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MUHAMMADIYAH HIGHER EDUCATION (PTM): A CASE STUDY OF
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MUHAMMADIYAH HIGHER EDUCATION (PTM): A CASE STUDY OF
GOVERNMENT SCIENCE STUDY PROGRAM AT UNIVERSITAS
MUHAMMADIYAH MALANG (UMM)**

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Abstract

In 2000 Internationalization at Higher Education in Asia became a trend because of a shift in benchmarks. The basis of internationalization is the policy and data of the Ministry of Research, Technology and Higher Education (Kemendiknas) which must be applied by higher education institutions either by Public Universities or Private Universities. However, there is a gap between the Public University and the Private University. Therefore to compensate for the backwardness of the Private University, they should make more innovation of changes in accordance with the needs of times. Likewise with the Government Science Study Program at Universitas Muhammadiyah Malang which is undergoing internationalization. Various programs to support the internationalization's strategic policies are carried out, starting from the cooperation between universities and institutions throughout the world. Meanwhile, considering factors both internally and externally internationalization is designed in such a way as to achieve targets in accordance with the vision and mission that has been designed. The fact is the crucial role that actually gives more control is the university itself. The role of higher education institutions is crucial in leading to internationalization because the issue of internationalization is one of the impacts of globalization, not only in the information technology sector but also in the education sector (Gaddafi, Haryono, & Wanto, 2018). The Study Program actually acts more as a counterweight to the credibility of a university. However, the role of both is needed to contribute to the application of internationalization as one of the challenges of globalization in shaping more advanced civilizations and producing superior generations who contribute to the country.

Keywords: *Internationalization, Strategic Policy, Study Program, and Higher Education*

1. INTRODUCTION

Globalization is described as the spread of material and immaterial experiences throughout the world (Scholte, 2008). Social conditions are characterized by the interconnected relations of the economy, politics, culture, and the global environment are unlimited flows (James & Steger, 2016). The development of information and communication technology that is very rapid is the impact of globalization which is widespread throughout the world, having an impact on several sectors, both economic or educational (Mubah, 2011). The changes in the structure and system of the education sector, have the aim to improve the quality of education and science so it can develop rapidly (Mustari & Rahman, 2014).

The term “de jure” is an acknowledgment given by the consideration that according to a country that recognizes the organization of such power, it is deemed to have fulfilled the legal requirements to participate in international relations cooperation. Whereas “de facto” is an acknowledgment based on facts and circumstances that are given by one country to another country, temporarily and with a reservation one day.

International recognition is a vision to contribute to international activities. The scope of activities are on an international scale, intercourse and worldwide collaboration, international study programs, and research contribution (Knight, 2004). One response from internationalization is to open collaboration and agreements between the lowest levels, namely regional, then on national and world recognition (Egron-Polak, 2012). The process of internationalization becomes a matter of competition among universities which develops into issues within scientist as well as to the public (Greblikaitė, Barynienė, & Paužaitė, 2016). If a tertiary institution will implement to proceed towards internationalization, the regulations and the system should be changing too as a part way of a process (Wächter, 1999).

One of the elements of education is Higher Education. Higher education is an institutional institution as a support in terms of education, research, and readiness in community service (Setiawan, 2016). Concerning Three Pillars of Higher

Education (Tri Dharma Perguruan Tinggi), community service, education, and teaching, as well as research and development, must be owned by every university, both private and public. The development of technology in this era also affects the process of Higher Education activities in the curriculum, policy, promotion, or teaching and learning process.

Muhammadiyah is a Non-Government Organization as one of the biggest Islamic Movements. Muhammadiyah was founded by KH Ahmad Dahlan on 8 Dzulhijjah 1330 or 18 November 1912 in the Special Region of Yogyakarta. The main objective of the establishment of Muhammadiyah is to spread the teachings of Islam according to the Qur'an and Sunnah because the teachings of Islam in Indonesia experienced several deviations that occurred in the process of preaching. Deviations are caused by the mixing of Indonesian culture in certain areas for adaptation reasons. Besides, Muhammadiyah is a movement in the religion, education, and social sectors has several assemblies whose duty is to regulate their respective fields that are experts in their fields.

Due to under the Muhammadiyah organization so the Muhammadiyah and Aisyiyah Higher Education (PTMA) should run the principle of Diktilitbang Council in carrying out the duties, which means that each PTMA was interconnected and contributed to empower one another. Muhammadiyah engaged in an Education sector, which means that science is a significant milestone to create an ethical generation and still runs the rules of Islamic in everyday life because knowledge is the important one that a person knows what is the differences between good and bad things. The total number of Muhammadiyah Universities is 174 institutions. Based on the situation that happened, PTMA also affected. That's why PTMA should be running an internationalization policy.

However based on data from the Ministry of Research, Technology and the Higher Education Republic of Indonesia (Kemenristekdikti) (<https://www.ristekdikti.go.id/>) the number of universities recognized internationally is as follows:

Table 1.2 Universities Recognized Internationally

Total of Higher Education	Status of Higher Education	Percent	Total International Recognition	Percent
17	State Higher Education	45%	310	78 %
14	Private Higher Education	55%	85	22 %
31	Both	100%	395	100 %

Source: It has been modified from Kemenristekdikti's website, 2019

Only 2 of Muhammadiyah and Aisyiyah Higher Education (PTMA) are included in it. The importance of this research that the author is aware of PTMA which has implemented a strategic policy of internationalization on higher education but has not been able to show the expected performance. This suboptimal performance has an impact on achieving the goals of the internationalization of tertiary institutions and among which is to have a positive impact on all stakeholders. In accordance with the objectives of PTMA itself, this internationalization policy has intercourse with the researchers' roadmap, which has a focus on policy governance, especially in the ASEAN perspective. The interrelation of research with the study program roadmap in this study is shown in the Renstra that would be achieved in 2030 to make the Department of Government Sciences of UMM internationally prominent in ASEAN.

Therefore this research is expected to be able to help in the process of internationalization of tertiary institutions, especially those of Muhammadiyah. It is hoped that the existence of universities leading to internationalization policies will be the answer to the challenges of globalization in order to create superior human resources.

2. THEORETICAL FRAMEWORK

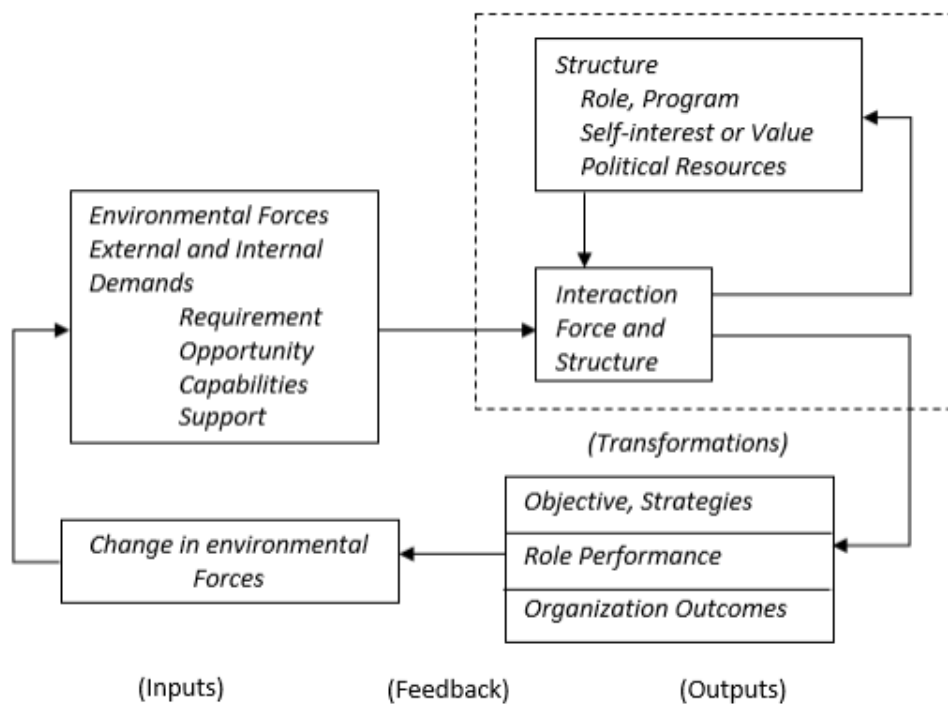
2.1 International Strategic Policy

The development of international cooperation in several sectors are economics, trade, education, politics, or culture, between several countries (Djokopranoto & Indrajit, 2014). Internationalization is applied to Indonesian Universities as a strategy to achieve world standards or known as World Class University (Nurhayati & Suyanti, 2009). In universities, internationalization is an

activity such as lecturer and student exchange, research collaboration, further study program assistance for lecturers, dual degree programs, lecture collaboration programs such as exchange, summer class, internships and so on.

A strategy is a way for an institution or organization to achieve its objectives according to opportunities and threats faced by the external environment and internal capabilities and resources (Purwanto & Sulistyastuti, 2012). The policy is a system that regulates all internal and external affairs ranging from membership to programs (Wibawa, 2015). The strategic policy is the process of determining the direction the company must go in order to achieve its vision and mission. Policy making, according to Paine and Naumes, is as a follow:

Figure 1.1 Policy Making's Pattern



Source: Organizational Strategy and Policy's Book, 1978

Inputs in the form of internal or external factors from institutions in the form of natural or human resources are then formulated by regulation to regulate the course of such an institution to produce output to achieve specific targets. Policy making is a dynamic social process with intellectual processes (Yulianti, 2014). The

process of policy making is the activity of deciding on a decision whether to be used in the short or long term, involving a variety of external and internal sources.

2.2 Higher Education

Education is a process of life growth experience and it means helping inner growth without being limited by age (Dewey, 1938). The process of growth is a process of adjusting to each phase and adding skills in one's development. Education is also the chosen effort to influence and help someone with the aim of increasing scientific, physical, and moral so that what they do becomes beneficial for themselves and the community.

Higher education is a level of education after secondary education that includes diploma, undergraduate, masters, specialist, and doctoral education programs organized by higher education. Types of higher education based on clusters of science and education system such as Universities, Institutes, Colleges, Polytechnics, Academies. Meanwhile types of higher education based on manage are State Universities (PTN), Private Universities (PTS), and Official Universities (PTK).

3. RESEARCH METHOD

This research analysis uses a qualitative descriptive approach. Descriptive analysis aims to describe the overview of research objectives, which are to explore the role of international strategic policy in Muhammadiyah Higher Education (PTM). Meanwhile, the type qualitative research method uses case study type. The type of approach in this case study is an approach that is applied to examine and explore a phenomenon for a matter that happens by collecting some kinds of explanation and after that processed to obtain a solution so that the matter can be solved. The form of notes, transcripts, books, newspapers, magazines, minutes of meetings, and agendas are the way for collecting data use documentation method, which means that the documentation method is looking for data or variable.

For the research data, the author has taken from them Government Science Study Program at Universitas Muhammadiyah Malang (UMM) who has been running an internationalization program. Therefore the author uses a purposive

sample technique, means is a sampling technique with certain considerations. Purposive sampling is intentional sampling, which means the researcher determines that the sample is not random. Sampling is based on the assessment of researchers about who is eligible to meet the requirements to be sampled.

4. FINDINGS AND DISCUSSION

University of Muhammadiyah Malang (UMM) is an “A” accredited private university with SK Number: 074 / SK / BAN-PT / Ak-IV / PT / II / 2013, which is centered on the integrated campus III of the University of Muhammadiyah Malang, Jalan Raya Tlogomas 246 Malang City, East Java. UMM has 3 Diploma III Programs, 10 Faculties consisting of 35 Undergraduate Study Programs, 9 Masters Programs, 3 Doctoral Programs, and 7 Professional Education Programs. One of them is Faculty of Social and Political Sciences consists of 5 Study Programs namely, Social Welfare Sciences (KESOS) (accredited A), Communication Studies (IK) (accredited A), Government Science (IP) (accredited A), Sociology (accredited A), and International Relations (HI) (accredited A). The Government Study Program was established in 1986 with a Decree of the Minister of Education and Culture of the Republic of Indonesia Number 0502 / O / 1516. Initially, the Government Study Program accommodated alumni of the Academy of Domestic Administration (APDN-Malang) who wanted to obtain a bachelor's degree. Therefore the Government Study Program was initially directed to fill positions that exist within the scope of government. The Government Science Study Program equips students with comprehensive science and skills in the field of governance. The development of political life and post-reform government marked by the increasing role of political parties on all fronts allowed political parties to grow and develop in almost all corners of the country, even in the villages. In addition, the implementation of decentralization and regional autonomy has provided opportunities for each region to regulate and organize their own government in accordance with the initiatives and aspirations of the local community. Therefore, each region will increasingly need human resources which are not only skilled, but

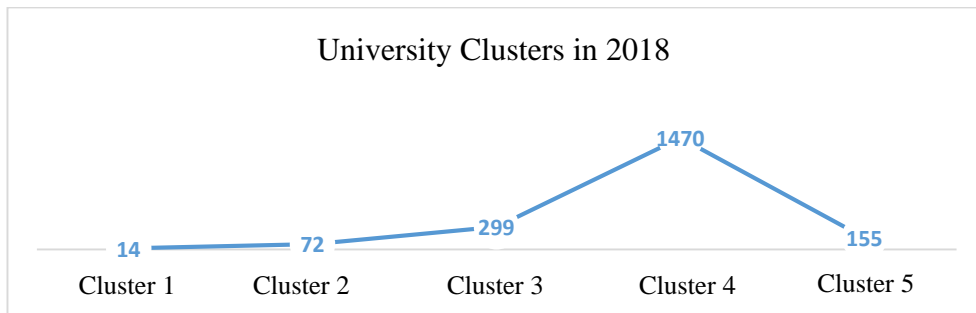
also have a good character, and are supported with high scientific capacity and quality in the field of politics and regional government.

The internationalization strategic policy at the higher education institution was designed because it was felt that the institution had not been able to show the performance as expected. This suboptimal performance has an impact on achieving the goals of internationalization in higher education institutions and one of which is to have a positive impact on all stakeholders. The role of universities in supporting internationalization is deemed necessary because the issue of internationalization is one of the impacts of globalization, not only in the field of information technology but also in the field of education (Khadafi, Haryono, & Wanto, 2018). Right now, the internationalization of higher education is not only to encourage domestic people to trust the credibility of Public Higher Education (PTN), Private Higher Education (PTS), and Muhammadiyah Higher Education (PTM), but also to foster the trust of the international community. For this reason, the issue of internationalization of study programs has become one of the many strategic policies taken by higher education.

Related to internationalization as an effort to encourage higher education competitiveness, on August 17, 2018, Ministry of Research, Technology, and Higher Education (Kemenristekdikti) announced the clustering of Indonesian tertiary institutions in 2018. Aspects and indicators used in the ranking are first, the human resource aspect (30%) with indicators of the percentage of lecturers having S3 education, the percentage of lecturers in the position of associate professor and professor, as well as the ratio of students to lecturers, second, the institutional aspect (28%) with indicators of institutional accreditation of the National Higher Education Accreditation Board (Badan Akreditasi Nasional Perguruan Tinggi/BAN-PT), namely accreditation of BAN-PT study programs, international accreditation, and the number of foreign students, third, the student aspects (12%) of student performance, and the last is the aspect of research and community service (30%) with indicators of research performance, community service performance and the number of Scopus indexed scientific articles per number of lecturers. As a result, there are 14 higher education institutions included in cluster 1, 72 higher

education institutions in cluster 2, 299 colleges in cluster 3, 1.470 universities in cluster 4, and 155 universities included in cluster 5 (https://ristekdikti.go.id/wp-content/uploads/2018_05_20180508-Layout-Book-Annual-Report-2017.pdf) cluster results from 1- 5 can be seen in graph 1 below.

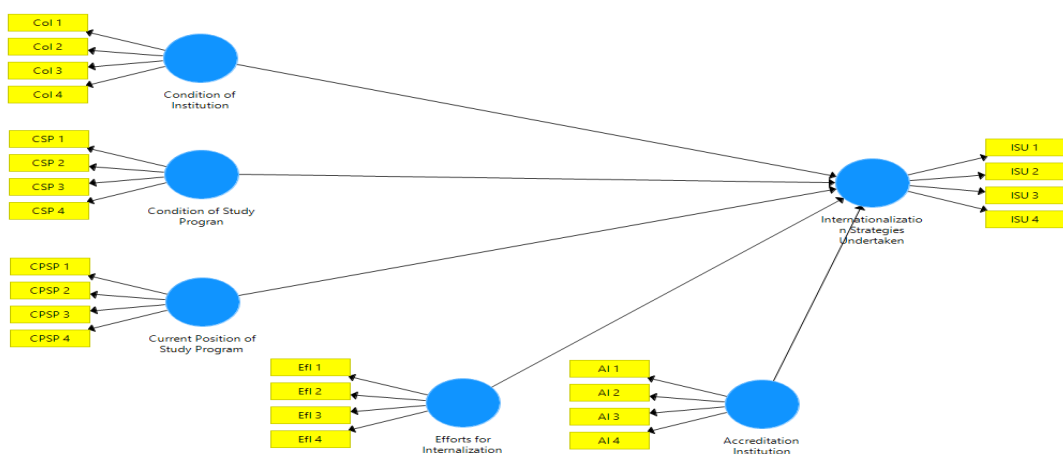
Figure 4.1 University Clusters in 2018



Source: Kemenristekdikti, 2018

Based on graph 1 above, it can be seen that from the total of 2.010 Higher Education, only 14 Higher Education were in Cluster 1, meanwhile 1.470 Higher Education occupied Cluster 4 which is the Cluster with the most Colleges. This shows that the quality of Higher Education in Indonesia still needs a lot of improvement. Based on the facts above, it becomes important to encourage the internationalization of study programs as an indicator of Higher Education Ranking.

Figure 4.2 Outer Model



The results of the field, related to the gap between PTN and PTS based on data from Kemenristekdikti, the Internationalization Policy model in Higher

Education, Faculties, and Study Programs that are able to achieve international recognition is viewed from the external and internal sides. The internal side are the Internationalization Policy and planning strategies, institutions, and activities. Whereas in the external sector, it is international recognition and accreditation as a benchmark for the quality dimension.

The implementation of internationalization at the Universitas Muhammadiyah Malang is based on the legal base and also the vision of the university stated in the Strategic Plan which is realized in mid-2019 and is targeted to be achieved in 2030 as a goal to achieve international recognition. IP UMM tried as much as possible to strengthen the MoU and the MoA which was more focused on attracting inbound or outbound students both in Asia or Europe.

For the management of the university's internationalization program, The Vice-Chancellor is in charge of academics to regulate the availability of finance and human resources. At UMM there is a cooperation assistant consisting of two people as a work program assistant. At the Faculty level, there is the International Cooperation Institute (Lembaga Kerjasama Internasional/LKI) to control students, staff and also alumni. The LKI was formed based on the decree in 2019 consisting of the chairman and secretary. Faculty LKI's overseas study programs in each faculty and works under the supervision of the University International Relations Office (IRO). IRO works to regulate administration such as MoU and substantive implemented by the Faculty.

The Study Program's policy in 2020 will be credit transfer and exchange and the process of opening international classes at IP UMM, applying bilingual and Indonesian classes taught to foreign students. Various methods were carried out including to attract students to want to choose IP UMM as a major in undergraduate education, such as promoting testimonials to prospective students by means of student mobility, because IP UMM assumed that the first news would arrive at a student level.

The obstacle experienced is for example sometimes it is difficult to establish an MoU because some countries must do the agreement with senate approval. Furthermore, the obstacles in general are as follows:

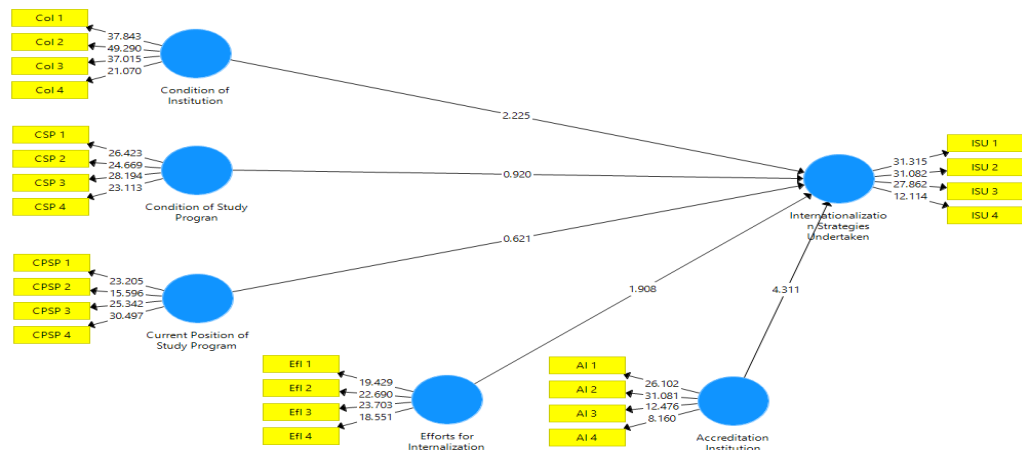
1. Challenges of management, data collection, and inventory at the Study Program level;
2. The commitment of various parties, to be competence at every level, and a high effort in convincing the budget field either in the Study Program or the Faculty; and
3. Settling documents for the public that is arranged neatly and collapsed.

Meanwhile, the short-term expectations at the study program level are:

1. Getting recognition either by accreditation or certification by strengthening the study program branding;
2. Improving standard infrastructure, facilitating all information and access, as well as improving both lecturers and students.
3. The competition challenge refers to 2 international class lines, namely full English class aimed at Indonesian students to hone English language skills and full language classes for foreign students.

Meanwhile, the results of the questionnaire obtained from 35 correspondents with illustrated by measuring the outer model to explain how the conditions in each indicator block are related to the latent variable.

Figure 4.3 Output Bootstrapping



Source: processed from the author's primary data, 2019

Table 4.1 Hypothesis Testing

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Result
AI > ISU	0.708	0.683	0.158	4.478	0.000	Accepted
CoI > ISU	0.241	0.234	0.114	2.120	0.034	Accepted
CSP > ISU	0.116	0.123	0.124	0.936	0.350	Rejected
CPSP > ISU	0.078	0.087	0.135	0.580	0.562	Rejected
Efi > ISU	-0.223	-0.215	0.115	1.935	0.054	Rejected

Source: processed from the author's primary data, 2019

The data above showed that the role of internationalization strategic policy in Muhammadiyah Higher Education of Government Science Study Program at Universitas Muhammadiyah Malang (UMM) has the influence on Condition of Institution and Accreditation Institution as policy makers in managing the education system that is run but there are several factors Condition of Study Program, Current Position of Study Program, and Efforts for Internationalization which are not having a significant influence on Internationalization Strategic Undertaken.

The condition of higher education institution related to internationalization strategies is that the institution has a systematic strategy to encourage study programs towards internationalization by having commitments, but has not been able to develop a systematic strategy to encourage study programs towards internationalization. Meanwhile the conditions of study programs related to internationalization strategies have fulfilled most administrative and substantive criteria as the current study program's position towards international recognition. Efforts made by institutions for internationalization are the support of higher education to increase the capacity and capability of study programs, facilitation of study programs, and compiling an internationalization road map.

Concern for Accreditation institutions is in the form of international level: criteria for accreditation institutions that have comprehensive standards, conditions, and procedures as well as substance in outcome-based education measurement. Internationalization strategies are strengthened by conducting MoU, student exchanges, visiting lecturers, and establishing MoA.

5. CONCLUSION

Higher Education is one of the roles of educational institutions that contribute to building a civilization through the education system. Right now, internationalization becomes an essential standard in Higher Education. That's why the university is also included as implementing the strategic internationalization policy.

Therefore, based on data from Kemenristekdikti in 2019, there is a gap between the Number of International Recognition Study Programs of Public Universities (PTN) and Private Universities (PTS). There are only 2 Muhammadiyah and Aisyiyah Higher Education (PTMA) that received an international version of recognition, one of which is Universitas Muhammadiyah Malang (UMM). The Governmental Studies Program at Universitas Muhammadiyah Malang is implementing a strategic policy of internationalization that has been drafted in the Strategic Plan which was implemented starting in the middle of 2019. Their aim to have international recognition by 2030 in accordance with the legal basis of the drafted Strategic Plan.

The conclusion from the data obtained from the field showed that the most important role in achieving the internationalization of higher education institutions is to be credible from the inner institutions themselves. Because to run internationalization in study programs in higher education institutions must have a high scale standard by higher education which can be interpreted as institution accreditation. Accreditation of higher education institutions and the condition of the institution become the most important benchmarks because the first thing seen by the people outside the institution or students who are interested in studying at the higher education institution, they will see how credible the institution is.

Moreover, improving human resources is also needed in order to create good credibility for institutions. Therefore, stakeholders must be able to have high competitiveness towards higher education institutions, such as making improvements to the sectors that affect tertiary positions and accreditation. They are also expected to be able to create sustainable policies that benefit both internal and external parties in order to achieve a predetermined output and in order to create standards that meet expectations.

Suggestion

1. The programs and policies undertaken for strategic policies undertaken need support from every level at the University. Especially at Private Universities which are under foundations such as Muhammadiyah and Aisyiyah Higher Education (PTMA). Support to achieve international recognition is done both by policy makers such as lecturers and staff but there still needs support from every student as a participant. Because every Study Program cannot run by theirselves without supervision from the Faculty or the University.
2. The Study Program should be improved for management, data collection, and inventory at the Study Program level because a lot of information that should be able to be consumed by the public cannot yet be accessed. Though such information can be used as testimonials and promotions for the Study Program itself.
3. High commitment between university institutions is needed, both balance in funding for support of program implementation. The programs also need to be developed not only to offer student exchanges but also to be able to apply international classes that might be able to apply dual degrees as differences between international classes and regular classes. Like things that are indeed international standards are done, for example foreign teachers in certain subjects related to international science.

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