

IMPLEMENTATION OF AL-ISLAM MUHAMMADIYAH VALUES IN ORGANIZATIONAL CULTURE: INTERGENERATIONAL CHALLENGES AT MUHAMMADIYAH-AISYIYAH HIGHER EDUCATION (PTMA)

Eli Purwati¹, Widodo Muktiyo², Andre N Rahmanto³, Drajat Tri Kartono⁴
{elipurwati@student.uns.ac.id¹, widodomuktiyo@staff.uns.ac.id², andre@staff.uns.ac.id³,
drajattri@staff.uns.ac.id⁴}

Universitas Sebelas Maret Surakarta, ketingan Jl.Sutami Surakarta^{1,2,3,4}

Abstract. This study aims to explain the organizational culture and communication in Muhammadiyah-Aisyiyah Higher Education (PTMA) and its impact on increasing cohesiveness and work productivity. Using a qualitative approach and multiple case study methods, this study explores three different PTMAs including the University of Muhammadiyah Yogyakarta, the University of Muhammadiyah Ponorogo, and the University of Muhammadiyah Klaten which describe the superior, intermediate, and fostered clusters. This research focuses on applying organizational culture based on Islamic and Muhammadiyah values, which is united with elements of leadership, communication, and innovation to achieve institutional excellence. This research stems from the lack of in-depth studies on how religious values in organizational culture can affect productivity and communication in regeneration-based higher education environments such as PTMA. In addition, there is still little literature that examines the impact of organizational culture on the sustainability of higher education institutions, especially in Indonesia. This research fills the gap by focusing on the adaptation of organizational culture in facing global and local challenges as well as the management of diverse human resources and intergenerational dynamics. New research shows that organizational culture in PTMA has an important role in strengthening relationships between policymakers and organizational members and improving teamwork and overall organizational performance. This study uses Pacanowsky's performance theory to identify cultural elements that affect communication and performance within the organization. In addition, it is stated that the success of PTMA is highly dependent on how human resources are managed adaptively and the technological support available to respond effectively to changes in the strategic environment. This study is expected to make a conceptual contribution in the analysis of organizational culture and communication in higher education institutions. In addition, it is also expected to provide useful input for the preparation of strategic policies of PTMA in facing various challenges in the global era.

Keywords: Organizational culture, Muhammadiyah and Aisyiyah Universities (PTMA), Al-Islam and Muhammadiyah Values (AIK), Intergenerational Communication.

INTRODUCTION

Muhammadiyah and 'Aisyiyah Higher Education (PTMA) is an integral part of the education system under the auspices of the Muhammadiyah organization. PTMA adopts Catur Dharma Higher Education, a unique management framework regulated in the Muhammadiyah Central Executive Regulation Number 01/Prn/I.0/B/2012 (Sadiyono & Mulyono, 2016). This framework emphasizes four main tasks in higher education, namely education, research, community service, and Al-Islam Kemuhammadiyah (AIK), which is in line with the vision and mission of the Muhammadiyah organization. The Council of Higher Education for Research and Development (Diktilitbang) of the Central Executive of Muhammadiyah plays a strategic role in supervising the implementation of Catur Dharma. This assembly is responsible for planning, regulating, coordinating, and supervising the management of PTMA to achieve institutional goals, while ensuring that the quality of higher education is maintained. As a higher education institution, PTMA strives to achieve Key Performance Indicators (KPIs) and Additional Performance Indicators (IKT). This involves

financial stability, human resource development, and the creation of a conducive work environment. The success of PTMA is greatly influenced by the implementation of effective management practices, which is the foundation for realizing organizational goals. Flexibility and innovation are essential to the success of an organization. If these demands are responded to properly, not only will individuals change and change their behavior, but also organizations will change to maintain their existence and survival (Coman & Bonciu, 2016; Read, 1996). Change and acceleration in the field of sustainable knowledge seems to be achieving global diffusion (Senge et al., 2016).

The organizational culture of PTMA is built on the principles of Al-Islam and Muhammadiyah (AIK), which form an identity and provide a value framework to staff and students. However, challenges remain, especially in integrating AIK at all levels of the organization. The diversity of human resource backgrounds, including those who do not come from Muhammadiyah culture, is one of the obstacles in realizing an integrated organizational culture (Mudzakkir, 2021). Culture is a key element that affects organizational management, (Artina et al., 2020). Previous research has made a significant contribution to understanding organizational culture in higher education and grounding itself to find gaps in knowledge and measure *the strength and weakness of existing methodologies*. The most important finding includes the identification of five dimensions of organizational culture and 23 subdimensions, an important measuring tool used to analyze how universities communicate their culture, including using digital platforms such as websites (Budiana et al., 2023). Meanwhile, Nasser & Jais (2022) said that the influence of organizational culture on human resource development (HR) and organizational performance (OP), as well as the role of HR mediation has a significant effect on OP as well as acting as a mediator.

Communication and organizational ethics are also important concerns in the management of PTMA. A strong organizational culture can support ethical behavior and effective communication, which is necessary to maintain the smooth operation of higher education institutions (Howard, 2014). In addition, PTMA continues to encourage research to gain a deeper understanding of organizational culture, as well as the factors that affect the quality and success of the institution. Communication is a process in which an individual, group, or organization (sender) conveys information (message) to an individual, group, or organization (receiver) and increases the satisfaction of all parties involved (Greenberg, 2011; Nordby, 2021; Winarso, 2018).

In addition, communication challenges in organizations, especially in PTMA, are also a concern. In the literature, it is said that generational differences can have an effect on communication dynamics. In this case, communication skills will be very important to allow patience and all ideas from stakeholders to be answered properly. The relationship between organizational culture and institutional performance is a theme that often appears in research (Er Rhaimini & Charaf, 2022). Organizational culture has been shown to influence everything from how individuals perceive their identities to openness to change, which is a significant factor in determining the performance of higher education institutions. However, there are research gaps related to sustainability in higher education. Although organizational culture and performance are paramount, more in-depth research on sustainable development, especially in NCDs, is still limited. These findings in their own context point to the need for more research to integrate sustainability principles in higher education management based on religious values.

This research is analyzed using Pacanowsky's theory of organizational culture, which states that organizational culture is formed through interactions between members that together create an understanding of existing values and beliefs. In the context of PTMA, this culture includes Muhammadiyah teachings applied in higher education. Pacanowsky identified five types of performance in organizations that can be used to analyze culture, namely performance rituals, performance desires, social performance, performance politics, and performance enculturation. Developing a strong culture, PTMA can improve its performance, and a plural case study approach can help understand how this culture affects employee and student performance. Overall, Pacanowsky's theory provides an effective framework for understanding how organizational culture affects the achievement of the goals and sustainability of PTMA. This research not only enriches academic literature, but also provides a strategic reference to increase the competitiveness and

excellence of PTMA at the national and international levels.

RESEARCH METHOD

This research uses a case study approach, focusing on data validation and analysis of organizational culture in higher education institutions, especially the Muhammadiyah-Aisyiyah College (PTMA). Data validity techniques use triangulation as the main technique to validate data by comparing information from various sources to ensure the reliability of the findings. Data collection techniques include interviews with stakeholders and document analysis to gain a comprehensive understanding of organizational culture and practices at PTMA. The data analysis process follows structured steps: data reduction, data presentation, conclusion drawing, and verification, which ensures comprehensive data interpretation (J. W. Creswell & Creswell, 2023). The focus of the research is to analyze the typology of PTMA organizational culture with a competing values framework, as well as validating the data through cross-referencing between interviews, literature and institutional documents to increase the credibility of the results.

CONCLUSION

1.1 Organizational Culture at PTMA

The organizational culture in PTMA has characteristics that are greatly influenced by Islamic and Muhammadiyah values. Values such as ukhuwah (brotherhood), amanah (trust), and istiqomah (consistency) are applied in every aspect of campus life. This culture encourages collaboration and solidarity between members of the organization, both between leaders, lecturers, students, and administrative staff. At UMY, which is included in the superior cluster, this culture is more structured and combined with innovation and technological adaptation that allows communication between campus elements to be more efficient. Meanwhile, UMP and MSEs, despite applying the same culture, are experiencing challenges in terms of more diverse human resource management and the application of technology that is not optimal.

1.2 Communication in Organizations

Communication in PTMA plays a central role in building and strengthening relationships between members of the organization. In this context, the organizational culture of Muhammadiyah that prioritizes the values of togetherness and transparency has proven to strengthen communication between members. At UMY, communication is more open, both formally and informally, with the use of digital platforms that facilitate the exchange of information. On the contrary, in UMP and MSEs, communication still relies heavily on conventional methods, although there are efforts to introduce more modern communication technology.

1.3 The Influence of Organizational Culture on Work Productivity

This study shows that the organizational culture based on Islamic and Muhammadiyah religious values greatly affects the work productivity in PTMA. At UMY, work productivity is high because there is a strong relationship between members of the organization based on the value of ukhuwah. Each individual feels valued and has a responsibility for the success of the institution. In UMP and MSEs, although there is a good enough attachment, challenges related to human resource management and differences in the level of technological readiness are obstacles in achieving optimal productivity levels.

1.4 The Influence of Organizational Culture on Institutional Sustainability

The organizational culture based on Islamic religious values and Muhammadiyah helps PTMA in facing the challenges of globalization and changes in the strategic environment. At UMY, adaptation to change is carried out quickly, thanks to the support of technology that allows integration between local values and global challenges. In UMP and MSEs, although the same values are applied, internal challenges such as limited human resources and technology slow down the adaptation process.

Analysis Based on Pacanowsky's Performance Theory

Pacanowsky's performance theory is used to identify cultural elements that affect organizational communication and performance. Based on this theory, the organizational culture in PTMA is formed through symbols, stories, and practices that are passed down from one generation to the next. Stories about the success of universities based on Islamic and Muhammadiyah values, as well as practices that prioritize ukhuwah, amanah, and istiqomah, play a big role in shaping communication behavior and work productivity. The stronger these symbols are accepted and practiced, the higher the performance and cohesiveness of the organization.

This study shows that the organizational culture based on Islamic and Muhammadiyah values in PTMA has a significant influence on communication, attachment between organizational members, and work productivity. The success of PTMA is highly dependent on managerial abilities in managing human resources adaptively and utilizing technological support to respond to changes in the evolving environment. For this reason, PTMA needs to continue to develop and strengthen an organizational culture based on these values, while improving technological infrastructure and human resource management to face global and local challenges.

Recommendations

1. **Strengthening Organizational Cultural Values:** PTMA must continue to strengthen the application of Islamic and Muhammadiyah values in every aspect of campus life, so that the cohesiveness and performance of the organization will increase.
2. **Technology Adaptation:** Integrating technology in communication and management systems to improve efficiency and responsiveness to changes in the strategic environment.

Human Resource Management: Coaching and managing human resources that are more adaptive to generational changes and technological developments to maintain the sustainability of the institution.

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