

**IMPROVING HUMAN RESOURCES THROUGH THE INTERNALIZATION OF CULTURAL VALUES ORGANIZATION****Rochdi Wasono<sup>1</sup>✉, Soesanto<sup>2</sup>, Samsudi<sup>3</sup>, Joko Sutarto<sup>4</sup>**<sup>1</sup> Semarang Muhammadiyah University, Indonesia<sup>2,3,4</sup> Postgraduate Program of Semarang State University, Indonesia**Article Info***Article History:*

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Muhammadiyah as an organization has the values of a strong organizational culture. Efforts Muhammadiyah Universities (PTM) is how the culture of the organization with the right strategy could predispose Human Resources (HR) professionals and character based on the value of Muhammadiyah. One of the objectives of this study are identify the role of Theory Z and the factors that support the process of internalization of organizational culture in Muhammadiyah Universities. This study uses qualitative research sites at the Muhammadiyah University of Surakarta in Central Java and Universitas Ahmad Dahlan in Yogyakarta. Samples taken are leaders include Vice Rector, the head units such as HR, BIFAS, LPSI as well as lecturers and employees. Internalization process of organizational culture to form employee orientation required three basic elements that support each other, namely: a conducive environment, leadership and exemplary. In this study a conducive environment can be created through the implementation of Theory Z in the field of education that takes into account the following six elements: (1) trust, (2) self-motivation, (3) the reward system, (4) training for enhancing skills, (5) control and shared decision-making as well as (6) quality learning. Activities carried UAD and UMS for internalization process such as religious activities together, pray, kultum, memorial religious holidays and forms of professional activity as well as other shared ritual that characterize organizations that bring together all employees and lecturers from various faculties and units that exist as an important aspect in creating organizational culture.

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## INTRODUCTION

Most of the factors that determine the quality of higher education such as the quality of teaching and learning, research and community service number, publications, services and works patent depends on the performance of lecturer and staff. This means that human resources is a major factor as a determinant of the progress and quality of higher education. One significant factor for understanding human relationships are the organizational culture, since the formation of the human quality starts from a place where the environment is formed of various characteristics and values of cultural institutions that can directly affect the establishment of quality.

Every organization has a distinctive culture that distinguishes between organizations with one another. Muhammadiyah Universities (PTM), which was founded by Persyarikatan Muhammadiyah has a distinctive character in carrying out his mandate, which is to increase the nation's education as well as institutions that carry out the vision and mission of the organization Muhammadiyah. Persyarikatan Muhammadiyah become one of the major sources of cultural values on charitable organization under the auspices of business so that the close relationship will underpin the development pattern of PTM. Some PTM such as University of Muhammadiyah Surakarta (UMS) in Central Java, University of Muhammadiyah Malang (UMM) in East Java, Ahmad Dahlan University in Yogyakarta has become the first choice candidate because the quality is not in doubt. Progress was made possible due to changes in organizational culture PTM be qualified organizational culture and characterized by the support of all the academicians as well as a conducive organizational environment.

Internalizing problems values of organizational culture in the PTM is a great work to be done in accordance with the spirit in Persyarikatan Muhammadiyah. Internalization of cultural values in this study will be assessed on human resources as the main determining factor of progress and quality of the PTM. HR

fairly broad areas of study include: human resource planning and recruitment, orientation, education and training, performance appraisal and reward so that the field of study will be limited to the value of culture in human internalisi on the activities of recruitment and selection, orientation, training lecturer and staff. The organizational culture will change the paradigm of university management which changes the orientation of the culture of an organization toward a condition of quality and character of organizational culture, which in turn can increase the competence of the organization. Efforts internalization of values, norms, beliefs and behaviors to provide acceleration ongoing quality improvement organization with a capital of PTM strong organizational culture so that the process of internalization of cultural values the academic community needs to be studied as a model for the PTM to give effect a significant improvement against profesinal and character HR in PTM.

With the background of the above description, the researchers chose University of Muhammadiyah Surakarta (UMS) and Ahmad Dahlan University as one of the largest PTM in Central Java and DIY. Both PTM have been selected from 172 Muhammadiyah Universities (PTM) in Indonesia, Muhammadiyah University of Surakarta (UMS) and Ahmad Dahlan University shows the number of lecturer/staff and increase significant progress compared to other PTM in their respective regions.

## RESEARCH METHOD

Based on the definition and characteristics of qualitative research, to assess improvement in the quality of human resources through internalization of organizational values culture-based organizations using qualitative method with phenomenological approach. Qualitative methods chosen because researchers wanted to know in depth strategy and internalization of organizational culture that includes values, persona, rituals and leadership role in the

dissemination of these values as well as the implementation of a quality culture in the improvement of the quality of institutions. This study tried to bring characteristic, special characters such as concepts, norms, views both associated with shared values and specificity Persyarikatan involved and applicable in PTM.

In qualitative research the main instrument in the study are researchers themselves. Sampling of this research data source using purposive sampling and snowball technique. Purpose of sampling is sampling based on the choice of research on aspects of what and who is being focused upon specific situations and current throughout the study so that the samples taken are leaders include Vice Rector, the head unit such as HR, BIFAS, LPSI and lecturers and employees. The number of respondents consisted of 16 sources informants comprising three leaders of the Vice Chancellor, 1 person from foundations, 3 head units and 9 faculty and staff. Data collection procedures performed under natural conditions, meaning there is no engineering or administration of a treatment on the data source by observation and in-depth interviews.

The data generated and collected in this study tested the validity of the data that is using an extension of observation, triangulation of sources and triangulation of sources techniques. Triangulation approach by researchers as checking data from various data sources. The basic idea is that the problem under study can be well understood when approached from different points of view or a single phenomenon when viewed from the perspective of different will have a high degree of truth. Data obtained in the form of interviews with informants sources, processed and dideskriptifkan to explain the problems of research. The results of this interview in verifikasi with informant sources to confirm whether it is in accordance with previous interviews.

Data analysis such as sorting, classifying critical data and corresponding with research and data validity testing activities conducted in accordance with the alternating field conditions. Data obtained from the data source in the form

of documents, interviews and reference validation with several experts and practitioners. Inputs, criticism, suggestions received sharpen this study in order to repair in accordance with the advice and input of experts and practitioners. Test the validity of the latest data is dependability and conformabilitas, which is done with the overall audit on the research process. Test audits conducted in the form of communication with mentors and with other experts in the field to discuss the results of research as well as patterns or models that have been arranged.

## RESULTS AND DISCUSSION

Binder of individuals and groups are values that exist in the PTM into the structure of the strongest glue individual values that had multi-culture. These values are rooted in cultural assumptions in Persyarikatan Muhammadiyah as trustworthy, sincere, tajdid as characteristic of Muhammadiyah and values that constitute verbal rationalization of the process of learning or called espoused values, this value is the future aspirations of the organization is not derived from history or derivate of the founders. Difficulty internalizing the values of the organization at the individual has been submitted by Stackmanin an amoeba-shaped models. The model is described as an individual viewpoint in implementing the organization's values are not always congruent with the values in an individual.

To implement the internalization of values in PTM required new strategies that support and accelerate this process. Adopt a major strategy in the Singapore Armed Force (SAF), which planned changes in the value of a cadre of internalized the vision and values of the organization SAF. Researchers are trying to construct a process of internalization of values PTM to construct a looping cycle is ongoing so it always happens refreshment and renewal in the presence of the values that continue to evolve in accordance with the spirit of renewal in tajdid or Muhammadiyah, this cycle is

expected to ensure the emergence of employees integrity, loyal, professional and good values.

### **Internalization of Values PTM**

To run the internalization process required three basic elements that support each other, namely: a conducive environment, leadership and exemplary. Elements conducive environment and this exemplary, researchers found in, which conducts research on the school-based internalization of Sunan Ampel Ma'had Al-Ali UIN Malang. Researchers took the leadership element of the model Centro neighbor suggested implementation strategy leadership structure as study materials. These three elements are interconnected, support, necessary so that if there is one less than the maximum element will have effects on other elements.

### **Conducive Environments**

To establish the value employees who have the necessary environmental compliance support, according to a situation conducive Supriyatno called. This is a situation conducive environment at institutions that provide accelerated the internalisation of the values of the organization. Supriyatno illustrates the effect of a situation conducive to the formation of values can be illustrated by a cycle, which is modified researchers, especially in the formation of cycles to produce employees who have obedience, self-awareness and commitment to the application of the Theory Z in the field of education, the end of this cycle is a change in attitude, behavior and mindset of employees in accordance with PTM culture.

### **Theory Z**

Theory Z is applied in the field of education by William Ouchi in 1993 which resulted in that quality educational institutions to pay attention to the following six elements: 1) trust, 2) self-motivation, 3) the reward system, 4) training to improve the skills, 5) control and decision joint decision and 6) quality learning. Role of Theory Z in the cycle is to provide guidance to management to improve

institutional performance by motivating employees to pay attention to cultural institutions continue to be developed.

Implementation Theory Z is suitable for PTM, because the indicators used in accordance with PTM overall condition, namely: trust, life time employment, joint decision-making, thorough attention to the employees, who need to be adjusted so as to absorb the values Persyarikatan especially in the field of management education.

### ***Trust***

According to William Ouchi in Lunenburg, there is no institution that can exist in the absence of trust and closeness. Trust in educational institutions is based on the assumption that if you do not understand/comprehend other people, do not understand their language, their technology, and their problems, then you might not trust them. Trust can be developed through the closeness and friendship, the existence of clear rules, habituation well done continuously, a sense of concern and empathy, professional experience with others, as well as the construction of communication at all levels of the organization and build a solid group. Source trust is closeness, friendship, and communication can be established by conducting rituals together as one important aspect in creating organizational culture in daily activities. Both PTM is UAD and UMS perform teaching activities together, pray together, and warnings Kulum religious holidays with rituals or other activities that characterize the organization. In teaching activities together, pray together brought together all employees and faculty to gather in mosques from various faculties and units within the UAD and UMS. This activity is a means to meet 2 times a day, which is when dhuhur and asr or on certain days that have been agreed upon at the time of study together.

Effective communication between the leadership built built without insulation, at any time to discuss as submitted leader UMS, almost every day can meet to discuss the problems that exist in the institution. The same is conveyed by the leadership of UAD, for communication

between the leadership at all times be done either in the office or while out of the office and even at home. In accordance with the advice of William Ouchi for implementation theory Z education, to obtain trust need to build effective communication between faculty and students, lecturers and professors, lecturers and managers, lecturers, leaders and educators.

Professional experience in their respective fields indispensable as one of the elements to gain this trust. The results showed the majority of resource persons already working in over 5 years and have received the necessary training on the job. For election to the leadership level as Rector, Dean, Kajur, Kaprodi also is set up such that will produce candidates who believed in the integrity, professional and moral. Things were found that showed that employees in UAD and UMS are experienced and trustworthy for the tasks assigned to the concerned so that it will produce the best performance

#### ***Motivation***

Effort to increase the commitment, employee motivation and UMS UAD done by various methods which are consistent with the theory of motivation of David Mc. Cleland with N-Ach mention this theory approach to characterize the motivation of employees with common traits that can be divided into characteristic needs (need for power), the need for friends (need for affiliation) and those with a need for achievement (need for achievement). Employee motivation approach to meet the basic needs and welfare have done well even exceeds that of other PTS standards. Organizational aspect is the salary payment or where employees are motivated if there is a match between capabilities and received a salary or bonus. Aspects of the job's security is driven motivation for such a guarantee health insurance, old age security and safety assurance. Relationships with colleagues, supervision, credit for work performance and sense of excitement in the work itself will raise employee motivation.

Lecturer as professionals need 3 factors of motivation to provide the best performance, namely: 1) autonomy aka freedom in their work.

Approaches to motivate employees need to be carefully studied, it is associated with the general characteristics of the employees to be motivated and motivational techniques in accordance with these characteristics. This Konsekuwensi result that motivation techniques between faculty and staff will be different, but partly also the same. One indicator of an institution using motivational techniques Theory Z is the responsibility given individual or individuals and recognizes the achievements of individuals. This is done in accordance with the UAD by giving awards to the doctorate with a doctoral allowance. Another motivation is the technique of writing, jargon/slogan or words of encouragement are always directing effort on goal of the institution that was written on the walls of the entrance stairs. The writings that are build motivation, commitment is also disseminated to all employees so as to provide creed excitement builds in the institution.

Slogans or writing as a motivational internalization of organizational values are found in the UAD is written on the walls of each building entrance. No effect is expected in the text, for the institution itself UAD it is the hope that all faculty and staff UAD will implement the commitments as it is written, so it has implications for all the academicians themselves, with the slogan will always be reminded to have a commitment that each individual in UAD must implement what is written in the slogan. However, from the results of interviews with the data source WR I UAD, jargon / slogan associated with religion turns in yet effective leader, does not have to implement the spirit of what is written in jargon / slogan. Instead interview with one of the informants source of employees say that there is a slogan that every day is seen by concerned felt obliged and reminded to implement what is written in the slogan. At this time the idea of leadership menojolkan jargon / slogan associated with the ISO or quality culture is considered important to generate commitment as an example is the "moral and integrity".

### ***Decision-making and control sharing***

The best performance according to the Theory Z is a policy or decision to obtain the support of the entire line management and employees. Support is obtained if the policy or decision-making has been discussed collectively and their responsibilities. One way is to share control to give each other feedback and information on leadership and the underlying structure in order to obtain the best decision.

Model of policy making in UAD and UMS if observed taking collective pattern as in Persyarikatan Muhammadiyah, it was claimed at the time of the interview with the leaders of UAD and UMS that relationship and communication between the leadership of the Rector, Vice Rector, Dean is very easy as there is no distance, at any time can communicate and sharing. All decisions / policies already issued leadership through sharing and evaluation mechanisms so that a joint decision. Rector together representatives take collective policy, although the structure is fixed in accordance with the responsibilities of each position. This system led to suppose that something goes wrong, guilt is felt in congregation and if there is a success, it is a collective success. The model of this relationship can only be established because the existing culture in Persyarikatan Muhammadiyah likewise accompanied by a personal relationship closeness.

Shared decision-making involves several people in a group, so that the group dynamics have an important role in the development of the organization to improve the performance of an organization. Research shows that the units were formed in UAD and UMS decision taken based on the principle of consultation and evaluation on each activity among members of the leadership group and the control. Results of interviews with employees or leaders said that if there is a conflict in the unit or groups as far as possible be resolved internally with a family approach, cooperative and accommodating when there is a conflict related to the settlement Persyarikatan attribute may involve BPH.

### ***Reward System***

Fair reward system as one of the implementation of Theory Z in an educational institution becomes an important effort for organizations to reward employees who have been devoted to the institution, committed as well as contributing to the progress of the institution. According to William Ouchi in Lunenburg, if institutions pay attention to employees who have committed to the goal, then the employee will have the belief that as long as they do and perform what the program the institution will be no equity in the end.

According to sources a fair reward informants have been implemented in UAD and UMS, one way is to pay attention to the level of well-being granted to the employees. Welfare and fair reward as one of the factors to increase the motivation and high work ethic plays an important role. Basic Rules of Civil Service is the basis of the rights and obligations of an employee as well as general guidelines welfare provision that would provide adequate welfare benefits for lecturers and UMS employees. In the rules of the institution in providing a fair and decent salaries to faculty and staff and ensure their well-being for institutions deemed capable.

UAD employee welfare has been enough attention to the existence of a fixed salary, health insurance funds healthy, functional benefits of health funds, pension, THR. Results of interviews with leaders UAD explained that human resources with the ability and higher education is a challenge, a job that is not solely due to the award-shaped material or any income, so the UAD had another effort in providing lecturers acceleration performance improvement by giving motivation to the doctor so that productive in working with doctoral allowances.

### ***Training***

The findings in UAD and UMS, training provided more done for faculty and staff with the goal of improving performance, technical skills and knowledge so that employees have the skills to work load will be charged. On the other hand the leadership as Rector and Vice Rector, Dean has a need to be trained with a different

material with a regular employee. Training is done to a certain level of competence which is different to the other levels, as well as training for middle management level have different competencies. Majelis Muhammadiyah Higher Education has a platform of coordination, training, and development to the level of the Rector and Vice Rector of the teragenda each year to provide the latest information PT in general and in the internal policies of Muhammadiyah.

The design of training programs as well internalization of values that exist in Persyarikatan Muhammadiyah has a runway as follows: each training specially designed to suit their needs and work, each has different stages and needs. Researchers construct training models for different levels of differentiated according to the classification level of the leadership, the department level, courses, ka.Biro, Kep.unit and employee level, regular faculty.

Al Islam and coaching programs for faculty and staff Kemuhammadiyah in PTM has been studied, there is a material that is Darul Arqam Persyarikatan and forms another building activities pursued by their respective institutions. Darul Arqom a cadre program prepared Persyarikatan Muhammadiyah manifested in a curriculum, the material include: material with coaching ideology consists of: the nature of Islam, Kemuhammadiyah consisting of: Muhammadiyah as the Islamic movement and the struggle strategy of Muhammadiyah, the material relating to the development of insight and nationality and international ideologies are given in the form of the material capita selekta include: secularism, modernization and development, cutting-edge isms, theories of social change, Pancasila, the development of modern philosophy and ideology, history and Islamic culture and Islamic thought as a social system. The training has been done in UAD and UMS associated with the values of planting idologi Persyarikatan Muhammadiyah is among other upgrading and refreshing, DarulArqam, BaitulArqam, job training. Upgrading is a refresher activities

aimed at leadership or leadership PTM charitable efforts. This activity can be in the form of upgrading, workshop or workshops to improve the quality and integrity of the steps in the implementation of environmental leadership in business-led charity Persyarikatan. Refreshing is a form of regeneration in non-formal leaders or employees devoted to the charitable efforts of Muhammadiyah is an integral part of the regeneration system Muhammadiyah. Darul Arqam and Baitul Arqam is a regeneration system oriented ideology and leadership coaching to create equality and unity of attitude, integrity, insight and ways of thinking among leaders and members Persyarikatan in understanding and carrying out the mission of Muhammadiyah. Bait-ul-Arqam is a modification or adjustment and simplification of Darul Arqam.

## CONCLUSION

The Internalization of organizational values need 3 main points, namely: a conducive environment, leadership and exemplary.

Conducive environment will be created by the application of Theory Z in the field of education.

Theory Z character-based education consists of six mutually supportive factors, namely; 1) trust, 2) self-motivation, 3) the reward system, 4) training to improve the skills, 5) control and shared decision-making and 6) quality learning.

The trust as a foundation to build a strong institution is the closeness and friendship, refraction, communication is built with ritual activities together as one important aspect in creating organizational culture. Both PTM is UAD and UMS perform religiousactivities together, pray together, kultumand memorialreligious holidays and other forms of ritual activities that characterize organizations that bring together all employees and lecturers from various faculties and units within the UAD and UMS

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