

## **Building Organizational Cultural in the Islamic University of Syekh-Yusuf Tangerang, Indonesia**

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**Abstract:** The objectives of this study identified the organizational culture in universities, that seen from a organizational culture comparison of old and new organizational culture. In this research, researcher used several techniques which are: indept interview, observation and documentation. The findings show: first, the old organizational culture with democratic leadership proved can be well built, where the Islamic culture and the Syekh-Yusuf figure has become the spirit and strength for implementation of Tridharma colleges. Second, new organizational culture can be built less well with autocratic leadership. Organization culture can provide benefits in troubleshooting in organization.

**Key words:** Organization culture, organizational culture, old organizational culture, new organizational culture, documentation, spirit, implementation

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### **INTRODUCTION**

Organizational cultures in universities have characteristics that distinguish between the different organizations. College as a modern organization undertakes tridharma college which covers education and teaching, research and community service. A similar opinion was expressed by Balas *et al.* (2008) explains: "As modern organizations, colleges have an important role for a sustainable future". Furthermore, reinforced by Balas *et al.* (2008) that: "Universities have the opportunity to provide reviews their communities with graduates who have the knowledge and skills necessary to help transform their workplaces and live as responsible global citizens".

University as one of the colleges has an important role especially, with regard to higher education has extensive contributions such as education and teaching, research and management. It is as stated by Schuller (1995) that: "Its contributors cover an enormous range of experience in teaching, research and management in universities, polytechnics and colleges". Thus, the college (university) implements Tridharma colleges, namely education and teaching, research and service which are supported by the good managerial capability (governance).

Organizational culture in university which was adopted relates to values, understanding and historical meaning as reference to act as well as an organization that is organized (Moran and Volkwein, 1992).

Organizational culture is a pattern of basic assumptions for certain groups that have been revealed (invented), found (discovered) or developed in learning to cope with the problems of external adaptation and internal integration (Schein, 1985; Moran and Volkwein (1992). Regarding the organizational culture of colleges and universities, further stated by Austin (1990) states:

Key elements that contribute to a college or university's culture include mission and goals of the institution, governance structure and leadership style of administrators, curricular structure and academic standards, student and faculty characteristics, student-faculty relations, size and location and physical environment

Thus, a key element of a university is the mission and objectives that must be managed and apply a leadership style that fits so that universities can compete in globalization era. Indeed, globalization cannot be limited appearance but it must be faced in the form of a joint agreement with the nations in the world, especially in information technology and communications that penetrate all aspects or areas of organizational life.

Competition between organizations in the era of globalization deepened, therefore an organization requires a strong organizational culture, so that, it can face the competition of the global terms. In this condition, the supporting factors are needed to build organizational culture of higher education such as leadership style, leadership ability, response and employee's support and

compliance objectives to be achieved according to the vision that aspired. Thus, it became clear that the negative impact if the organizational culture is not built and/or formed, that is not able to face global competition nowadays is getting sharper.

Organizations need to be competitive and able to compete. Competitive organization is characterized by result (outcome), performance, productivity, flexibility, speed, adequate quality and customer-focused. Demand that the organization should be more competitive has led the organization to undertake appropriate development and innovation of global demand in a sustainable manner. College as an educational organization certainly has an organizational culture that is followed. Organizational culture in universities has characteristics that distinguish between the different organizations. Universities around the world began to engage in activities related to sustainability and research. It is as stated by Balas *et al.* (2008) that: "Development of special courses on sustainability or offering collaborative research opportunities". The theory makes it clear that universities must be able to build sustainability and research collaboration.

University as one of the colleges has an important role especially, with regard to higher education has extensive contributions such as education and teaching, research and management. It is as stated by Schuller (1995) that: "Its contributors cover an enormous range of experience in teaching, research and management in universities, polytechnics and colleges". Thus, the college (university) implement Tridharma colleges, namely education and teaching, research and service which supported by the good managerial capability (governance).

Building a culture of an organization can not walk alone but associated with shared values, beliefs and norms. This was stated by Yukl and Becker (2006) that: "Shared values, beliefs and norms held by members of an organization are known as organizational culture. A supportive culture that values employees and their contributions facilitates empowerment". In addition to aspects of shared values and held by members of the organization, building organizational culture also need to consider the elements that make it up. Building the desired organizational culture has to suit the purpose and vision to be achieved including the need for understanding of all members of the organization about the desired organizational culture concepts.

To achieve these desires, the necessary aspects of culture that can support the formation undertaken. Research on organizational culture does not seem to stand alone but it is influenced by cultural aspects such as the type of culture, the culture system which includes

values, leadership style, bonding properties of individuals-organizations and strategic emphasis and power of culture (Denison and Spreitzer, 1991). The cultural aspects are matched with the objectives to be achieved according to the vision of the organization of course necessary factors that could support it.

The values of the organizational culture of the college need to be built, so that, become the basis in behavior and become the agreed value as well as being a key practice for members of the organization. Taylor (1986) refers to the types of academic culture, confirmed: "He identifies four types of academic culture, those of discipline, profession, enterprise and systems". Based on the before theoretical studies make it clear that organizational culture is a cycle, namely how to create the desired culture, conducting evaluations of existing culture that adopted culture needs to be evaluated or maintained even made changes and/or improvements to the organization to survive. Thus, it provides clarity about the benefits of building an organizational culture which is the basis for behavior and useful to to solve the problems of both external and internal integration organization as well as to ensure survival.

Therefore, this study intends to "picture" in depth on organizational culture in universities, particularly in the Islamic University of Syekh-Yusuf Tangerang, seen from a comparison of the old organizational culture (the period of 2001-2004 up to 2004-2008) and a new organizational culture (the period of 2008-2012 up to 2012-2016) which refers to the opinion by Denison and Spreitzer (1991) states: "the three aspect are: culture type, the congruence of cultural systems such as values, leadership style, the nature of the individual-organization of the bond and strategic emphasis and the strength of the cultures". The culture is the commonly held Islamic culture and character name of Syekh-Yusuf, so that, it becomes the name of the institution: "Islamic University of Syekh-Yusuf Tangerang". Islamic culture and Syekh-Yusuf are always been the behavior of members of the organization. However, it should be understood the implications (impact) is negative if an Islamic cultural organizations are not built and/or formed even abandoned, the organization is no longer able to face global competition, the existing culture is no longer guided and can not survive even abandoned by members of the organization.

#### **Literature review**

**Organizational culture:** Today's global competition is inevitable, rapidly evolving technologies and other dynamic changes have triggered changes in environmental conditions and cultural organizations. Kilmann *et al.* (1985) says culture as results (outcomes):

Defining culture as a manifest pattern of behavior-many people use the term culture to describe the patterns of Cross Individual Behavioral Consistency (CIBC). For example when people say that culture is “The way we do things around here”, they are defining consistent way is in the which people perform tasks, solve problems, resolve conflicts, treat customers and treat employees

To find the definition of organizational culture deeply, the following definition of organizational culture was stated by Robbins (1990) states: organizational culture refers to a system of shared meaning held by members that distinguishes the organization from other organisasi. This system of shared meaning is on closer analysis, a set of key characteristic that the organization values. Further, Robbins and Yusuf (1994) argues: “the culture of an organization as dominant values are disseminated within the organization that made the philosophy of employee who became a guide for the organization’s policy in managing employees and customers”.

**Function of organizational culture:** An organizational culture has a function for the behavior of members, strengthening the stability and a source of organizational identity. This was stated by Kilmann *et al.* (1986) that: “Like organizational structure, culture is difficult to observe, measure or map in some cases, culture supports or reinforces structure in others it conflicts with structure. in yet other situations, cultures acts as a functional alternative to reducing behavioral variability in organizations”. Some functions of organizational culture in general, more advanced by Kilmann *et al.* (1986):

These are the most commonly discussed functions of organizational culture: behavioral control. Most systems of social organization attempt to control the variability of member behavior, encourages stability. Turnover and transitions exists in most all social systems. Despite changes in membership and leadership many organizations maintain certain characteristics, problems are handled essentially, the same way and behavior continues to be directed toward the same mission and goals and provides source of identity. Individuals continually search to define their social identities. Sometimes identities are defined by roles or professions and in other cases people define themselves through their organizational membership

Thus, it can clearly be seen that organizational culture has a function, namely: control behavior, empower stability and provide a source of identity. The three functions of organizational culture are intertwined with each other that are essentially as an adhesive for relationship of individual organizations.

**Formation of organizational culture:** Regarding the formation of organizational culture, that is described by Robbins (1990) states:

The process of creation of organizational culture occurs in two ways. First, the founders only hire and retain employees who have the same mindset and agree with the ways that they are following. Second, they indoctrinate and socialize these employees with a way of thinking and their callous. If the organization is successful, the vision of the founder be seen as the main determinant of success. At this point, the whole personality of the founder became embedded into the culture of the organization

Yasin (2001) argues that, the success of the business activities of organizational development, largely determined by the quality of leadership or managers and the commitment of top organization management for the energy investment needed as well as the efforts of private management by Brahmasari and Suprayetno (2008). Regarding the formation of the organizational culture is in line with the opinion by Robbins (1990) states: “Organizational culture refers to a system of shared meaning held by members that distinguishes the organization from other organizations. This system of shared meaning is on closer analysis, a set of key characteristic that the organization value”. Understanding the organizational culture is reinforced by Yukl and Becker (2006) that: “Shared values, beliefs and norms held by members of an organization are known as organizational culture. A supportive culture that values employees and their contributions facilitates empowerment”.

**Organizational culture in higher education:** Regarding the concept of organizational culture in colleges and universities proposed by Tierney (1988) explains:

The concepts for the framework come from a year-long investigation of organizational culture in American higher education. First, I provide a rationale for why organizational culture is a useful concept for understanding management and performance in higher education. In so doing, I point out how administrators might utilize the concept of culture to help solve specific administrative problems. The second part of the study considers previous attempts to define culture in organizations in general and specifically in colleges and universities. Third, a case study of a public state college highlights essential elements of academic culture. The conclusion explores possible avenues researchers might examine in order to enhance a usable framework of organizational culture for managers and researchers in higher education

Schuller (1995) reinforces the focus on higher education. The future of higher education focuses on three key themes.

**Access:** There is widespread consensus on the need to expand the system but how is this to be achieved and what are the implications for the structure and content of higher education?

**Governance:** Change is essential at institutional and system level but of what kind and how is it to be brought about?

**Quality:** Remarkably, fundamental questions remain to be answered about what we mean by quality in higher education and how it is to be maintained.

To manage the college, need to pay attention to the organizational culture as a key element Austin (1990) states:

Key elements that contribute to a college or university's culture include mission and goals of the institution, governance structure and leadership style of administrators, curricular structure and academic standards, student and faculty characteristics, student-faculty relations, size and location and physical environment. The characteristics of each element and their interactions with each other create a unique culture for each college and university

More Austin (1990) explains:

Conceptualized the modern academic career in terms of three strands: the disciplinary career, the institutional career and the external career (work-related activities based on disciplinary experience but occurring outside the institution). The employing institution defines the institutional career, strongly affecting the duties, opportunities, rewards, relationship to the discipline and prestige the faculty member experiences

**Types of organizational culture in higher education:**

Regarding the type of organizational culture as stated by Taylor (1986) explains:

Identity four types of organizational culture, centering around power, role, task and person. It is argued that each of these term encompasses aspect of material and symbolic culture of organizations in a sufficiently distinctive way to enable the whole organization to be designated as power, role, task-or person oriented (Taylor, 1986)

Taylor (1986) argues: "The culture of university is strongly influenced by a modest number of "prime object", the "meaning" of which is bounded by hystorical and material characteristics but is not invariant".

**Power of organizational culture:** Organizational culture is the adhesive that binds the organization member organizations through the values are adhered to and social ideals to be achieved. Strong organizational culture is a culture in which the core values of the organization held intensively and are shared widely by organization members. The factors that determine the strength of organizational culture include: togetherness and intensity (Robbins, 1990). To measure the strength of organizational culture can be seen from the elements that are the characteristic of a strong culture. The elements that are the characteristic of a strong culture include: clarity of values and beliefs the dissemination of the values and beliefs and the intensity of the implementation of the core values (Robbins, 1990).

Furthermore, Denison and Spreitzer (1991) emphasize: "The three aspects are: culture type, the congruence of cultural systems such as values, leadership syle, the nature of the individual-organization bond and strategic emphasis and the strength of the cultures". To achieve these cultural forces, needs steps as described by Robbins (1990) that:

Operational measures to strengthen, the organizational culture include: establishing the basic values of the organizational culture, providing guidance to members of the organization, giving the example of, creating events routines, giving ratings and awards, being responsive to the external and internal problems and the coordination and control

## **MATERIALS AND METHODS**

**Types of research:** The principal aim of this study is to describe and analyze the organizational culture of the college. Therefore, this study used a qualitative approach, hoping to uncover the reality of what happened in the field as a whole, both real and hidden.

**Logging the data:** In this research, we used several techniques which are: indepth interview, observation and documentation. Interviews were conducted with informants openly by means of recording and by asking questions related to the issues, events or an appropriate case of research focus. The information has been collected discussed again with the informant it is intended to really get in-depth data. In this study, the determination of informants with snowball technique where informants were selected based on preliminary information about the parties involved and determine the organizational culture in universities.

The technique of collecting data through observation is used to observe the various activities related to building organization culture of higher education. In addition, observations of employee activities that are relevant to some of the research topic. Observation that there was premeditated, meaning that researchers deliberately plotting observations at points that are important activities related to the activity of the working environment. While the incidental observation or inadvertently where researchers are not prepared in advance but make observations that are relevant to the purpose of the research problem, research objectives and the focus of research.

Regarding documentation techniques, techniques of data collection through the documentation is done to collect, collate and sort out the secondary data in the form of documents required. The collected data and then do the sorting, that is segregated according to their relevance, that is to say the extent of the data required to describe a topic.

**Data analysis:** Data analysis is qualitative where data have been collected in the form of reduced points findings

relevant to events or cases according to the focus of the research, it was presented in a narrative. Thus, the data presented in descriptive, factual and systematic. The next process is the conclusion, the analysis of this data is a logical explanation in which both the data that are qualitative and quantitative (secondary data) served with complementary.

## **RESULTS AND DISCUSSION**

### **Old organizational culture (the period of 2001-2004 up to 2004-2008)**

#### **Type of culture**

**The Islamic culture:** Islamic University of Syekh-Yusuf has the kind of culture that is "Islamic culture" with regard to the name "Islam" and "Syekh-Yusuf", serve as "cultural traits" were held in which the name of Islam and Syekh-Yusuf became symbols, values, norms and meaning for members of the organization in carrying out everyday tasks where Robbins (1990) says that, the organizational culture as the dominant values are disseminated in organizations that serve employees working philosophy to guide the organization's policies.

Sobirin (2007) mentions that organizational culture is a key element, namely that is idealistic and behavioral. Regarding the type of culture on organizational culture in line with the opinion by Robbins (1990) states: "Organizational culture refers to a system of shared meaning held by members that distinguishes the organization from other organizations. This system of shared meaning is on closer analysis, a set of key characteristic that the organization value".

**Prominent Syekh-Yusuf:** In addition to Islamic culture, other cultural types are Syekh-Yusuf, a prominent cleric, fighter and very well-known sufi and his famous leadership role models for members of the organization. The organizational culture is related to meaning systems of member organizations that distinguish the organization to another. The type of culture in the language of organization theory describes the clans (group), adhocracies, hierarchies and market in the terminology which used by Denison and Spreitzer (1991).

Furthermore, Denison and Spreitzer (1991) explains: culture type will be the concept of cultural strength. Likewise, Moran and Volkwein (1992) reinforce the opinion that: culture type will be the concept of cultural strength. As well as Moran and Volkwein (1992) reinforce the opinion that: "Culture, analyzes the underlying structure of symbols, myths, social drama and rituals which make manifest the share values, norms and meanings of the group members".

### **Culture system**

**Values:** Organizational culture can serve as an adhesive Handayani (2010) and binding the individual organizational relationships (Denison and Spreitzer, 1991) through the values agreed, adhered to and the ideals to achieve it. The research which is conducted by McDermott (2010) explains that, ethics and values to daily actions with communication while Van den Akker *et al.*, (2009), say the values of the organization and promote transparency; being Suryadi (2010) says the values of leadership.

**The Islamic behavior:** Islamic life behavior is essentially the cultural values of an organization which are formed by the leaders and all the founders of the organization by consensus with due regard to the powers, through the stages of the plan and pay attention to the characteristics of the value to be converted and built. Rahmani (2003) asserts that the purpose of changing the organizational culture is to ensure the survival or to gain more competitive advantage.

**Noble:** The logical consequence of the behavior of an Islamic life is to produce Islamic values with the characteristics of good behavior (morality). This good behavior emphasize the values of individualistic and collectivity of cultural life of organization that has been agreed upon by members of the organization. The studies indicate that organizational culture as described by Chatman and Barsade (1995) that organizational culture: "A comparable construct at the organizational level is the extent to which organizational cultures emphasize individualistic or collectivistic values". Both of these values must always be run in parallel and synergy, if not then occur barriers and/or rejection.

**Honest and discipline:** Islamic culture value and Syekh-Yusuf or existing organizations culture values and permanently attached to the name of the institution: Islamic University of Syekh-Yusuf Tangerang resulting honest behavior and discipline. Cultural values are in line with the opinion of the Taylor (1986) explains: "In his most recent work he identifies four types of academic culture, those of discipline, profession, enterprise and systems".

**Having integrity and professional:** The more cultural values are generated next is to have integrity and professional. Integrity is related to the value of high devotion to the individual members to devote himself to

the organization, being professional is the behavior of individuals not just as a job but the job contains surplus value, i.e, professional. The assertion in line with the opinion by Kilmann *et al.* (1986) says: "Defining culture as a manifest pattern of behavior-many people use the term culture to describe the patterns of Cross Individual Behavioral Consistency (CIBC)".

**Leadership style:** The research results showed that the leaders of the democratic leadership style. Democratic leadership was reaffirmed by Armstrong (2004) "Democratic leaders encourage people to participate and involve themselves in decision-taking". Thus, it can be understood that the democratic leaders have the advantage that ask people to participate and involvement in decision making. Excess shows that democratic leaders are suitable to be applied in the implementation of the academic.

### **Nature of association of individual-organization**

**Grown nature of sympathy and empathy:** Both of these properties are growing for an organizational culture that is able to build ties of individual organizations where among the leaders and followers are tied in strongly not only sympathy but also empathy which exhibits as if sensing what is perceived by the individual. To measure the strength of individual bonds-organizational relationships, further stated by Robbins (1990) who explains: "The elements that are characteristic of a strong culture include: clarity of values and beliefs, the dissemination of the values and beliefs and the intensity of the implementation of the core values".

**Motivating and inspiring nature:** Relation to leadership, motivating and inspiring that grow well are on effective leadership. Effective leadership is transformational leadership (Kalshoven and DenHartog, 2009). Transformational leadership is focused on motivation and achievement. Bonding the individual organizations that want to build would have a goal as stated by Rahmani (2003) that: "The purpose of changing the organizational culture is to ensure the survival or to gain more competitive advantage".

**Honesty values:** In the event of ties individuals, organizations certainly also related to leadership as described by Toha (1983) that: "Leadership is activity to influence peoples in reaching the targets of organization". This is consistent with the opinion by Rahmani (2003) explains:

Changing the culture is a long and expensive process and requires a high commitment from all members of the organization in order to generate profits for themselves and the organization. It must be realized that the people can be a positive force or a negative force that prevent change. Leaders can communicate those changes to achieve a profit

**Mutual trust:** Characteristics of strong bond of individual-organization is the establishment of a trusting nature. The more knowledge you have the more he believed and did not feel prejudice to others. The nature of trust is also related to feeling of trust. The nature of this fair is not a lot owned by everyone. Leaders who are just a reflection of piety, trust, upright and fear to Allah Azza-Wazala. The nature of this awakened confidence because it has the capacity of scientific insights, experience and skills which are adequate, even also have intellectual intelligence, emotional intelligence, creative intelligence and spiritual intelligence.

**Familiarity, loyalty and commitment:** Full of fascination behavior is the behavior of a great leader. The full appeal relates to the nature pleasing to the eye which when approached will awaken familiarity, loyalty and commitment. These properties are also as a form of leadership success in building effective communication. Likewise with the nature of the commitments relates to leadership as stated by Armstrong (2004) that leadership is the process of inspiring individuals to give of their best to achieve the desired results. It is about getting people to move in the right direction, getting their commitment and motivating them to achieve their goals.

**Strategic emphasis:** Robbins (1990) explains: "Strategies growing niche to fall into one of four categories: people, structure, technology and organization processes". The strategic emphasis include: the development strategy, the strategy of building structures, strategy of building technology and the strategy to build organizational processes. The human factor has an important position in building the organization's strategy, therefore man should be viewed as an asset of the organization it was confirmed by Armstrong (2004) that: "Leadership focuses on the most important resource, people. It is the process of developing and communicating a vision for the future, motivating people and gaining their commitment and engagement".

Strategic emphasis on long organizational culture is quite good because in addition to focusing on the human

aspect also aspects of structure, technology and organizational processes go hand in hand with the human aspect.

**The power of culture:** The findings of the research is conducted on the strength of culture in the old culture includes cultural values such as: behaving Islami, morality, being honest, discipline, having integrity and professional.

**Islamic behavior:** Organizational culture value which is a force in the old culture is Islamic behavior. Culture is in line with the name of Islam and Syekh-Yusuf where leaders play a major role in building the culture of the organization. Cultural forces can be built on the alignment between the organization's members and objectives as described by Colbert *et al.* (2008) states: "A key role of all business leaders is defining strategic goals for their organization and aligning the efforts of all organization members with these goals".

**Noble:** Having Islamic behavior is the foundation of good behavior. Islam, faith and charity (love to do good) produces noble character. Hence, the value of noble culture has become a cultural force for the organization, so that, it can grow properly. The function of the leader is as a role model and an example of ethics that are important for their followers (Bass and Steidlmeier, 1999; Ciulla, 2004; Weaver *et al.*, 2005).

**Honest behavior:** Honest behavior has also become a cultural force in the old culture. Honest behavior is right, right speech, right action and right heart. Asmawi asserts: "To be honest means to correct or shidik. Opponents of the honest is a lie". The same is reinforced by Toha (1983), explains: "Leadership is activity to influence peoples in reaching the targets of organization".

**Discipline behavior:** Disciplined behavior is related to one of the objects ratings noble spirit it is confirmed by Asmawi that: Object character assessment visits of attitudes towards society including the behavior of: maintaining public interest, behaving discipline, contributing optimally corresponding their duties and commanding the good and forbidding the evil (Amar Ma'rif Nahi Munkar). Referring to the study of the theory above, shows that the leadership has a role and a key to the achievement of objectives including in influencing subordinates in building the culture of the organization. Further confirmed by Robbins (1990) states: "Organizational culture refers to a system of shared meaning held by members that distinguishes the organization from other organization".

**Having integrity:** Integrity is a trait that is sincere and deep devotion to the task in hand. Integrity is concerned with true leaders as alluded to by Asmawi that: “The true leader is not just show the character and integrity as well as having the ability in the method of leadership but he must show the behavior and habits of a leader”. Bond of individual-organization as a cultural force seems to appear, there are braids and bonds because of the style of leadership that is applied is suitable for college. Behavior in guiding, educating, encouraging and directing are preferred over the power approach.

**Professional behavior:** Professional is a behavior related to the implementation of the work which is done wholeheartedly and completely, thus, providing benefits to the individual and others. Professionalism is a part of one’s competence. It is as stated by Bass and Steidlmeier (1999), Ciulla (2004) and Weaver *et al.* (2005) that in the organization, the leader is the key that can be replicated for the followers as clues. The function of the leader as a role model and an example of ethics that are important to their followers. From the study of the analysis of old organizational culture it can be concluded that the values espoused Islamic culture become spirit and strength to the members of the organization as the leader implements democratic leadership style. The democratic leadership style proved to be suitable for the culture of the organization in college. Hence, the old organizational culture can be built.

#### **New organizational culture (the period of 2008-2012 up to 2012-2016)**

##### **Type of culture**

**The Islamic culture being eroded:** Islamic culture in the new organizational culture is being eroded, the name of Islam and Syekh-Yusuf who serve as “cultural traits” were held in which the name of Islam and Syekh-Yusuf became symbols, values, norms and meaning for members of the organization in carrying out daily tasks-day where Robbins (1990) says that, the organizational culture as the dominant values are disseminated in organizations that serve employees working philosophy to guide the organization’s policies. Islamic culture that has eroded is due to Islamic values no longer a symbol for the institution, the leaders don’t have the responsibility, so the members of organizations no longer cares.

**Prominent Syekh-Yusuf as a symbol:** Syekh-Yusuf was a prominent cleric, fighter and very well-known sufi and famous of his leadership. Name Syekh-Yusuf emblems the institution that has great meaning but unfortunately today “no longer echoed”. Type of this culture in the language

of organization theory describes the clans (group), adhocracies, hierarchies and market in the terminology which is used by Denison and Spreitzer (1991). Moran and Volkwein (1992) reinforce the opinion that: “Culture, analyzes the underlying structure of symbols, myths, social drama and rituals which make manifest the shared values, norms and meanings of the group members”.

##### **Culture system**

**Values:** Organizational culture can serve as an adhesive Handayani (2010) and binding the individual-organizational relationships (Denison and Spreitzer, 1991) through the values agreed, adhered to and the ideals to achieve it. The research which is conducted by McDermott (2010) explains that ethics and values for daily actions with communication while Vander and Akker (2009), refer to the values of the organization and promote transparency while Suryadi (2010) says the values of leadership.

**Less rooted Islamic cultural values rooted:** The values of less rooted Islamic culture is shifting cultural values of the old to the new culture it is certainly interesting to do further analysis. Islamic values are spiritual values which he believes, are the traits of visionary leadership, like the opinion of Suryadi (2010) namely: “Hold fast to the spiritual values which he believed. Having a strong personal integrity, radiating energy, vitality and willingness to always stand on the position of the lines of the spiritual values”. Thus, it became clear that Islamic values are less entrenched because the visionary leadership is less visible.

**Less growing Syekh-Yusuf values:** Syekh-Yusuf name immortalized as the name of this institution is believed to provide inspiration and motivation for the organization’s members to follow the model, especially, in behavior but today the new organizational culture “less growth”. Regarding all figures is over, Suryadi (2010) showed that, transformational leader is a person who shows or creates leadership charismatic, leadership, inspirational, intellectual stimulation, idealized influence, individualized consideration. Referring to the opinion, Syekh-Yusuf as a leader who has great charisma in the ranks of leadership. Despite the fact that Shekh-Yusuf only as a symbol of the name of the institution which is of course due to the leadership no longer wants to study the history of heroism.

**Reflecting bureaucratic behavior:** The organizational culture can not be separated with someone’s leadership, particularly in relation to behavior. Inherent behavior as



a form of leadership style is “typical” person who could hardly be changed. Rector UNIS comes from bureaucrats in government and he brought it into the campus, so instructive as the characteristic style of autocratic leadership are still very much attached. Academic culture was not in line with the Taylor (1986), explains: “In his most recent work he identifies four types of academic culture, those of discipline, profession, enterprise and systems”. Thus the Rector reflects bureaucratic behavior; namely condensed with the command (instructive).

**Leadership style:** The findings of research on leadership style was autocratic leadership style with one character is instructive. In the implementation of academic autocratic leadership style is less suited to the academic culture. Academic culture is in line with the opinion by Taylor (1986), explains: “In his most recent work he identifies four types of academic culture, those of discipline, profession, enterprise and systems”. Thus, the leadership style that is suited to the academic culture is as described the opinion by Levine (2000), argues: “Transformational leadership is the most successful form of leadership in academic settings”. However, this leadership has not appeared, the fore agency expects to generate transformational leader.

#### **Nature of association of individual-organization**

**Individualistic nature enough coloring:** Individualistic nature is the behavior of someone who is more selfish than, the interests of the organization. This is due to the nature of each individual puts groups and/or their group, while the tool for bond of individual-organization is very fragile. Building bonds of individual-organization in the Islamic culture is very important but it needs to have clear steps. Building a culture of organizations are often faced with the threat, uncertainty, denial and threats to change the organizational culture becomes weak and stunted it is as stated by Handayani (2010) that: “Changes it often creates a threat and uncertainty. The reaction that often occurs is the refusal or resistance to an employee of any such changes”.

**Less motivated:** The fragility of the individual bond next-organization is subordinate who are less motivated in their work. Individual-organizational ties, especially in the underdeveloped motivating it relates to leadership style that is applied. Leaders are now more viscous behavior autocratic leadership style, Rector call structural-bureaucratic style.

**Inspiration of Liege growing less:** Actually, the leadership wants to build ties of individual organizations

but it is less to arise, particularly in inspiring subordinates. This autocratic style behavior which caused less establishing the bond of individual-organization including weak inspiring subordinates. The bond of individual-organization can be interpreted as a form of integrity of the cultural values of the organization as well as their mirror for knowing the match of leadership style which is applied. It required leadership style suited to the academic community as described by the opinion by Levine (2000) that the style that best matches the academic community is a transformational force. With the transformational style of leadership is expected to inspire subordinates well.

**The ability to affect Liege being very weak:** Influencing subordinates is part of the leadership. Handoko (1989) states that: “The leadership style is leader’s way to influence subordinates”. Leadership has to do with how he has the ability to influence subordinates in order to achieve the desired objectives. Weak leader influencing subordinates showed deficiencies in leadership (less leader). The point is that a leader must be able to influence followers to achieve the goals which are desired such as reinforced by Toha (1983), explained: “Leadership is activity to influence peoples in reaching the targets of organization”.

**Less giving space motion to Liege:** One characteristic of autocratic leadership style is regarded as a tool subordinate merely it means subordinate has a very small space. Another characteristic feature is the use of coercion and punitive approach. Thus, the bonding properties of individuals, organizations become brittle, organizational culture with the values that have been agreed left by members of the organization. Judging from the behavior of continuum Tannenbaum (Domai, 2011) explains: “The leadership focused on subordinates showed greater use of authority when compared with the area of freedom for subordinates”. In this context means that leadership is autocratic style. Leadership style that is applied is in leader’s region use of the authority and subordinate’s freedom area is very small.

**Strategic emphasis:** Robbins (1990) explains: “Strategies growing niche to fall into one of four categories: people, structure, technology and organization processes”. The strategic emphasis includes: the development strategy, the strategy of building structures, strategy of building technology and the strategy to build organizational processes. Regarding the strategic emphasis it is in line with the opinion by Sutarto (1978) that: “The leadership style of a leader is a pattern of behavior that is designed

to integrate the goals of the organization with organization members". Strategic emphasis in this research result indicates that the new organizational culture is not good because not only apart from the human aspects that have got less attention but also aspects of structure, technology and organizational processes running optimally less. Although, on aspects of information technology there is a tendency to grow well.

**The power of culture:** The findings of research which is conducted as in findings shows that the power of culture in the new culture includes cultural values, namely: individualistic behavior, the value of Islam and Syekh-Yusuf only as a symbol, the historical value of Syekh-Yusuf has faded, The power approach is more pronounced and loyalty fade.

**Individualistic behavior:** Individualistic behavior in the new culture which is emerging in the new organizational culture is as a result of the findings. This behavior arises because Islamic life fades in Tridharma college life. Leaders as role models, examples and exemplary behavior is no longer attached because it was less suited to the leadership of the organization's culture.

**Islamic value and Syekh-Yusuf just as symbol:** The point is located on a leadership role as a key that can be followed in behavior for followers. However, when the leader has individual behavior, the behavior of the leadership as ethical guidelines fade by itself. Thus, the organization of Islamic culture and big name Syekh-Yusuf only as a symbol it means cultural life is no longer worth the Islamic organization. The value of the figure Syekh-Yusuf is no longer inspiring member's life.

**Historical of Syekh-Yusuf value has faded:** Institutions are built by the name of Syekh-Yusuf is not necessarily but it has been carefully thought out and mature. Syekh-Yusuf who is as fighter, scholar and religious leaders is no longer being a basis for the implementation Tridharma in the college. Syekh-Yusuf historical value has faded in Tridharma college life, Syekh-Yusuf was a great leader the his behavior should be envied because his behavior contains sublime islamic values. In organizations that leader is the key that can be replicated by followers as clues. The function of the leader as a role model and an example of ethics that are important to their followers (Van den Akker *et al.*, 2009).

**More power approach felt:** Judging from the theory of leadership style, that power approach (structural) is a

characteristic inherent in autocratic leaders. Siagian explains: "The leader of the autocratic style has a characteristic or criteria, namely: do not want to accept criticism, advice and opinions is too dependent on formal authority; using the approach of coercion and shall be punished". Power approach is very strong in Tridharma college life so that culture as a system of shared meaning appears less. The aim was always in accordance with the organization's culture as well as a cultural force. Robbins (1990) explains: "Organizational culture refers to a system of shared meaning held by members that distinguishes the organization from other organisasi".

**Loyalty faded:** Another disadvantage of this new organizational culture is fading loyalty of members of the organization. Leaders no longer be a role model to be imitated for his member's behavior. Individual-organizational ties are also more vulnerable, which is merely individualistic behavior, leaders only think of himself, so that, the behavior of followers in the loss of shared meaning. Regarding the strength of this culture as on previous research which is conducted by Cameron *et al.* (1991) with the title of cultural congruence, strength and type: relationship to effectiveness in which the results of the research revealed that no significant difference in the effectiveness of the organization between appropriate culture and inappropriate culture.

From the study of the culture of the new organization can be compiled by an conclusions, that organizational culture can not be built properly in Tridharma college life as the leader implement autocratic leadership style. Regarding the autocratic leadership style was stated by Armstrong (2004) "Autocratic leaders impose their decisions, using their position to force people to do as they are of told". Autocratic leadership style is not considered bad but very effectively applied to public institutions (government). That is less suitable to be applied in the implementation of an academic college. Thus, to build an organizational culture in universities need the leadership of the democratic but a leader who has proven successful in leading academic at the university as confirmed by Levine (2000), argues: "Transformational leadership is the most successful form of leadership in academic settings".

This dissertation research examines two forms of organizational culture, the culture of the old organization and the new organizational culture which is limited to the time period of leadership of the rector. From the two periods, the comparison canbe seen the comparison whether the old organizational culture or a new organizational culture that can be built by the leaders. Leadership is applied greatly affect organizational culture

that want to build. Why do organizations need to build a culture? It would require further investigation and discussion in which the culture of the organization is useful to overcome the problems of both external and internal integration of the organization and to ensure survival. Building a culture of the organization can not walk alone but it was associated with shared values, beliefs and norms. Yukl and Becker (2006) asserts: "Shared values, beliefs and norms held by members of an organization are known as organizational culture. A supportive culture that values employees and their contributions facilitates empowerment".

The negative impact if the organizational culture is not built and/or formed, that is not able to face global competition nowadays which is getting sharper. Therefore, the college organizational culture that needs to be built, so, it becomes the basis in behavior and the agreed value as well as being a key practice for members of the organization. Thus there are advantages to be achieved to build an organizational culture which is the basis for behavior and useful to address issues of both external and internal integration of the organization as well as to ensure the survival of the organization. It is as confirmed by Rahmani (2003) that the purpose of changing the organizational culture is to ensure the survival or to gain more competitive advantage. How big the organizational culture can provide benefits and advantages of course it depends on the extent of the organization's culture that can be applied in the implementation of tridharma college.

### **CONCLUSION**

The objectives of this study identified the organizational culture in universities, that seen from a organizational culture comparison of old and new organizational culture. From this research, it can be concluded, first the old organizational culture with proven democratic leadership can be built. The old organizational culture has become spirit and strength in implementation of Tridharma college. Second, new organizational culture can be built with less well because of autocratic leadership style applied.

Autocratic leadership is less suitable to be applied to the academic culture in universities because the academic community calls for discipline. In his most recent work he identifies four types of academic culture, those of discipline, profession, enterprise and systems. However, the autocratic leader is not considered as the most negative leadership but in the theory it still has a positive side. When members organizations have lack of the capacity and complexity of the problems faced, autocratic

leadership style characterized by an effective command can be applied. Regarding the autocratic leadership style is emphasized. Autocratic leaders impose their decisions, using their position to force people to do as they are of told.

From this conclusion, it can be affirmed that the purpose of this study is essentially, a study to identify that building organizational culture is very important in college. Organization culture can provide benefits and value to both the individual and the organization. Thereby organization culture can provide benefits in troubleshooting in organization. Key elements that contribute to a college or university's culture include mission and goals of the institution, governance structure and leadership style of administrators. The institutional mission is a particularly important element. In universities with a strong mission to produce knowledge, the research activities tend to be highly specialized.

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The researchers declared no potential conflicts of interest with respect to the research, authorship and/or publication of this study.

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