

Characteristic of Islamic Organizational Culture as An Effort to Improve Performance at University of Muhammadiyah Malang

Karakteristik Budaya Organisasi Islam sebagai Upaya Peningkatan Kinerja di Universitas Muhammadiyah Malang

Sri Budi Cantika Yuli

ABSTRACT

This study aims to reveal the characteristics of Islamic organizational culture at University of Muhammadiyah Malang as an effort to improve employee performance. This study uses qualitative method by applying phenomenology approach. It is conducted by examining the experience realized by the informant (conscious experience) and the instruments of data collection are interviews, observation, and documentation so that researchers can obtain more complete data about the characteristics of Islamic organization culture at University of Muhammadiyah Malang. The research subjects are: (1) university board; (2) deans; (3) employees. Moreover, the qualitative data analysis techniques in this study uses 3 (three) analyzes, namely: data reduction, data presentation, and conclusion. The results of this study indicate that perceptions of Islamic organizational culture can be seen from the perception of university board, lecturers and employees on the value of leadership, norms and management practices, stories and figures, traditions and rituals, as well as perceptions on symbols. It can be concluded that the characteristics of Islamic organizational culture include: (1) *Shiddiq* (truthfulness) to achieve personal excellence that is honest, transparent, and accountable, (2) *Amanah* (trustworthiness) to achieve inter-personal capital that is unprejudiced and commitment, (3) *Tabligh* (advocacy) to achieve visionary and communicative leadership that is communicative and open, (4) *Fathonah* (wisdom) to achieve professionalism and technical leadership that is smart, competent, and innovative.

Keywords: Islamic organization culture, performance, employee

ABSTRAK

Penelitian ini bertujuan untuk mengetahui karakteristik budaya organisasi Islami di Universitas Muhammadiyah Malang sebagai upaya meningkatkan kinerja karyawan. Penelitian ini menggunakan metode kualitatif. Penelitian ini menggunakan pendekatan fenomenologi. Metode pengumpulan data melalui wawancara mendalam, observasi dan dokumentasi. Informan penelitian ini adalah Pimpinan Universitas; Pimpinan Fakultas; dan Karyawan di Universitas Muhammadiyah Malang. Teknik analisis data kualitatif dalam penelitian ini menggunakan analisis Reduksi Data, Penyajian Data dan Penarikan Kesimpulan. Hasil penelitian ini menyatakan bahwa persepsi terhadap budaya organisasi Islami dilihat dari persepsi karyawan terhadap kepemimpinan, norma dan praktik manajemen, Penyelesaian Masalah, tradisi dan ritual, serta persepsi terhadap



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simbol. Karakteristik budaya organisasi islami di Universitas Muhammadiyah Malang yaitu meliputi (1) Shiddiq yaitu sikap jujur, transparan dan akuntabel, sebagaimana firman Allah Swt. dalam Al-Qur'an Q.S. Al-Ahzab:8, Al-Ahzab: 22, Al-Ahzab:24, Az-Zumar 32-33, An Najm:3-4 (2) Amanah yaitu sikap adil dan komitmen, sebagaimana firman Allah SWT dalam Al-Qur'an Al-A'raaf:68, An-Nisa':58, (3) Tabligh yaitu sikap komunikatif dan terbuka, sebagaimana firman Allah SWT dalam Al Qur'an QS Al Jinn:28 (4) Fathonah yaitu cerdas, kompeten dan inovatif, sebagaimana firman Allah SWT dalam Al-Qur'an Q.S. Yunus:100.

Kata Kunci: budaya organisasi Islami, kinerja, karyawan

1. Introduction

Organization as a system of formal, structured and coordinated union of a group that cooperates in achieving certain goals (Hasibuan, 2014) has several elements, i.e. human, cooperation, mutual goals, equipment, environment, natural resources and organizational mental framework/construction. The success of an organization in achieving the goals and objectives and the ability of the organization in addressing external and internal challenges, is determined by the ability to manage human resources appropriately. Problems of self-development, fairness, reasonableness, expectations, suitability of work with individual's characteristics, and organizational behavior issues are an important part of human resource management (Siagian, 2014).

In the field of education, such as universities, human resources are educators (lecturers) and educational workforces (employees of the administration, librarians, and technicians). The Education Performance is a united system in educational organizations, which consists of a number of components namely input, process, output and outcomes. The input components are categorized into two, namely raw input (students) and instrumental input (curriculum, infrastructure, cost, lecturers and employees). As an instrumental input, the existence of lecturers and employees are very strategic since they are determinant factors to bring students become more meaningful outcomes in society (Ulfatin & Triwiyanto, 2016).

In terms of empowering human resources of an organization, the pattern and atmosphere of the work climate in the organization are the main dominant factors. Leadership policy is very influential on improving employee performance. Work activities climate can be created, and it all depend on how superiors and subordinates can create a healthy direct interaction. It is essential also for an organization to manage their internal environment in order to produce valuable innovations. This will be realized if the organization has conducive cultural values. Culture is a very important factor in improving the effectiveness of the organization. Organizational culture can be an instrument of major competitive advantage, when organizational culture supports organizational strategy and can answer or address environmental challenges quickly and appropriately. Organizational culture is closely related to employee empowerment in the organization. Stronger organizational culture will boost greater motivation for employees to move forward together.

As an organization, University of Muhammadiyah Malang (UMM) as Private Islamic University (PTS) under the auspices of Persyarikatan Muhammadiyah, carrying the mandate as the center

of learning that gave birth to a quality human being and have Islamic morality expertise. The existence of University of Muhammadiyah Malang (UMM) has the attraction to be investigated more deeply related to the characteristics of Islamic organization culture that has been applied so far. This is in line with one of UMM's mission of organizing professional university institutional governance based on Islamic values.

2. Research Methodology

2.1 Scope of Research

This research is qualitative descriptive research that analyze the data collected and further expressed in the form of words and pictures. The words arranged in sentences, for example the result of interview between researcher and informant. The used of qualitative methods is that qualitative approaches are frequently employed to look deeper into social phenomena including management studies (Indrawan & Yaniawati, 2016).

2.2 Collecting Data Method

This research applies phenomenology approach by examining the experiences that are consciously experienced by the respondent (conscious experience). Phenomenology reveals how humans experience their lives in the world. Qualitative research of phenomenology can be done with three phases of contemplation i.e. *apoche* (parentheses), phenomenology reduction and dialectical thinking ability (Wirawan, 2012).

2.3 Data Analysis Method

For data analysis technique, this research uses 3 (three) techniques of qualitative data analysis, i.e.: 1) Data reduction; steps of summarizing, choosing the essentials issues, focusing on the important objects, looking for themes and patterns, and eliminating unnecessary things. 2) Data Presentation; the steps are providing a set of arranged information that provides possibility of conclusion because the data obtained during the qualitative research process is usually narrative, requiring simplification without reducing the content. The researchers complete the data presentation to be able to see the whole picture or certain parts of the entire depiction. At this stage, the researchers classify and present the data in accordance with the subject matter that begins with the coding on each sub-topic of the problem. 3) Conclusion withdrawal; the conclusions have drawn from the data that has been obtained. In this step, the researchers look for the meaning of data collected by try to find the relationship, equation, or difference. Then, conclusion has been made by comparing the suitability of statements from research subjects with the meaning contained with the basic concepts in this study.

3. Result and Discussion

3.1 Employee Perceptions of Organizational Culture at University of Muhammadiyah Malang

1. Employee Perceptions of the Characteristics of Islamic Organization Culture at University Muhammadiyah Malang

There are four characteristics of Islamic organizational culture applied at the University of Muhammadiyah Malang, first is *Shiddiq* (truthfulness), to achieve personal excellence that is honest, transparent and accountable, as the word of Allah SWT in Al Quran surah Al Ahzab: 8, Al Ahzab: 22, Al Ahzab: 24, Az Zumar 32-33, An Najm: 3-4. Second is *Amanah* (trustworthiness) to achieve inter-personal capital that is fairness and commitment, as the word of Allah SWT in Al Qur'an surah Al A'raaf: 68, An Nisaa ': 58, Third is *Tabligh* (advocacy) to achieve visionary and communicative leadership that is communicative and open attitude, as the word of Allah in the Al Qur'an surah Al Jinn: 28. Fourth is *Fathonah* (wisdom) to achieve professionalism and technical leadership that is smart, competent and innovative, as the word of Allah SWT in Al Qur'an surah Yunus: 100.

2. Employee Perceptions on Leadership

The leadership style applied at University of Muhammadiyah Malang is the ideology of Muhammadiyah that is the belief system and the ideals of Muhammadiyah life as an Islamic movement in realizing the true Islamic community as part of the *da'wah amar ma'ruf nahi munkar* (teach goodness and prevent bad deeds) and referring to the example of Prophet Muhammad SAW.

Leaders apply a collective and collegial leadership system, namely the system of equal authority and responsibility of the elements of management at each level. At the University level, strategic policy is the responsibility of the Rector and Vice Rector with consideration of the University Senate. At the Faculty level, collective collegial leadership between the Dean and Vice Dean. And so on, collective collegial leadership applied to other units in UMM in stages.

The leadership system at UMM has been running efficiently and effectively. Leadership efficiency can be seen from the organizational structure that is proportional to the needs. Moreover, skilled human resources support the performance. Hence, it is effective in implementing policies and work programs.

3. Employee Perceptions on Organizational Norms and Practices

Norms are rules, guidelines, styles and behavior patterns that determine the behavior can be considered appropriate or inappropriate in response to something. In order to improve the effectiveness and work ethic, UMM has a work regulation book of lecturers and educational staff, which contains a clear description of the rights and obligations of lecturers and educational staff, from the obligation to work to the right to get salary as well as the right to get welfare. Lecturer Code of Conduct set forth in the statutes of UMM Year 2015 Article 79 on academic ethics and Article 80 on behavior ethics. Regulation of the University of 2015 on UMM Organizational Management and Rules of the Year 2015 on the Manual of Civil Service Governance.

The regulation stipulates the basic values of the code of ethics and the code of conduct and its enforcement procedures. Normatively, the institution conducting ethical code enforcement is the ethics committee which includes elements of the Rector, Vice Rector, BPH, and Senate of UMM.

In terms of management practice, the goal to be achieved by UMM is to provide the best service to students. Students have the right to obtain academic services, welfare services, and health services. Academic services provided by the study program include teaching and learning process, practicum, research, internship or work practice, scientific papers writing, and others. Scheduled tutorial activities are done in the classroom or laboratory. Outside of the official tutorial hours, students are given the opportunity to conduct consultation or guidance to lecturers. The relationship between the lecturers is less formal, but situational and more to improve professionalism. Student service that aims to improve student welfare are health service, spiritual guidance, canteen supply and other infrastructure and also scholarship from UMM or from other institution.

4. Employee Perceptions of Problem Solving

Problem solving that appears to employees in UMM is in accordance with the applicable Regulations. The process of handling the employee who commits the violation is done by the Personnel Commission as mandated in Article 11 paragraph (3) and (4) of the Personnel Law of UMM. The Employees Commission shall consist of 2 (two) officers in the field of personnel who are (ex officio) plus 3 (three) ad-hoc members who are all appointed and dismissed by the Rector. The Commission's duties investigate and clarify its alleged violations by referring to applicable personnel regulations and ethical enforcement. The results of the investigation are submitted to the Rector / Rectorate for consideration in determining the category of sanctions to be determined. The forms of sanctions include (1) postponement of promotion; (2) temporary discharge of salary; (3) termination of functional position; and (4) dismissal as permanent employees.

5. Employee Perceptions on Tradition and Ritual

As an effort to improve work commitment and spiritual guidance of employees at UMM, it has been regularly conducted activity of Study/Routine Review/*Tabligh* Akbar (a large scale of Islamic study)/Scientific Oration/National Oration/Commemoration of Big Days and Briefing of Rectorate (Rector and Vice Rector). The recitation / routine study was conducted by inviting figures from the Muhammadiyah Central Executive, Muhammadiyah Regional Leadership, Muhammadiyah Regional Leadership and national figures. There are also many activities held in Ramadhan month, such as Preaching approaching Ramadan, Ramadhan Study, *Tadarus* (reciting) Al-Qur'an, Practical Study Guide/*Halaqah*, *Tabligh* Akbar, and I'tikaf Ramadhan Program (PIR).

Furthermore, UMM employees also carry out activities outside of working hours, namely badminton, table tennis, morning gymnastics on Saturday. They also hold the Ceremony of National Education Day on 2nd May, August 17th Ceremony, *Dies Natalis*, *Halalbihalal* (activities of friendship and mutual forgiveness).

Symbols are viewed based on uniforms worn by UMM employees. The dress code of UMM employees as follows:

- a. Monday : PDH (Daily Official Clothing) white shirt
- b. Tuesday : PDH blue shirt
- c. Wednesday : Red Batik
- d. Thursday : Brown Batik
- e. Friday : Free uniforms
- f. Saturday : Free uniforms

Symbols are seen based on UMM symbol. It is a pentagon shape with blue base color filled with University of Muhammadiyah Malang writing inside along with illustrations of rice and cotton with the symbol of "Muhammadiyah" which has the meaning as follows:

- a. Pentagon : the spirit of the pillars of Islam and the five principles of Pancasila
- b. Blue base color : symbol of peace
- c. Rice and Cotton : fight for the welfare of the nation and state

The symbol of Muhammadiyah: the sun that emits twelve rays, there is a "Muhammadiyah" writing at the center (in Arabic) and a circle of shahada "*Asyhadu an la illaha illa Allah wa asyhadu anna Muhammadan Allah's Apostle*" (in Arabic).

3.2 Characteristics of Organizational Culture at University of Muhammadiyah Malang

Organizational culture is a shared value system and shared belief that interacts with individuals of a company, organizational structure and supervisory system to produce behavioral norms. Meanwhile, Schein (2010) defines culture as a pattern of basic assumptions that have been determined or developed to study ways of integrating, which have functioned well that have been considered new and therefore should be taught to new members as a great way to think, and feel concerned about the problem.

The results of field observations reveal some characteristics of Islamic organizational culture in UMM, first is *Shiddiq*, which is accountable characteristics. Accountable is closely related to the responsibility to report, explain and prove the truth of an activity or decision to: Leaders, Lecturers, Employees, and Students.

Second is *Amanah*, i.e. the characteristics of responsibility and fair. Responsibility is closely linked to the performance of the commitments or duties. The responsibility of all academic community of UMM is shown by the execution of tasks according to their respective *Tupoksi* (Basic Tasks and Functions) which is stated in the job description guidance. The code of ethics of lecturers and educational staff or UMM educational staff is set forth in Rector's Regulation no. 07 of 2015 on Basic Guidelines of Civil Service Governance. While the code of ethics of UMM students are stipulated in Student Discipline Regulation of UMM No. 01 of 2007.

Justice is concerned with the recognition and equal treatment of rights and obligations. Justice for every academic community and other leadership elements is manifested in the same forms of service and treatment, without discrimination against certain individuals and groups. Justice is shown by the enforcement of rules and the enactment of reward and punishment system. These are among others as stated in various related policies, i.e.: (1) further study opportunities; (2) provision of benefits; (3) Hajj allowance facility; (4) periodic payment increases; (5) pension fund safety; and (6) rewards. Fairness is also addressed in an effort to increase work and service

quality continuously and also as a form of appreciation to those dedicated human resources that are given every year by the university board. The policy of giving award to the lecturer achievement refers to the General Guidelines for the Selection of Achieving Lecturers and Achieving Head of Study Program which has been determined by Directorate General of Science and Technology Resources and Higher Education, *Kemristek-Dikti* (Ministry of research and technology-Directorate of Higher Education) in 2016 and outstanding students with (1) Selection of Achieving Lecturers; (2) Achieving Head of Study Program; (3) Outstanding Educational Staff Awards, which is conducted annually with reference to the Guidelines for Selection of Outstanding Education Personnel; and (4) Achieving Student.

Third is *Tabligh*, i.e. transparent characteristics. Transparent means openness or availability access to information. Transparency is needed in order to create mutual trust between stakeholders through the provision of information and ensure easiness in obtaining accurate and adequate information. Management transparency is demonstrated by University Board, Lecturers, Employees, and Students.

Fourth is *Fathonah* that is credible characteristic. Credible means that UMM has good quality of professional governance of university and excellence in realizing the vision, mission, goals, objectives, and strategies of achievement, so that the stakeholders are steadily making UMM as a trustworthy and convincing institution.

3.3 The Role of Organizational Culture at University of Muhammadiyah Malang

The first role of organizational culture, as the organizational identity where UMM as a Higher Education Institution has uniform as the identity of the organization. Second, as a tool to unite the organization in which the organization culture fastens the elements of the organization into one, values norms, and the ethics codes of organizational culture that unify and coordinate members of the organization. At UMM, the code of ethics is contained in the University Regulation Year 2015 on UMM Organizational Governance and Rules of the Year 2015 on the Manual of Civil Service Governance. This guideline regulates the basic values of ethical codes and codes of conduct and enforcement procedures. Normatively, the institution directing ethical code enforcement is the ethics committee which includes elements of the Rector, Vice Rector, BPH (Daily Execution Board), and Senate of UMM.

The third role of organizational culture, as conflict reduction. In UMM, the work culture has been established to be a guideline for employees to work optimally and to contribute positively to institutions by exploiting their respective potentials. Work culture is intended for employees to carry out their duties with discipline. The discipline of UMM employees is intended to provide assurance for all employees of UMM in relation to their attitudes, behaviors and actions while carrying out their responsibilities. Employees should orient themselves based on work culture to reduce the conflict between employees.

Fourth as motivation. At UMM, organizational culture is a social energy that can encourage members of the organization to act. Organizational culture motivates members of the organization to achieve organizational goals. UMM provides motivation in several special forms, such as opportunity for employees to follow certain worth training, selection of successes

employees, employee's rewards for 25 years of dedication, allowances, Hajj allowance, periodic salary increases, and pension fund.

The last role of organizational culture is as an organizational performance. At UMM, the organizational culture is already running well. It can be seen from the job satisfaction of members of the organization, work ethics in the organization, and employee motivation. These indicators have been able to represent the creation of high performance of employees that will result in high organizational performance as well.

4. Conclusions

There are three conclusions from the findings of this study. first, Employee perceptions of organizational culture at University of Muhammadiyah Malang, which includes: employee perceptions of the characteristic of Islamic organization culture at UMM, employee perceptions on leadership, employee perceptions on organizational norms and practices, employee perceptions of problem solving and employee perceptions on traditional and ritual. Second, characteristic of Islamic organization culture at UMM, which includes: *shiddiq* which is accountable characteristic, *amanah* which is the characteristic of responsibility and fair, *tabligh* which is transparent characteristic, *fathonah* that is credible characteristic. And third, the role of organizational culture at University of Muhammadiyah Malang, which includes: as the organizational identity, as a tool to unite the organization, as conflict reduction, as motivation and as an organizational performance.

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