is **students' career readiness**. The quantitative approach is a research method that utilizes numerical data analyzed using statistical techniques to test hypotheses and draw objective conclusions. This method is based on the concept of population as the overall research object and is used to obtain measurable, systematic, and scientifically accountable findings.

Research Location and Time

This research was conducted **online** by involving student respondents from various universities in Indonesia who had participated in the MBKM program,

particularly **MSIB** and the **Indonesian Student Exchange Program (PMM)**, for one semester. The research was conducted in **October 2025**, with data collected through an **online questionnaire**. The questionnaire was completed based on the students' direct experiences during their participation in the programs, so that the data obtained reflected the real perceptions and experiences of the participants.

Population and Sample

This study involved **131 students** who participated in the MBKM program, consisting of **37 MSIB participants** and **94 PMM participants**. Since the population of MBKM students is relatively large, collecting data from the entire population was considered inefficient; therefore, a **sample** was used. The sample was selected using **purposive sampling**, which involves selecting respondents based on certain criteria, such as students who participated in the **MSIB program, PMM Batch 4**, or students who had participated in both programs. The total sample size was determined using the **Slovin formula** with an error rate (e) of **5%**. Based on an estimated population of **131 students**, the minimum sample size required was **approximately 98 respondents**.

Formula:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n = sample size
 N = population size
 e = margin of error (5% = 0.05)

$$n = \frac{131}{1 + 131(0.05)^2}$$

$$n = \frac{131}{1 + 131(0.0025)}$$

$$n = \frac{131}{1.3275}$$

$$n = 98 \text{ students}$$

Data Analysis Technique

The data analysis technique used in this study is **quantitative analysis using multiple linear regression analysis**. Quantitative analysis is used to process numerical data through mathematical or statistical calculations to obtain objective and measurable results. The statistical analysis was performed using **IBM SPSS Statistics Version 25**.

RESULTS AND DISCUSSION

Validity test

No	Variabel/Indikator	R _{hitung}	T _{tabel}	Keterangan
MSIB (X₁)				
1	X ₁₋₁	0.748	0.198	VALID
2	X ₁₋₂	0.816	0.198	VALID
3	X ₁₋₃	0.728	0.198	VALID
4	X ₁₋₄	0.691	0.198	VALID
5	X ₁₋₅	0.738	0.198	VALID
PMM (X₂)				
1	X ₂₋₁	0.618	0.198	VALID
2	X ₂₋₂	0.642	0.198	VALID
3	X ₂₋₃	0.764	0.198	VALID
4	X ₂₋₄	0.540	0.198	VALID
5	X ₂₋₅	0.703	0.198	VALID
6	X ₂₋₆	0.764	0.198	VALID
7	X ₂₋₇	0.731	0.198	VALID
Kesiapan Kerja Mahasiswa (Y)				
1	Y ₁	0.780	0.198	VALID
2	Y ₂	0.712	0.198	VALID
3	Y ₃	0.677	0.198	VALID
4	Y ₄	0.795	0.198	VALID
5	Y ₅	0.692	0.198	VALID
6	Y ₆	0.740	0.198	VALID
7	Y ₇	0.668	0.198	VALID

Sumber: Diolah Peneliti Menggunakan SPSS V.25 (2026)

Based on the validity test results, all research variables are considered valid.

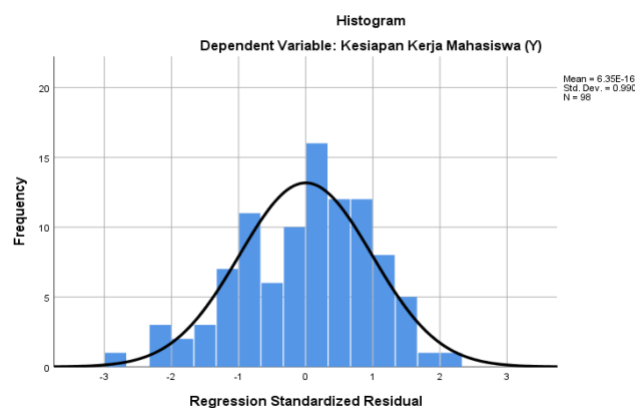
Reability test

Variabel	Cronbach's Alpha	Cross of Value	Keterangan
Y	0.843	0.60	Reliable
X ₂	0.813	0.60	Reliable
X ₁	0.799	0.60	Reliable

Sumber: Diolah Peneliti Menggunakan SPSS V.25 (2026)

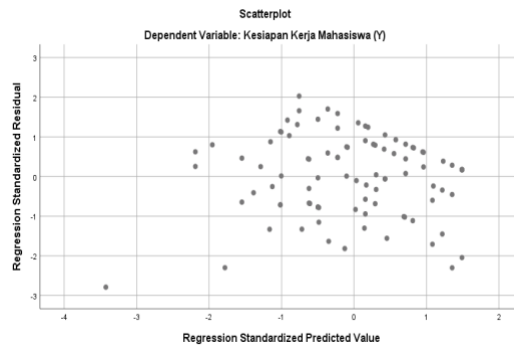
It can be concluded that all statements in the research instrument are reliable, indicating that the instrument is suitable to be used as a data collection tool in this study.

Normality test



Based on the histogram of the normality test, the data appear to spread around the diagonal line and follow its direction. Therefore, according to the decision criteria, it can be concluded that the data are normally distributed.

Heteroscedasticity Test



Based on the figure, the data distribution appears to form a specific pattern. Therefore, it can be concluded that the regression model experiences a heteroscedasticity problem.

Multicollinearity Test

Coefficients ^a		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
Model		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	9.428	2.744		3.436	.001		
	MSIB (X ₁)	.579	.118	.443	4.899	.000	.760	1.316
	PMM (X ₂)	.304	.093	.294	3.259	.002	.760	1.316

a. Dependent Variable: Kesiapan Kerja Mahasiswa (Y)

Based on Table the tolerance value of MSIB (X₁) is 0.760 > 0.01 and PMM (X₂) is 0.760 > 0.01. In addition, the VIF value for MSIB (X₁) is 1.316 < 10.00 and PMM (X₂) is 1.316 < 10.00. Therefore, it can be concluded that there is no multicollinearity among the independent variables.

Multiple Linear Regression Analysis

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		

1	(Constant)	9.428	2.744		3.436	.001
	MSIB (X ₁)	.579	.118	.443	4.899	.000
	PMM (X ₂)	.304	.093	.294	3.259	.002

a. Dependent Variable: Kesiapan Kerja Mahasiswa (Y)

$$Y = a + b_1X_1 + b_2X_2 + e$$

$$Y = 9.428 + 0.579 X_1 + 0.304 X_2 + e$$

Based on the regression equation, the following conclusions can be drawn:

1. The constant value (a) of 9.428 represents a fixed value or the condition when the variable Students' Career Readiness has not been influenced by other variables, namely MSIB (X₁) and PMM (X₂). If the independent variables are absent, the Students' Career Readiness variable will not experience any change.
2. The regression coefficient value of X₁ (b₁) is 0.579, indicating that the Certified Independent Internship and Study Program (MSIB) has a positive effect on Students' Career Readiness. This means that every one-unit increase in the MSIB variable will increase Students' Career Readiness by 0.579 units, assuming that other variables not examined in this study remain constant.
3. The regression coefficient value of X₂ (b₂) is 0.304, indicating that the Indonesian Student Exchange Program (PMM) also has a positive effect on Students' Career Readiness. This means that every one-unit increase in the PMM variable will increase Students' Career Readiness by 0.304 units, assuming that other variables not included in this study remain constant.

Partial Test (t-test) Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.428	2.744		3.436	.001
	MSIB (X ₁)	.579	.118	.443	4.899	.000
	PMM (X ₂)	.304	.093	.294	3.259	.002

a. Dependent Variable: Kesiapan Kerja Mahasiswa (Y)

The significance value for MSIB (X₁) on the dependent variable, Students' Career Readiness (Y), is 0.000 < 0.05 and the t-value is 4.899 > 1.986. This indicates that H₀ is rejected and H₁ is accepted, meaning that the MSIB

variable (X_1) has a positive and significant effect on Students' Career Readiness (Y) partially. Meanwhile, the significance value for PMM (X_2) on the dependent variable, Students' Career Readiness (Y), is $0.002 < 0.05$ and the t-value is $3.359 > 1.986$. This indicates that H_0 is rejected and H_2 is accepted, meaning that the PMM variable (X_2) has a positive and significant partial effect on Students' Career Readiness (Y)."

Simultaneous Test (F-test)

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	484.355	2	242.177	33.077	.000 ^b
	Residual	695.564	95	7.322		
	Total	1179.918	97			

a. Dependent Variable: Kesiapan Kerja Mahasiswa (Y)

b. Predictors: (Constant), PMM (X_2), MSIB (X_1)

Based on the F-test results, the significance value of MSIB (X_1) and PMM (X_2) on the dependent variable, Students' Career Readiness (Y), is $0.000 < 0.05$, and the F-value is $33.077 > 3.942$. This indicates that H_0 is rejected and H_3 is accepted, meaning that MSIB (X_1) and PMM (X_2) simultaneously have a significant effect on Students' Career Readiness (Y).

Correlation Coefficient Test (R Test)

Correlations

		MSIB (X_1)	PMM (X_2)	Kesiapan Kerja Mahasiswa (Y)
MSIB (X_1)	Pearson Correlation	1	.490**	.587**
	Sig. (2-tailed)		.000	.000
	N	98	98	98
PMM (X_2)	Pearson Correlation	.490**	1	.511**
	Sig. (2-tailed)	.000		.000
	N	98	98	98
Kesiapan Kerja Mahasiswa (Y)	Pearson Correlation	.587**	.511**	1
	Sig. (2-tailed)	.000	.000	
	N	98	98	98

** . Correlation is significant at the 0.01 level (2-tailed).

Based on Table, it can be seen that the correlation coefficient (R) for MSIB is 0.587 and for PMM is 0.511. According to the correlation interpretation guidelines,

these values fall within the range of '0.60 - 0.799', which indicates that the correlation between each variable and the decision variable is categorized as strong. Furthermore, based on Table, the correlation coefficient (R) value is 0.641, indicating a strong and positive correlation between the MSIB and PMM variables and Students' Career Readiness.

Coefficient of Determination Test (R² Test)

Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.641 ^a	.410	.398		2.706

a. Predictors: (Constant), PMM (X₂), MSIB (X₁)

Based on Table, it can be understood that the coefficient of determination indicated by the R Square value is 0.410. This shows that the independent variables in this study are able to explain 41.0% of the variation in the dependent variable. Meanwhile, the remaining 59.0% is influenced by other factors or variables that are not included in this study.

The Influence of the MSIB Program on Students' Career Readiness

The **MSIB program** is part of the MBKM policy that provides opportunities for students to learn directly in the industrial sector, including companies, startups, state-owned enterprises, and government institutions for a certain period of time. In this study, **adaptability** is considered one of the key aspects of students' career readiness, particularly in dealing with changes in the work environment, organizational culture, and professional demands. The results of the questionnaire on the statement related to adaptability in new environments show that a large proportion of MSIB participants **strongly agreed** that the MSIB program improves their ability to adapt to new environments. This is indicated by **59% of respondents who strongly agreed**, followed by **31% who agreed**, while **10% were neutral**.

These findings indicate that most MSIB participants genuinely experienced the benefits of the program in developing adaptability, both in facing new work environments, different organizational cultures, and professional demands that they had not previously encountered. Therefore, the MSIB program plays an important role in preparing students to face the dynamics of the real working world.

The Influence of the PMM Program on Students' Career Readiness

The **Indonesian Student Exchange Program (PMM)** is part of the MBKM policy that provides students with the opportunity to study at other universities for one semester. Through this program, students not only participate in academic learning across campuses but are also involved in diversity-related activities such as the **Nusantara Module**, which emphasizes values of tolerance, cultural diversity, and national insight.

Based on the questionnaire results, the PMM program plays a **significant role in improving students' career readiness**. In addition to gaining academic experience

in a different environment, students also develop communication skills, adaptability, and critical thinking abilities through interactions with students from various regions and backgrounds. Learning activities outside the classroom, such as interdisciplinary collaboration, community projects, and cultural activities, also strengthen **soft skills** such as leadership, empathy, and teamwork.

These findings are consistent with **Maslow's Hierarchy of Needs Theory**, which suggests that individuals develop optimally when their **social needs and self-actualization needs** are fulfilled. Through cross-cultural and cross-environment learning experiences, the PMM program helps students fulfill these needs, thereby enhancing their psychological and professional maturity as well as their readiness to enter the workforce.

CONCLUSION

The results of the statistical tests indicate that both the Certified Independent Internship and Study Program (MSIB) and the Indonesian Student Exchange Program (PMM) have significant effects on students' career readiness. The partial t-test shows that MSIB (X1) has a positive and significant influence on career readiness, as evidenced by a significance value of $0.000 < 0.05$ and a t-value of 4.899, which exceeds the t-table value of 1.985, leading to the rejection of H0 and acceptance of H1. Similarly, the PMM variable (X2) also demonstrates a positive and significant effect, with a significance value of $0.002 < 0.05$ and a t-value of $3.359 > 1.985$, resulting in the rejection of H0 and acceptance of H2. Furthermore, the simultaneous F-test confirms that both MSIB and PMM collectively have a significant influence on students' career readiness, as indicated by a significance value of $0.000 < 0.05$ and an F-value of 33.077, which is greater than the F-table value of 3.942, thereby supporting the acceptance of H3.

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