

CHAPTER V : FINDING AND DISCUSSION

A. Research Finding

1. Decomposition of Analytic Network Process

The first step is to identify problems or obstacles that exist as well as solutions made in the development of HLE in Yogyakarta.

a. UAD

Problems in developing Muhammadiyah HLE in this case is UAD can be divided into 3 aspects consisting of Availability of Land, Availability of Funds, and Human Resources.

1) Availability of Land

UAD has the concept of urban university or city campus which campus is located within the city, limited land is a problem that is definitely faced in physical development.

2) Availability of Funds

The availability of funds is not a major problem, but to develop and build requires substantial funds so that the campus must be able to process the business or existing business.

3) Human Resources

Limited human resources are qualified to be one of the factors of slow development on campus, so that HR is a problem that is also faced.

The alternative solutions that can be done in terms of development UMY, among others:

1) A solution for availability of Land

Buying empty land or community land is an alternative to building a physical university, although the price of land that is getting more expensive day but the physical construction of the campus must still run.

2) Human Resource solutions

The availability of qualified lecturers is the goal of every university, so that the human resources are really human resources that not only earn a living but can think creatively and critically for the development of the university, so the right solution is the provision of Lecturer scholarships.

3) Funding Solution

Improving the Business Unit, because to become an independent private university one of them is to have a business unit that can be a source of funds for the development of the University.

b. Universitas Muhammadiyah Yogyakarta

The obstacles in terms the development Muhammadiyah Higher Learning Education in this case UMY can be divided into 4 aspects consisting of Availability of land, Availability of fund, Academic Development, and *Tata Pamong*.

1) Human Resources

To develop the university, the obstacles faced is to prepare human resources that really can bring progress for UMY, have critical thoughts, have creative thoughts, how the human resources also have creative thoughts, responsive, to develop campus to be better.

2) Academic development

The university is an institution of higher education that provides academic degrees in various fields. In its development, academic at UMY is still one of the problems, where the easiest academic development is accreditation, currently only 56% of study programs in UMY are accredited A but have not reached the target that at least 70% of the study program is accredited A.

3) Limited Land

Limited land causes the construction of buildings at the University to be hampered, the university development now only reaches 80% of the planned target, but to increase the land in accordance with plan of the university, the constraint is the land around UMY owned by local residents and many people who do not want sell his land even at a high price, then besides that 20% is longer is the long-term development of the laboratory construction and its contents.

4) Availabilty of Fund

The fund is also a problem in the development of universities, although already have business and business, to develop the university

in the long term requires large funds as well, as it required a large funding to solve the physical development of the university.

The alternative solutions that can be done in terms of development UMY, among others:

1) Human Resource solution

The availability of qualified lecturers, so that the existing human resources are really human resources that not only earn a living but can think creatively and critically for the development of universities, so the right solution is the provision of lecturer scholarships.

2) Academic development solutions

Improved internally to encourage unaccredited A studies to continue to grow so that the target of 70% of accredited A program can be achieved. Then, hold student mobility to improve the quality of study program.

3) Availability of land solution

Buying an empty land so they can build land in one place so that students become comfortable.

4) Funding Solution

Adding a Business Unit, because to become an independent private university one of them is to have a business unit that can be a source of funds for the development of the University.

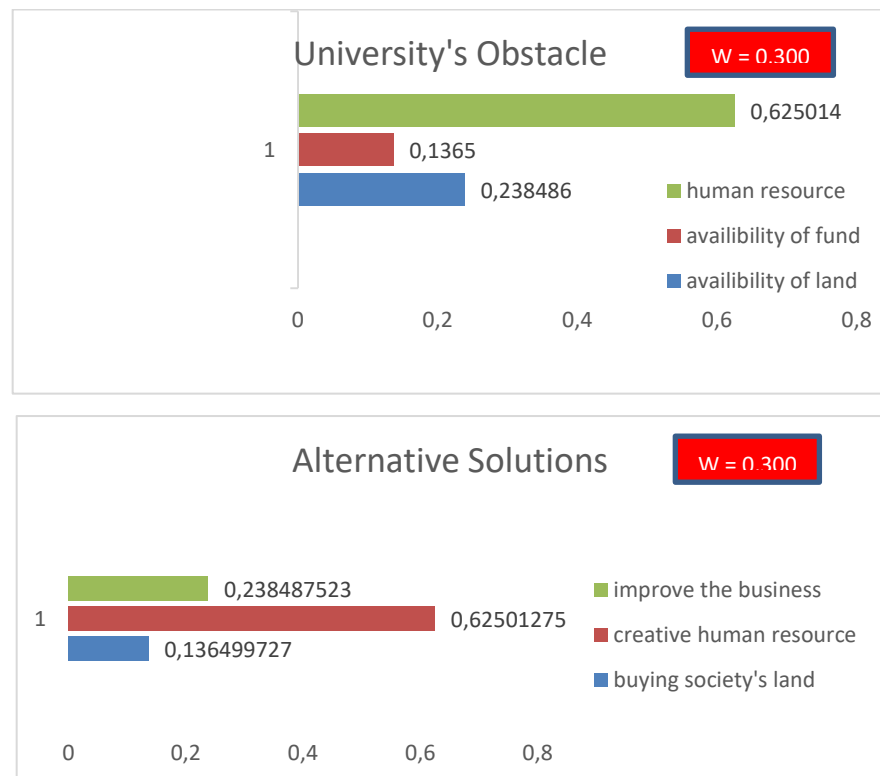
B. Discussion

1. The Result of Geometric Mean

The overall result of geometric meanThe result shows statistically from respondents related to obstacles and solutions on Muhammadiyah HLE development in Yogyakarta. In addition, explain the priorities of the development of existing universities and plans in its development, such as in the field of business and others. The following is the complete calculation result related to each cluster and its priority:

Figure 5.1

Priority Barriers and Development Solutions at UAD



Source: processed by researcher (2018)

As shown in Figure 5.1 above, the experts agree that HR is the most influential aspect in hindering the development of UAD. However, if seen

from the rater agreement that only amount ($W = 0.300$), which means the level of understanding of respondents is only 30%. Because as a university institution, UAD is committed to improving Human Resources through education. This became one of the efforts to improve the quality of life of the nation. (Koran UAD, 2018)

However, there is a possibility for land constraints to also be the most influential barriers to university development. Likewise in alternative solutions, in addition to collecting creative human resources, there is the possibility to add new business units that can add funds to increase land or for the development of other campuses. This is proven because some respondents place the limited land as obstacles that must be overcome.

Along with the pace of the development of the quality of education at UAD, the need for supporting facilities and supporting infrastructure to become a necessity. Facilities and infrastructure developed by UAD for the last 4 years include lecture and office buildings, student dormitories, campus mosques, land addition, laboratory equipment, and library facilities.

In 2015 UAD built a 3-floor Islamic Center Mosque in UAD on Campus 4, then in 2016 build campus 4 campus building (Campus Utama) applying the concept of green building with an area of 34.391m² which can accommodate approximately 20 thousand students. The lecture building has now been completed and has been used for lectures. To support the process of studying the study program that occupies the building, is currently being

built integrated laboratory floor 6 with an area of 19,885 m². Simultaneously, currently also being built lecture and laboratory building for the Faculty of Medicine. The next stage, at that location will be built Educational Hospital.

In addition, starting early 2018 UAD's plan is to be built Muhammadiyah Museum which is a mandate PP Muhammadiyah with the cost of the state budget through Kemendikbud RI.

To increase land in Campus 4, this year also UAD will buy a land area of 30,000 m² on Jl. K.H. Ahmad Dahlan, Wates, Kulonprogo which is planned to be built for Campus 6 and other business units. In 2017 also, UAD received a 30,000 m² land in Sambas City for the development of Junior High School and Senior High School, Boarding School in 3T areas in accordance with the mandate of Muhammadiyah. In the place is also planned to be developed charity business in the field of health and business economics.

“jadi kalau di kota itu permasalahan nya yang pertama lahan nya terbatas kedua harganya mahal, itu kalo masalah pengembangan fisiknya.”(Key Informant 6, May 2018)

The priority on the solution is the first creative Human Resource, followed by increasing the business because to build or buy a land required quite a lot, especially UAD is urban campus whose land is limited so that the land becomes expensive so that the priority is to add business then buy new land.

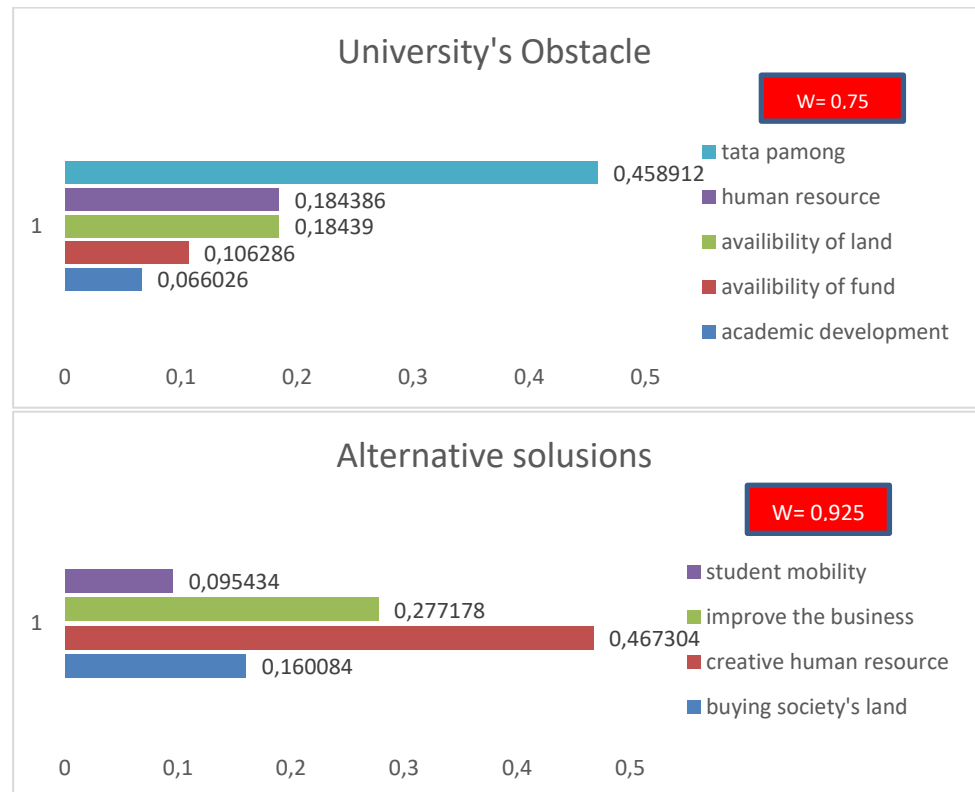


Figure 5.2

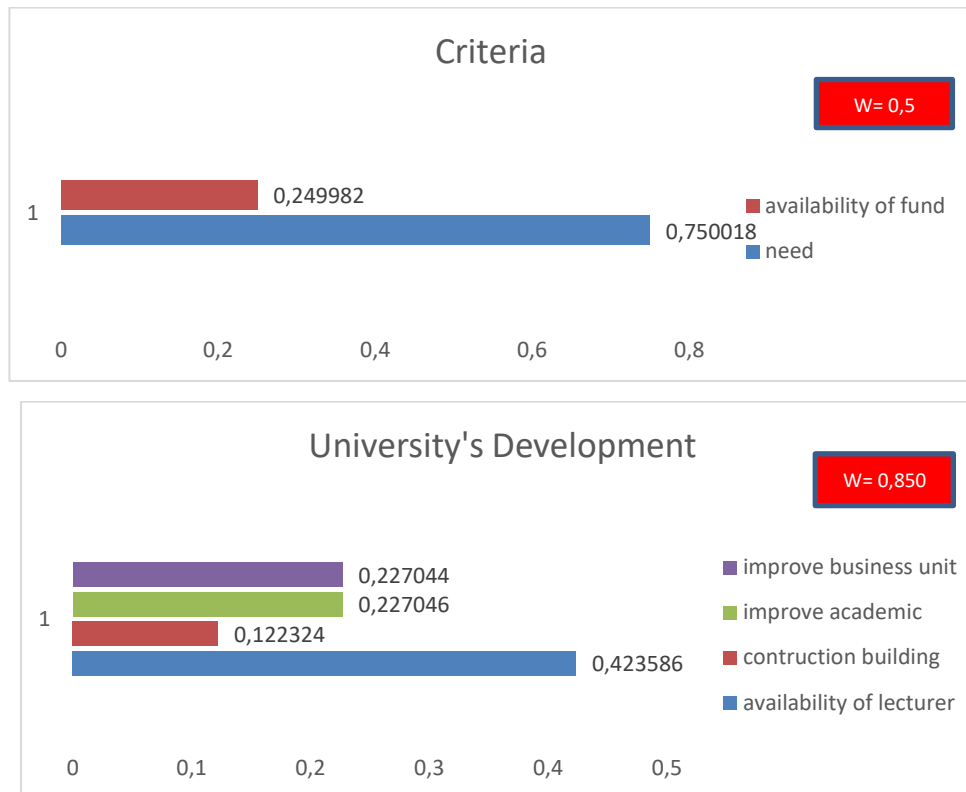
Priority Barriers and Development Solutions at UMY

As shown in Figure 5.2 above, the experts agree that *Tata Pamong* is the most influential aspect in hampering the development of UMY. Viewed from the rater agreement of ($W = 0.75$), which means the level of understanding of respondents by 75%. This can be corroborated by one of the respondents' responses that the development of the governance organization became one of the capital to develop a university.

“pengembangan organisasi, itu penting (Tata Pamong). artinya apa? Kita menyiapkan SDM yang betul-betul SDM ini bisa membawa kemajuan buat UMY, punya pikiran-fikiran kritis, punya pikiran-pikiran kreatif jadi bukan cuma sekedar dia adalah kesini bekerja cari nafkah tapi bagaimana dia itu juga punya pikiran-fikiran yang kreatif, responsif, untuk itu mengembangkan kampus kita. Itu pengembangan organisasi dan Tata Pamong.”(Key Informant1,2018)

In addition, Human Resource is also an aspect related to governance. Thus, respondents agreed that the alternative solution obtained is to seek and prepare creative human resources for the sake of university development progress. It can be seen from the rater agreement of ($W = 0.925$), which means the respondent's understanding level is 90%.

After knowing Obstacles and Solutions must be done, then each research object determine the priority in the development of business assets at each university, because a good campus according to dikti is a campus that must be able to generate funds outside the student's 30%. The following is the geometric mean of business clusters at each UMY, starting from the criteria taken into account in the development of the business:



Source : processed by researcher (2018)

Figure 5.3
Criteria for university development plan

Criteria to consider for developing a university are different. As in UAD, the calculation of geometric mean shows that from both of the above criteria, the first thing to note is the level of need, then it can be considered in the availability of funds. Viewed from the above agreement rater shows ($W = 0.5$), which means the level of understanding of respondents is 50%.

Then, the priority aspect of university development is the availability of lecturers (Human Resource), seen from the above mentioned rater agreement shows ($W = 0.825$), which means the level of understanding of expert response is 80%. Year 2017 has been programmed to send 100

lecturers for further study of S3 both at home and abroad, so it is expected that in 2021 the number of UAD doctors will reach more than 50% of the total lecturers.

Table 5.1
The Total of UAD Lecturers from 2014-2017

Year	2014	2015	2016	2017	Increase per year
Total of Dosen	439	478	554	608	9%

Source : buku laporan tahunan rektor uad (2017)

To improve the academic quality, one of the main aspects is the availability of qualified lecturers, that is why the availability of lecturers is the most important priority. It is also mentioned in the annual report book of UAD Rector.

Academic and business upgrades are the next consideration for university progress. Quality assurance of education is also done through the provision of curriculum according to the needs of the community, the development of active learning methods, the provision of adequate infrastructure, IT-based services, and qualified lecturers. These efforts have resulted in graduates who increase their academic quality from year to year (Kasiyarno, 2017).

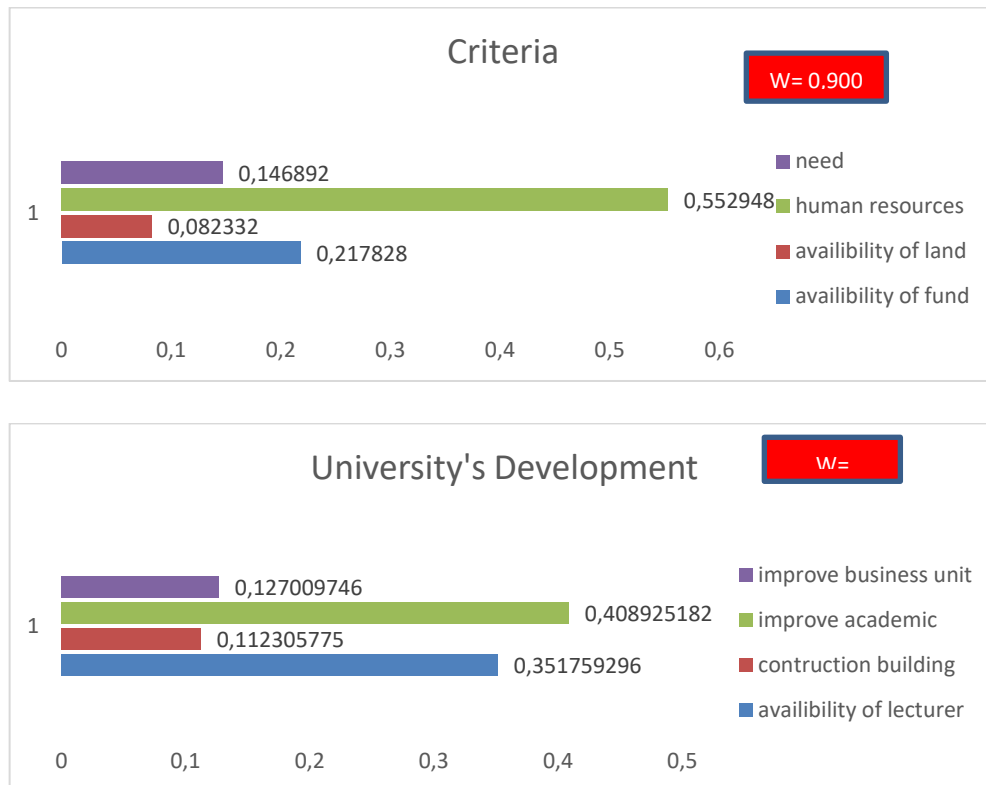


Figure 5.4
The Criteria of UMY development Plan

Different with UAD, UMY has three aspects of criteria in university development, as shown in Figure 5.4, the Human Resource is a priority of the main criteria for developing UMY itself, the respondents agreed that prioritizing Human Resource in university development then seen from the availability of funds. In the figure above with the rater agreement for university development of ($W = 0.9$), which means the level of understanding of respondent expertis is 90%. The priority aspect in developing the university is in the field of academic improvement, it is a top priority because as a university is the main thing to note is from the field of education, UMY which is still a lot of target in improving one of the academic equity accreditation Prodi in UMY.

“kita berharap ini kita sekarang sudah 56% prodi yang ada di UMY itu terakreditasi A, kita punya target 4 tahun kedepan itu 70% prodi itu terakreditasi A, kemudian sudah mulai ada program studi yang terakreditasi internasional, jadi itu pengembangan akademik”. (Key Informant 1, April 2018)

After increasing the academic then consider the availability of lecturers (optimize existing ones) so as to be a qualified. How to make lecturers who really can and know how to educate well, it is expressed by one of the Respondents.

“...semakin banyak dosen itu sebetulnya semakin susah, semakin banyak mahasiswa juga semakin susah... kan bukan hanya menerima dosen, dia harus kita kembangkan untuk bagaimana mendidik dengan baik, bagaimana bisa mengangkat dia jadi doktor, target kita itu nanti yang namanya dosen itu ya doktor” (Key Informant 1, April 2018).

As a university based on Amal Usaha Muhammadiyah , UAD and UMY also have a social contribution to the community environment. The priority cluster that shows it is as follows.

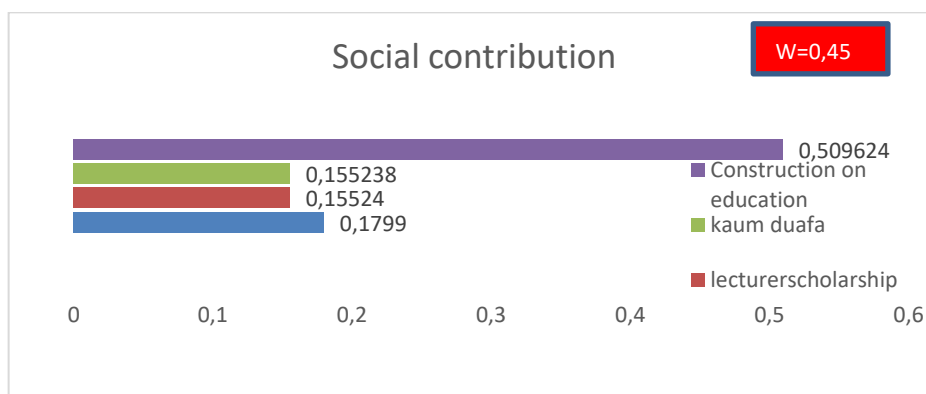


Figure 5.5
Social Contribution UAD

In the social contribution UAD has its own choice to contribute its social funds, in the figure 5.5 above shows the priority of education development in certain village, the reason UAD make priority on the

development of education is because UAD has commitment in improving human resources through education with rater agreement ($W = 0.45$), which means the respondent's understanding level is 40%.

This is evidenced by the many social contributions in the field that have been done UAD, for example is to provide a variety of assistance to build the Madrasah Ibtidaiyah Muhammadiyah (MIM) Wonosobo Gunung Kidul, then provide education and intensive training and training for teachers honorer in Madrasah 10 times from the previous salary.

“upaya-upaya di bidang pendidikan, terutama didaerah terpencil merupakan upaya yang wajib dilakukan oleh siapapun, setiap lembaga pendidikan yang sudah maju harus terus membantu untuk meningkatkan kualitas bangsa ini”. (Key Informant 5 in Koran UAD,2018)

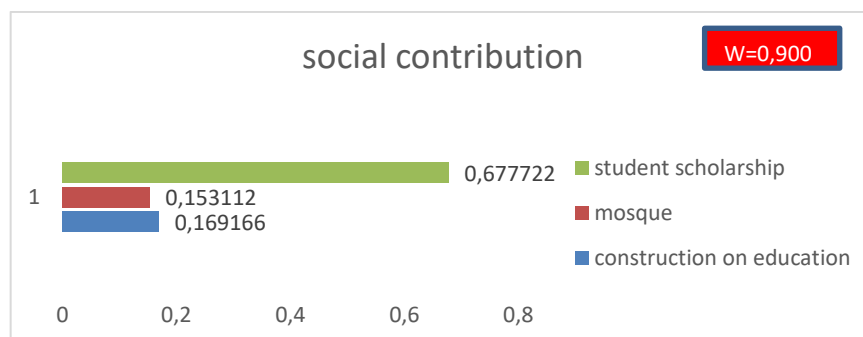


Figure 5.6
Social Contribution UMY

UMY also prioritizes social contribution, as in the figure above, expertist respondents agreed that UMY prioritized to provide scholarships to students who are considered to have good academic potential but less in economy so that UMY in this case more priority to scholarship students . Viewed from the rater agreement of ($W = 0.9$), which means the level of

understanding of respondents is 90%. It can also be proved by the response of one expertis.

“karena kita ingin mengangkat orang-orang yang punya secara akademik dia punya potensi cukup bagus tetapi nasib nya kurang baik”(Key Informant 1, April 2018)

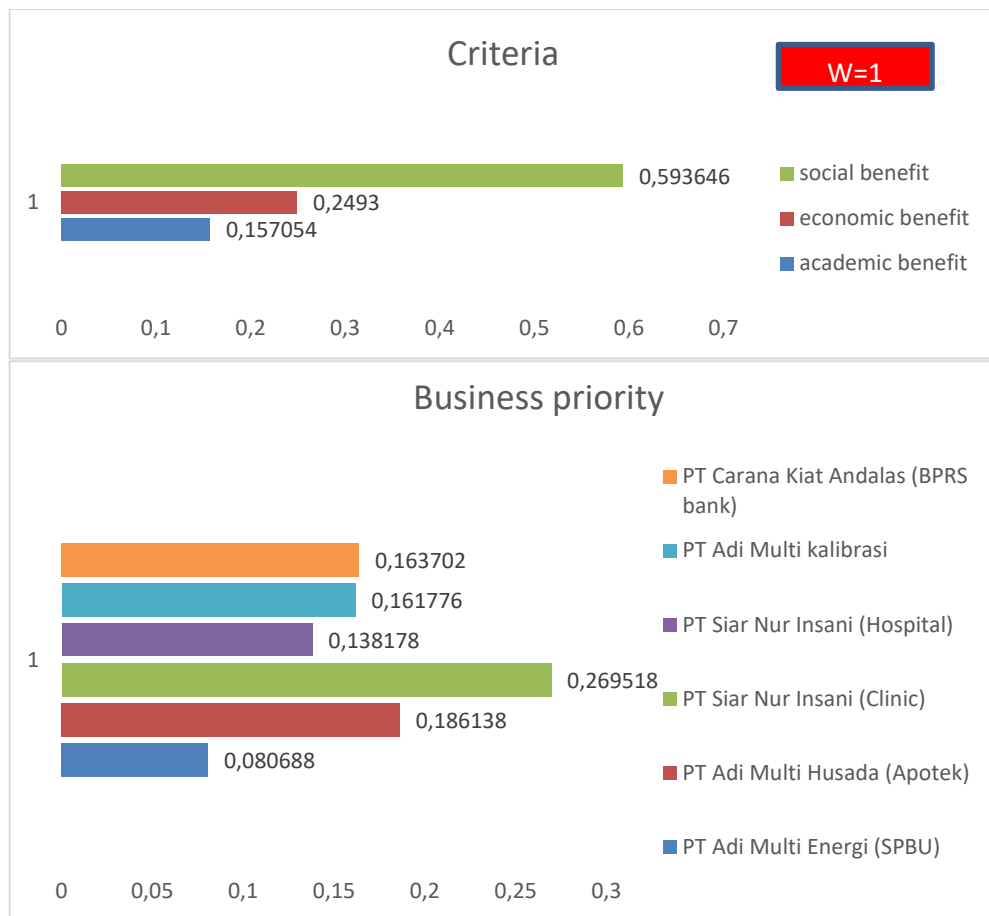
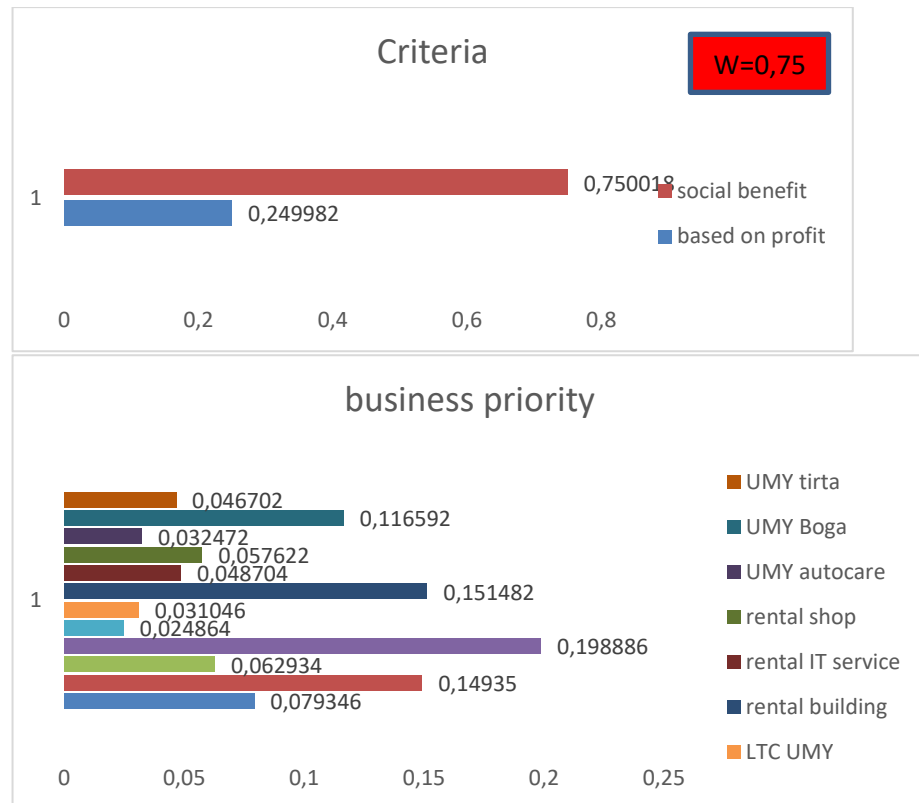


Figure 5.7
Business Priority of UAD

The priority of business unit by UAD is PT Siar Nur Insani Clinic, with rater agreeent (W=1), which means the level of understanding of respondent expertis is 100%. It is also continuous on the priority of existing criteria. The Clinic can provide social benefits for the society existing businesses are expected besides providing economic benefits and

academic benefits, the most important is to provide social benefits for the society.



Gambar 5.8
Business Priority of UMY

UMY is similar from UAD, which a priority in UMY business is in Klinik Firdaus, in addition to the criteria that prioritize social benefits rather than economic benefits. With a rater agreement of ($W = 0.75$), which means the level of understanding among respondents is 75%. In addition to the paradise clinic, which then becomes a priority is the rental of buildings and bedukmutu is a priority in terms of economics that greatly assist the development of the University.

2. Design and Application of Logic Model

The design of logic model begins with literature review and in-depth interview with expert respondents, which aims to know the problem situation, obstacles, or priorities in University development. The components of the logic model to be applied in this research are: situations (including problems, needs and external factors), resources (inputs), activities (processes), outcomes, and impacts and outcomes. The five components of the logic model has the following indicators:

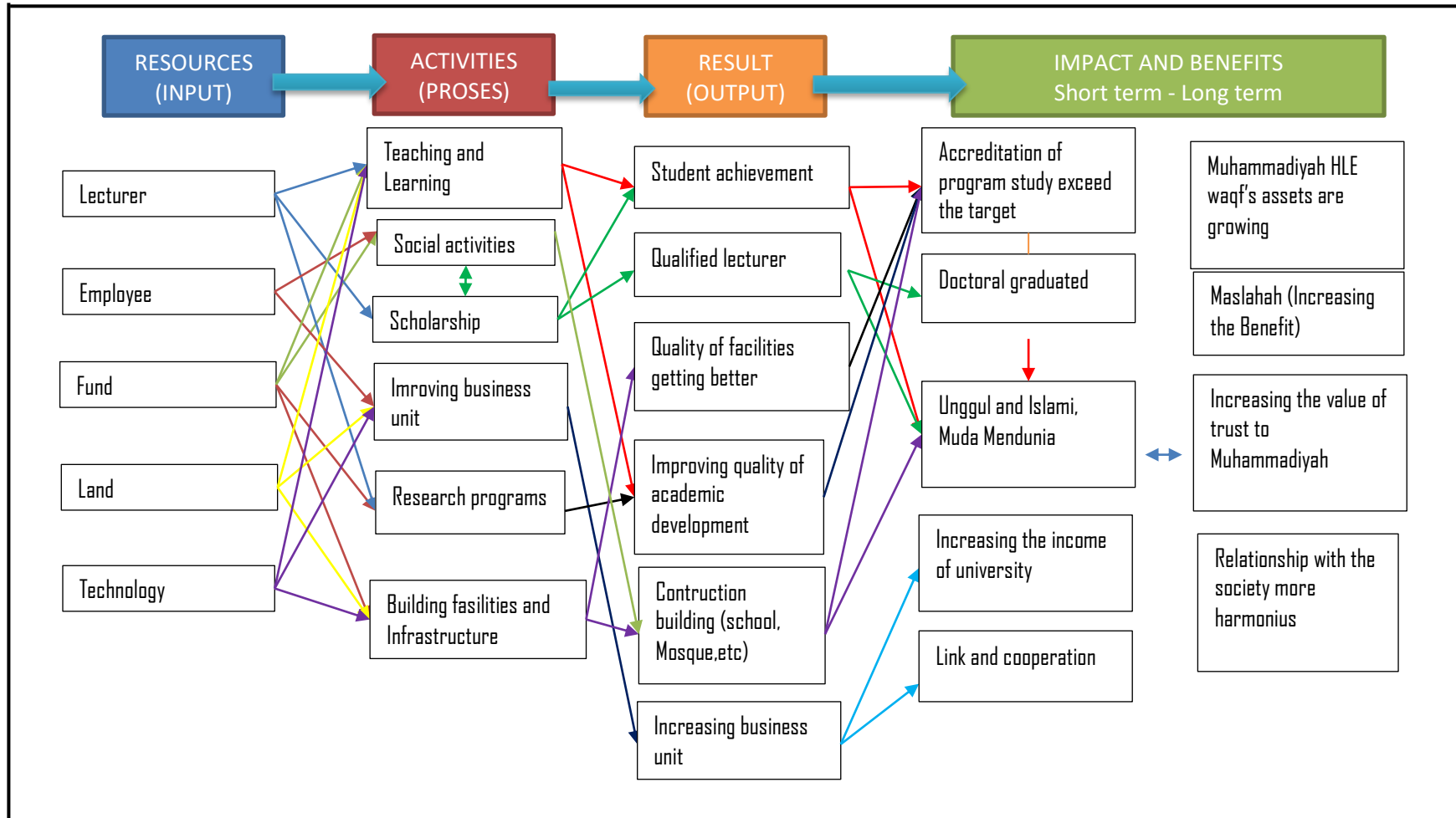
- a. Situation: problems, needs and external factors faced in the development of the University. This has been described in the ANP decomposition section (identification problem).
- b. Resources: what is the capital in support of university development. Based on the research results, the resources needed to support university development are: (1) Human Resources, which play an important role in university development. Including lecturers and staff, all of whom act as operators of university operations. In addition to implementing the teaching and learning process, lecturers and staff are also responsible for the implementation of activities aimed at improving the existing human resources skills. (2) Fund (budget), is a very important factor in the development of the university, because all activities will be implemented certainly require budget funds with a certain amount. Whether it can be managed properly or not. (3) Land

(land), is an important resource that must exist in the development and construction of universities. (4) Facilities Infrastructure, is a tool or technology used to run the operational and teaching process.

- c. Activity: Based on the results of the study, the following activities or activities undertaken in the development of universities: (1) Providing scholarships for students and lecturers, this is a program aimed at students who have academic achievement but less in economic terms. Similarly, lecturer scholarships, the University provides opportunities for competent lecturers to continue their study in order to improve academic quality. (2) Social activities, various social activities conducted outside the campus proves that the university is also thinking about the community and the surrounding environment, such as building mosques, helping other Muhammadiyah universities who just want to grow, build schools, and others. In it there is also a profession zakat from lecturers and zakat institutions. (3) Business development, is the way universities earn income beyond student fees. As a private university that does not depend on the government, it must develop the existing business so that the existing deficiencies can be met. (4) Research programs, this activity is a place for lecturers and students to improve academic quality.

- d. Results or outputs of activities performed. The results of the scholarship for students and lecturers certainly gave birth to the human resources of quality and creative, so that increasing academic day will grow. The results of social activities are benefits that can be obtained by the community. The result of business development is that the funds generated can help the university development and development process. Then the results of the research programs are as a mobility for students and lecturers to continue to work in the academic field.
- e. Impacts and benefits. Based on the output of each activity, the expected output is good academic quality, qualified human resources, university income increases, relationship with the community around the more harmonious, physical development the better. So that the next impact is Muhammadiyah assets in the form of universities growing, trust people to memakafkan property and assets to Muhammadiyah increasing, which ultimately benefit or masalah perceived society is increasing.

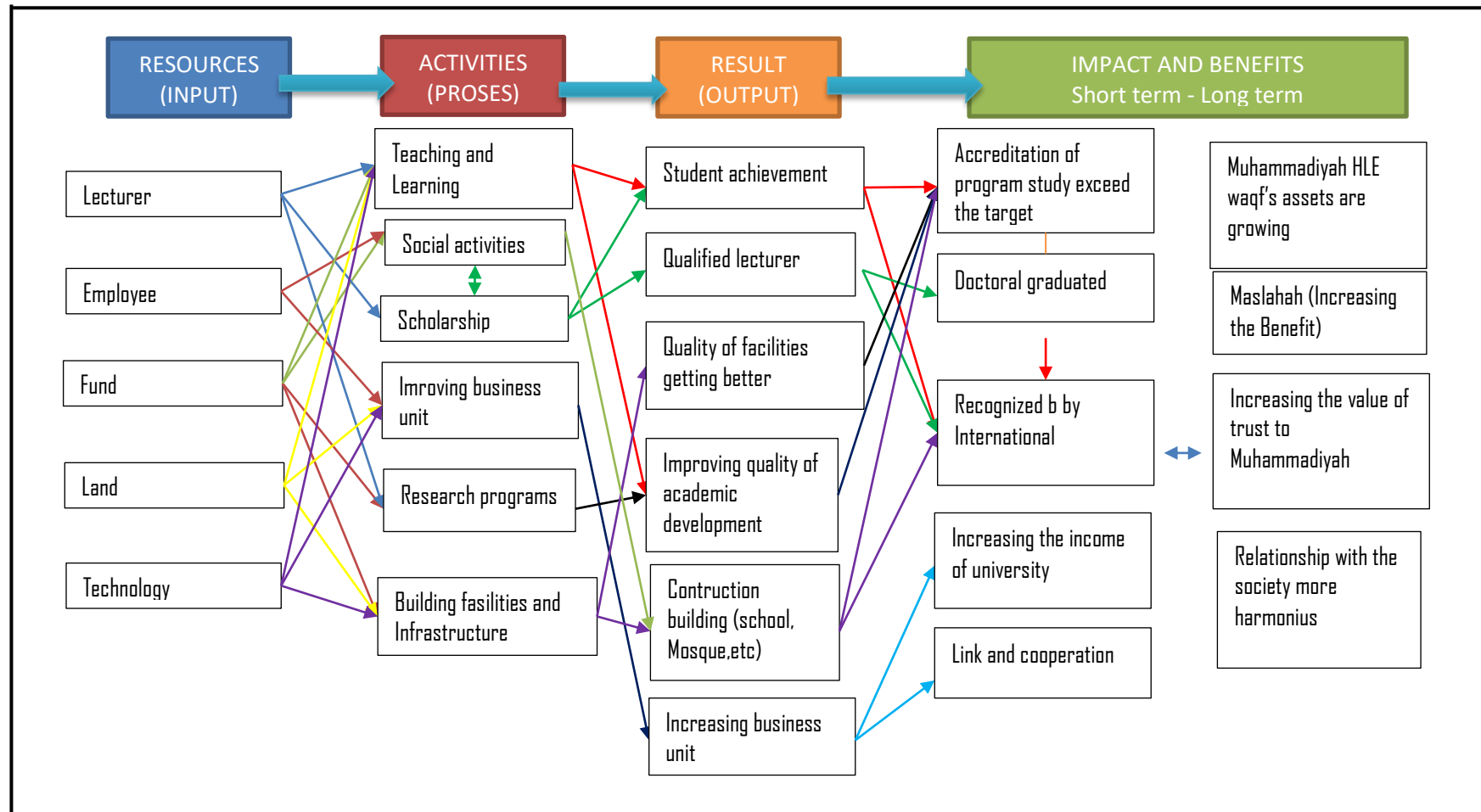
Figure 5.9
Logic Model of UMY's Development



The priority model verification above done on one of the activities that support the development of the University so as to provide greater benefits or maslahah to the society. Problems encountered are human resources, limited land and funds. If human resources, funds, land, technology and budget funds can be used to run the activities, then actively in the form of teaching and learning, business development, and construction of infrastructure facilities can be implemented. If the activity is implemented, then produce the output of Achieving Students, Academic is growing, Development is increasing, Quality of facilities is getting better, and business is increasing. If Students are Achieving, Academic is Growing, Development is Increasing, Facilities Quality is Better, and Business is Increasing, Accreditation Equalization is Achieved, Business is Increasing and becoming University Unggul Islami Muda Mendunia. If equity accreditation can be achieved, business grows and become University Unggul Islami Muda Mendunia, then asset Muhammadiyah (Higher Education) growing, the value of trust to Muhammadiyah increasing, and maslahah (benefit) given to society also increase and also relation to the more harmonious society.

Figure 5.10

Logic Model of UAD's Development



The priority model verification above done on one of the activities that support the development of the University so as to provide greater benefits or masalah to the society. Problems encountered are human resources, limited land and funds. If human resources, funds, land, technology and budget funds can be used to run the activities, then actively in the form of teaching and learning, business development, and construction of infrastructure facilities can be implemented. If the activity is implemented, then produce the output of Achieving Students, Academic is growing, Development is increasing, Quality of facilities is getting better, and business is increasing. If Students are Achieving, Academic is Growing, Development is Increasing, Facilities Quality is Better, and Business is Increasing, Accreditation Equalization is Achieved, Business is Increasing and becoming University Unggul Islami Muda Mendunia. If equity accreditation can be achieved, business grows and become University verified in international, then asset Muhammadiyah (Higher Education) growing, the value of trust to Muhammadiyah increasing, and masalah (benefit) given to society also increase and also relation to the more harmonious society.

3. Maslahah Analysis

The measurement of the magnitude of the problem in this study is seen from the amount of social funds provided by universities, also seen from the number of university assistance to underprivileged students and lecturers to continue their studies. As well as, the impact on society around both economically and socially. Some of these indicators are derived from the concept of maslahah proposed by Metwally. Metwally (1995) states that a company (in this case Higher Education) who breathes Islam is not seeking maximum profit, but satisfied in achieving reasonable and reasonable profit levels. Thus, with that view a college can achieve something more important, namely to please God, in this case is to multiply social activities (alms). Thus, in the function of corporate satisfaction is not seen from the profit alone, but also from what is issued (charity) or good deeds. In other words, colleges should make a real contribution to the environment.

a. UAD

Here is the trend of net income business in UAD, even though the researcher did not get the complete financial trend of UAD, at least there is a little picture of UAD's financial movements every year.

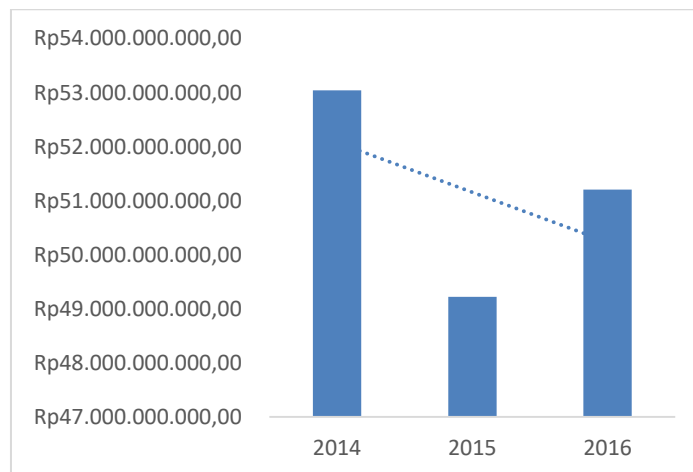


Figure 5.11

Net Income Business of University from 2014 to 2016

Based on the research results, UAD still continues to allocate Corporate Social Responsibility (CSR) budget of 2.5% of UAD's revenue for the wider community including the Maju Bersama Persyarikatan program. Several CSRs have been provided to communities affected by natural disasters, community activities, and farming. For regular meeting UAD build 30 Aisyiyah and Muhammadiyah educational institutions from kindergarten through high school to become a superior and independent school. Each year UAD provides incentives of Rp 375 million for ABA Kindergarten teachers in DIY in cooperation with PWA DIY. In addition UAD also helps in financing the development of a Muhammadiyah charitable enterprise.

Based on the results of the research, social activities or good deeds that have been done by UAD are: (1) Helping people affected by natural disasters, assisting community activities, as well as associations. UAD fostered 30 Aisyiyah and Muhammadiyah educational institutions from kindergarten through high school to become a superior and independent school. Each year UAD provides incentives of Rp 375 million for ABA Kindergarten teachers in DIY in collaboration with PWA DIY (2) Provide funding for education, such as providing assistance to West Muhammadiyah University of 9 billion rupiah, building Muhammadiyah Ibtidaiyah Muhammadiyah (MIM) Wonosobo, Tanjungsari Gunung Kidul. UAD also provides education management training and training. (3) UAD also assists in financing the development of AUM.

The Increasing the welfare of existing human resources UAD

Increasing the welfare of UAD can be measured from the monthly salary which in the last 7 years has increased between 10% s.d 15% every year. Since the last 4 years the salary of UAD employees is already above the salary of civil servants. By 2017 the amount is 108% of the Civil Servant Salary Regulation (PGPNS) and has been able to give the salary to-15, as well as holding a doctoral lecturer allowance.

Other forms of welfare that are given are the rewards of employment for lecturers and employees; grant aid for Umrah and Hajj every year for 40 employees; pension and severance payments; health insurance BPJS

Class 1 for all employees (including husband or wife and 3 children) plus AXA Syariah Mandiri insurance; giving 50% deductions for SPP; and educational contributions for the children the employees are studying at UAD.

Honorariums of employee attendance transport, transport teaching, transport meetings, severance pay and rewards of full-time employees, honorariums, social assistance, family allowances, and rewards of scientific papers have been increased based on UAD Rector Rule No. 6 2016. This year, the doctoral allowance will be increased to increase productivity and also support 100 Doctoral program as motivation.

b. Universitas Muhammadiyah Yogyakarta

Here is the financial trend of UMY from 2009 to 2016, the data shown the financial movements that increase every year.

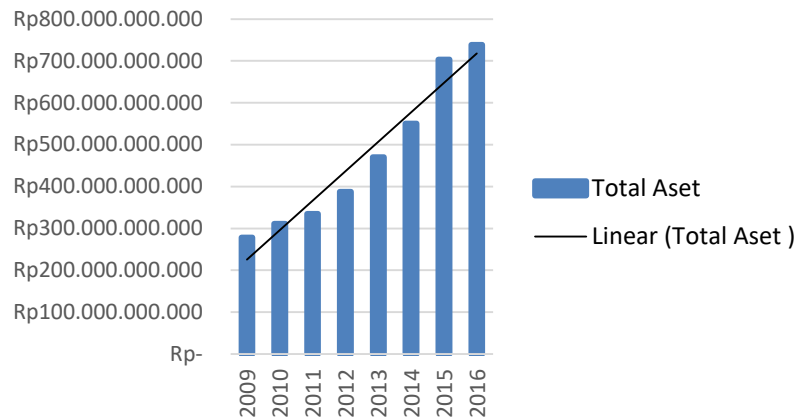


Figure 5.12
Revenue Growth of UMY in 2009-2016

The Figure above shows that the income of UMY from year to year continues to increase. Based on the results obtained by the CSR budget of UMY in 2016 reached 3-4 billion or 2.5% of total income for institutional zakat. In addition to CSR, there is also a management of infaq and shadaqah UMY taken from the deduction of salaries of lecturers and employees of 2.5%, the total funds taken from the salary of lecturers and employees are also used for social activities such as providing scholarships for students, help stimulated development costs of mosques in certain areas requesting assistance, as well as assistance for the construction of Muhammadiyah schools.

The social activities undertaken by UMY are as follows:

(1) Muhammadiyah doctor program, Muhammadiyah doctor financed by one person until completion and provided 650 million / person. Now UMY has 18 students in progress. Likewise with lecturers, UMY provides an opportunity for lecturers to continue their studies to become a doctor, UMY also provides scholarships to other majors students whose students are achievers. Then from the field of management of infaq and shadaqah from the salary deductions of lecturers and employees provide scholarships as many as 7 students per faculty and 1 vocation, so the total given is 7×9 is as much as 42 people per year.

“Disamping itu kita punya program sendiri yang namanya memang program yang disediakan oleh kampus untuk membantu mahasiswa yang kekurangan biaya studi. Yang jelas kita punya program yang pertama dokter Muhammadiyah, dokter Muhammadiyah itu full satu orang itu kita sediakan 650 juta kita sekarang punya 18 yang sedang sekolah ini, nah mereka ini pemerataan kesejahteraan dan kesempatan untuk meningkatkan kemampuan ekonomi” (Key Informant 4, April 2018)

(2) Assisting the construction of mosques and schools in Wonosari. UMY also helped establish the Muhammadiyah University of Ambon, joined the release of Muhammadiyah schools in NTT, especially in Amanuba (sambi rampas) and also manifested in the form of KKN thematic KKN 3T region, until now has 5 Provinces.

“ya pembuatan mesjid itu target kita bisa menstimulan dana sekitar kurang lebih 50 juta. Bagi daerah-daerah yang belum ada mesjid tapi keinginan masyarakat untuk memiliki mesjid tinggi. Tapi itu harus sertifikatnya harus sertifikat atas nama Muhammadiyah, yaa kita bantu karena itu kan dari Muhammadiyah. Itu kita setahun, satu semester sekali jadi setahun dua kali stimulan 50 juta” (Key Informant 4, April 2018)

(3) Construction of Mosque and Mosque at 2.5KM distance from campus.

“zakat profesi ini kita arahkan ke bagaimana kita memajukan upaya-upaya pemberdayaan sosial pada radius ring 2km dari kampus, apakah itu bentuknya mushola apakah itu bentuknya kegiatan sosial misalnya adalah sarana fisik, kemudian sekolah-sekolah muhamadiyah” (Key Informant 1, April 2018)

(4) UMY also helps the industry as much as 10 billion annually.

Increasing revenues, if referring to the concept of masalah then must be followed also by the increase of social contributions provided to the community.