A Study of Muhammadiyah College Management to Be International Class (Case Study: Muhammadiyah University of Yogyakarta)

Partono Siswosuharjo, Langgeng Listiyoko

Abstract. A large number of Muhammadiyah Higher School that grows rapidly then potentially create the quality problem, especially in educational output. Beside, a slowly response of quality development compared with the amount of school. Therefore, it’s hard to be compete with the other higher school in Indonesia. The goal of this research is to analyze management, implementation strategic, the problems, and the improvement needed by descriptive qualitative approach. A documentation study, observation, and interview was done regarding to data collection. The conclusion is they has to be focused on manpower managing, tools and output quality, and doing management functionalities that is improves performance.

1. Introduction

Muhammadiyah as the organization has many educational class programme in Indonesia either lower or higher school, even the university. Thus, the internal competition had been created in order to serve better. One the challenges regarding to the improvement customer services is go to the international class programme, which is implemented in one of the most popular Muhammadiyah college, Muhammadiyah University of Yogyakarta. A number of programme has been ran as they new spirit both strategical and practical policies.

Some interview held related to what the strategic would be implemented shows the planning, management, performance improvement, relation building, facilities, quality assurance, are the most important. They are formulated by qualified human resources charged in, so that the goal achievement would be realized soon.

2. Literature

2.1. International Class Concept

As the government rules mentioned that it’s could be performed at least by one major and or one college and or facilited by, that is held by people society to be international class or college [1]. It’s mean that the international class programme held by Muhammadiyah was allowed, either it’s major, department, faculty or the college.
2.2. International Cooperation

The college was allowed to make a collaboration to get feedback in the international class programme implementation such as 1) lecturer or staff exchange, 2) scholar exchange, 3) resources, 4) symposium, seminar, summit 5) grant activities, 6) journal 7) curriculum sharing, 8) research and implementation. It's now easy to make study elaboration so that produce some meaningful activities which accelerate technology.

Lecturer, staff, and scholar exchange are the most influencer programme to get the best practice acceleration. They absorb the appropriate carrying on, behavior, technology, facility, and more to be adopted as soon as they come back home. Then, the collaboration related to the research that is the important college output will be held smoothly to accomodate all new papers, articles, journals, even the scientific seminar or symposium. Two last mentioned then could be advanced related to grant competition regarding to research funding. It must be helpful for college which run international programme acceleration.

2.3. Strategic Management

Glueck William F and Jauch Lawrence R define strategic as mentioned [2][3]: A strategic is a unified comprehensive, and integrated plan that relates the strategic advantages of the firm to the challenges of the environment and that is designed to ensure that the basic objectives of the enterprise are achieved through proper execution by the organization. Therefore, strategic is about unified and integrated plan, that connecting organizational strategic value and environmental challenges to ensure the possibility of goal to be reached for. Thus, organizational strategic is one united of comprehensive planning, drive to the goal.

In the Strategic Management Dess Gregory G and Miller Alex split strategic into two forms, they are intended and realize strategic [4]. The intended strategic consist of three elements, goals, policies, and plans. The other one, realized strategic is some summited or achieved. They create a goal hierarchy as follow : vision, mission, and objectives.

Vision is that what would be done, as the perspective and goals structure to be realized by the liberal arts. Mission is amount of boundaries as a mandatory task and principal, direction to reach the goal as mentioned (vision). Then objective can be declare clearly as the expected specific goal.

Policy is a rule of improvement, it’s how to reach their goal out. As a planning is state of leader to what’s expected realize from all strategics, that is the goal (is the organization looking for a solution), policies (expected contribution to build improvement) and planings (state of the arts). Here the scheme as illustrated below:

![Figure 1. Expected Strategic](image)

Source : Dess Gregory G and Miller Alex (2010:3)

Each component of the expected strategic illustrated as a continues activity related to support main goal, that is the organization vision. In the other hand, during the implementation a serious evaluation
is a must. It will contribute in how the strategic driven to, even take some agile decision as soon as possible. The decision must be taken to save top management regarding to unexpected result, whereas the unreal strategic. However real strategic which come through would be strengthen the organization. It described in figure 2 below.

**Figure 2.** Realized Strategic  
Source : Dess Gregory G and Miller Alex (2010:3)  

Strategic management was defined according to Glueck William F and Jauch Lawrence R [2]: **Strategic management is a stream of decisions and actions which leads to the development of an affective strategy or strategies to help achieve objectives, the strategy management process is the way in which strategic determine objective and make strategic decisions.**

As mentioned that strategic management is a stream, therefore all the action plennings is must controlled as a good flow simultaneously and continoously whether the objectives determined clearly. With good controlling during implementation, effective decisions help much better related to management development. So the achievement will depends on how effective controlling and how clear the objectives determined.

Another quote as mentioned by Wheelen Thomas L – Hunger J. David [5]: **Strategic management is that set of managerial decisions and actions that determine the long-run performance of corporation, it includes strategy formulation, strategy implementation and evaluation.** In order to set the long-run performance up, effective decision followed by real action must be committed to implemented as a behavior for all organization component. There are three keyword in this case : strategy formulation, by decision maker, strategy implementation as a behavior, and evaluation in which directed by a highly commitment. The assesment by a periodical time may set to ensure the implementation is running well.

2.4. Strategic Management Planning

Strategy formulating is both planning and action to achieve the objectives. Here they are strategy formulating according to Porter [6]:

1). **Over Cost Leadership**  
Each business unit is driven to get the best competitive cost for production and distribution. Therefore, low price leads to be an ideal competition, and being a champion.

2). **Differentiation**  
It’s the way to have an identity by itself, by mean gradual attribute dan characteristic, which no other competitor can copy. Good service also the unic that is very helpful to compete.

3). **Low Cost Strategy**  
Low cost strategy is how to get a maximum quality by only lowest cost as possible. It’s very hard and ideal situation to maintain customer.

4). **Focus Strategy**  
Focusing on specific segmented is a smart choice in order to push competition as good as possible. This strategy is related to market leader also, in which even no competition before.

Thus, a conclusion is that each business unit in the organization have to be built as a compact strategies action with no ambiguistic.
2.5. Strategic Leadership

To be an international class university, it’s strongly recommended to remember about leadership, whether organization all be directed wisely. Buchory said that strategic leadership shows style somebody to leads so that it’s human resources’s main issue and therefore must be maintained seriously in strategy management as a reasons of [7]:

1). Competitiveness, either national or international level.
2). Organization complexity, then the leader is mandatory needed.
3). Human resources are ready.
4). Number of managerial points and leadership style, influence strategies formulating in the organization.
5). Facing any changes.

Now it can be summarized that strategic leadership need accommodating and conditional integration ability either external or internal. Leadership should be use any strategic management process since the actor in the organization. Meaningfull acts of him are described below according to Hitt, Ireland and Hiskoson [8]:

1). Direct strategies. It related to vision and organization goal development.
2). Use and maintain core competition. As the competition is a resource and ability to compete with others.
3). Improve human capital. It related to knowledge and skill manpower.
4). Maintain the original effective culture, since it may influence how the organization acts.
5). Improve strategic controlling to conduct and supervise budget in order to reach return of investment out.
6). Practical approach. It should be a continuous behavior even any detail.

Here is figure 3 as the illustration of strategic leadership.

![Figure 3. Strategic Leadership Implementation](image)

Source: Hitt, Ireland and Hiskoson (1996:361)

2.6. Strategic Leadership Style

A style is a good movement which influence a good manner. Whether a leadership style is a set of features of leader to influencing staff in order to obey the organization policies. Boone and Kurtz propose a leadership style based on staff participation such as [9]:

1). Otocratic Leadership
   This style focused on the boss, where they make a decision with no staff contribution. Therefore the task directly forwarded to the staffs.
2). Democratic Leadership
   This style involves staff to make a decision. A leader will delegated tasks to potential staff based on their competencies.
3). Freedom Leadership

Freedom leadership style is believed in the supervisor beside their sub ordinat.

Muhammadiyah University of Yogyakarta is one of bigger Muhammadiyah’s colleges. Whether the Persyarikatan Muhammadiyah is the organization in which engaged in the Islamic mission (da’wah) and also social community including education and healthy as well. Regarding to how realizing what’s called Amal Usaha Muhammadiyah (seems like business charity) in the education field, Muhammadiyah has to be make continous improvement, innovation, some new raw model that is useful for the vision. According to the 46th Muhammadiyah Conference in Yogyakarta followed by Pimpinan Muhammadiyah Instruction number 07/INS/1.00/B/2010, Ramadhan 29th , 1431 H ordered to do education revitalization. Therefore, creating the international class is the way to realize instruction in line.

It’s very potentially to cause problems in campus governance since total 171 colleges owned by Muhammadiyah so that hard to achieve quality improvement evenly. Muhammadiyah University of Yogyakarta is an “A” rank of accreditation, but unfortunately there are over 100 colleges could not reached out. Generally, we can say that manpower limitation, miscommunications, vision and mission policies compliance, and infrastructure adjustment are the main problem regarding to the growth.

By implementing a good management strategy is believed help the quality improvement, whether maintain the pluralism in the organization. The management strategy implemented by Muhammadiyah University of Yogyakarta is to create a high quality human resources in line with Islamic rules in the liberal arts. They are first, the implementation of business process to manage quality of human resources. Second, the implementation of human resource management that is able to encourage the improvement of the performance quality and employee satisfaction. Third, the establishment of a strong Islamic brotherhood in order to support the vision and mission achievement of Muhammadiyah University of Yogyakarta

3. Discussion and Result

There are 6 interviews, involving rector, assets management, human resources, carrier management, quality control, and academic administrator that describe how the international class is created. Here are the strategies based on Muhammadiyah University of Yogyakarta Management:

1. The way to push and create the qualified manpower related to vision achievement is implementing business process of human resources management wisely.

2. How to manage a high quality infrastructure effectively and more efficient. That is by doing service regarding to assets management such as procurement, the use, distribution, and maintenance. This planning is the objective of resources business process, so either the asset documents or infrastructure could be delivered comprehensive, integrated, and informative.

3. How to improve competencies and lecturer performance. Many ways can be driven regarding to the improvement, such like doctoral scholarship, intensive foreign language class programme, even international exchange. Hence, language laboratory is one of mandatory infrastructure.

4. What is the expected qualification of graduates in order to face the competition. It’s realized by implementing reward and punishment, in which somebody would have a scholarship chance, whether somebody else would not loaded more subject when their grade is low. This way is considered to be fair strategy to improve graduates qualification.

5. How is the ideal quality assurance model of college to be implemented. It’s held based on Higher Education Programme Quality Assurance System formulated by Ministry of Research, Technology and Higher Education because of a simplicity reason, not as complicated as ISO implementation. While the system is mastered and monitored by the ministry.
6. What is the ideal facilities. It’s realized by inure English in the class, international cooperation, double degree system, and more representative facilities such air conditioned room, hot spot area, and so the e-learning system.

4. Conclusion
Many ways can be formulated in the strategic management in order to realized the international class programme in Muhammadiyah University of Yogyakarta. It’s covering about create a qualified manpower, infrastructure management, lecturer competencies, graduates management, quality assurance, and high class technology of facilities owned by. The college is now become one of benchmark in the Muhammadiyah Higher Education.

5. References
[1] Peraturan Pemerintah Nomor 17 Tahun 2010 tentang Pengelolaan dan Penyelenggaraan Pendidikan, Yogyakarta, Pustaka Timur.
[2] Glueck, William F., Jauch, Lawrence R., (2000), Strategic Management and Business Policy, New York, McGraw-Hill.
[3] Akdon, (2009), Strategic Management for Educational Management, Bandung, Alfabeta.
[4] Dess, Gregory G., Miller Alex, (2010), Strategic Management, New York, McGraw-Hill.
[5] Hunger, JD., Wheelen, Thomas L., (2010), Essentials of Strategic Management, New York, Pearson.
[6] Porter, M.E. (2010), Competitive Strategy, New York, Free Press.
[7] Buchory A.H. dan Saladin. D, (2010). Manajemen Strategik, Bandung, Linda Karya
[8] Hitt, Michael A., Ireland, R. Duane, Hoskison, Robert E., (2010), Strategic Management: Concepts: Competitiveness and Globalization, New York, McGraw-Hill.
[9] Boone, Louis E., Kurtz, David L.,( 2000), Principles of Management, New York, McGraw-Hill.
[10] Pimpinan Pusat Muhammadiyah, (2010), Tanfidz Keputusan Muktamar Satu Abad Muhammadiyah (Muktamar Muhammadiyah ke-46), Yogyakarta, PP Muhammadiyah.