

# BUILDING MODEL OF CORPORATE CULTURE BASED ON BASIC VALUES OF STATE DEFENSE TOWARDS STATE UNIVERSITY BASED ON FINANCIAL MANAGEMENT-PUBLIC SERVICE AGENCY (PK-BLU) UPN "VETERAN" YOGYAKARTA

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**Abstract** - This article is the result of institutional research on building model of corporate culture of UPN "Veteran" Yogyakarta based on Basic Values of State Defense towards State University Based on Financial Management-Public Service Agency (PTN PK-BLU. This research belongs to the descriptive research. Data was collected through distributing questionnaires to 195 respondents and focus group discussions (FGD). The results of the research explained that in general, based on the characteristics of UPN "Veteran" Yogyakarta as a state university characterized by State Defense, there needs to be strengthening or development of a new corporate culture at UPN "Veteran" Yogyakarta based on the basic values of state defense towards PTN PK-BLU. Corporate culture that needs to be built is Discipline, Struggle, Creativity, Excellence, love for Homeland, Consciousness of have a nation and state, Convinced of Pancasila as the Foundation of the State, Willing to Sacrifice for the Nation and state, possessing initial ability for the state defense, Honesty and Integrity, Learner, and Upholding Meritocracy. To build this culture, there are a number of effort that need to be carried out, namely: involving stakeholders in formulating corporate culture, massive socialization, budgetary support in upholding the corporate culture, sustainable monitoring and evaluation, and building information, and reward and punishment system, which supports the emergence of a new corporate culture.

**Keywords:** corporate culture, Basic Values of state defense

## Introduction

Based on the Presidential Decree of the Republic of Indonesia (Perpres) No. 121 of 2014, UPN "Veterans" Yogyakarta experienced a change in institutional status from Private Universities (PTS) under the

Housing and Education Welfare Foundation (YKPP) to State Universities (PTN) of the Ministry of Research Work Unit Technology and Higher Education (now the Ministry of Education and Culture). Through the Perpres, there are two fundamental changes experienced

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by UPN "Veteran" Yogyakarta, namely the institutional governance from Public University (PTS) to State University (PTN) and second, that there is a mandate for UPN "Veteran" Yogyakarta to develop State Defense Values because it has been established as a campus that is characterized by State Defense (*Bela Negara*).

This institutional governance change requires UPN "Veterans" Yogyakarta as the Work Unit Under the Ministry of Education and Culture (Kemdikbud Satker), to make changes towards institutional governance oriented to the quality of public services by carrying out bureaucratic reforms. Another demand for change is the need to make various adjustments in terms of financial governance, state property and human resources as a government institution. The demand for this change, after five years of the UPN "Veteran" Yogyakarta becoming State University (PTN), is often not supported by the institutional governance system as the Ministry of Education and Culture Work Unit. This is due to the lack of autonomy and flexibility in management of the institutional governance as a work unit, while on the other hand universities are required to do a lot of innovation and

creativity in order to improve human resources with global competitiveness.

Therefore, based on the statement above and as also stated in the Strategic Plan (Renstra) of UPN "Veteran" Yogyakarta in 2015-2019, UPN "Veteran" Yogyakarta proposed a change in the institutional status to PTN Financial Management Public Service Agency (PTN PK-BLU). Until this article was written, the process of changing to PTN PK-BLU was still in the process at the Ministerial level. In accordance with Government Regulation No. 23/2005, the main objective of the Public Service Agency is to improve the quality of services to the community, especially in the field of higher education. This is also in line with what has been done by UPN "Veteran" Yogyakarta, namely by carrying out Bureaucratic Reform through the preparation of the Road Map for the "Veteran" Yogyakarta UPN Bureaucracy Reform in 2017-2019.

Changes in institutional status or conceptually organizational change is a necessity for an institution amid rapid and sometimes unpredictable environmental changes. Changes in institutional status do not have any meaning or will not succeed in realizing organizational goals if not accompanied

by changes in organizational culture (corporate culture). Tasgit in his research stated that corporate culture is important for the success of an organization.<sup>4</sup> In organizational change, corporate culture is accepted as an important component in the organizational behavior and is considered as one of the determinants. According to Stewart, norms in the organizational culture cannot be seen. However, if an organization wants to increase profits and productivity, employee norms must be considered first.<sup>5</sup>

Organizational culture is also part of building good university governance. Organizational culture has a great influence on the success and life and death of an organization.<sup>6</sup> Therefore, the company is willing to spend massive funds to change the corporate culture so that it always matches the rapidly changing environment. On the contrary, the state government bureaucracy has less attention to environmental changes.

Max Weber, German sociologist formulated the concept of bureaucracy about 140 years ago, that bureaucratic organization is assumed to be a form of organization suitable for a stable environment and for carrying out tasks that are massive but redundant. Thus, the shape and culture of the organization must change if the tasks of the organization and its environment change.

Besides that, as a campus that is characterized by State Defense, UPN "Veterans" Yogyakarta must be pioneers and excel in developing the values of State Defense in implementing the Tri Dharma of Higher Education (Education, Research and Community Service) and the institutional or organizational field. These advantages can be reflected in the role and performance of the institution and the attitudes and behavior of students, lecturers and educational staff. All these advantages can be achieved through the development of a new organizational culture, which is an

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<sup>4</sup> Y. E. Tasgit, F. K. Şentürk, and E. Ergün, "Corporate Culture and Business Strategy: Which Strategies Can Be Applied More Easily in Which Culture?" *International Journal of Business and Social Science*, Vol. 8, No. 6, 2017, pp.80–91.

<sup>5</sup> Douglas Stewart, (2010). "Growing the Corporate Culture", accessed on 15 Februari 2020

<https://www.wachovia.com/foundation/v/index.jsp?vgnextoid=ab411f07760aa110VgnVCM1000004bod1872RCRD&vgnnextfmt=default>

<sup>6</sup> Sofyan Effendi, "Membangun Budaya Birokrasi Untuk Good Governance", Lokakarya Nasional Reformasi Birokrasi, Kantor Menteri Negara PAN 2005.

organizational culture based on the State Defense Values as PTN PK-BLU.

Based on this, this paper describes the new organizational culture that can be built by UPN "Veterans" Yogyakarta, which is an organizational culture based on State Defense Values as PTN PK-BLU, and the means or methods to build a new organizational culture.

### Literature Review

Organizational culture has various definitions. But it is generally agreed that organizational culture is a set of norms and values that are broadly followed and held together in an organization.<sup>7</sup> Put simply, it can be said that the culture in question includes knowledge, explanation, values, beliefs, communication and behavior of many people at the right time and place.<sup>8</sup> Organizational culture has shared values and beliefs that underlie an organizational identity.<sup>9</sup> Organizational

culture refers to a system of shared meanings held by members that distinguishes one organization from another organization.<sup>10</sup> The meaning of organizational culture is the values, principles, traditions, and attitudes that influence the way members behave in organizations.<sup>11</sup> Based on this definition, it can be explained that organizational culture is the values, attitudes and behavior of each member in an organization that reflects the characteristics of the organization and distinguishes the organization from other organizations.

Organizational culture must also be followed by all members of the organization. Organizational culture is formed through the interaction of 4 (four) main factors, namely: Personal and professional characteristics of organizational members, organizational ethics, employment relationship, and organizational structure.<sup>12</sup> Conceptual

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<sup>7</sup> L. Guiso, Sapienza, P., Zingales, L., (2013). "The value of corporate values". *Journal of Financial Economics*, 101, 621-640. Dan James Stoner, *at.al*, *Manajemen*, Jilid II Edisi Bahasa Indonesia, (Indonesia: PT. Indeks Gramedia Group, 2003).

<sup>8</sup> M. Ahmed, & Shafiq, S, "The Impact of Organizational Culture on Organizational Performance: A Case Study of Telecom Sector", *Global Journal of Management & Business Research*, Vol. 14, No.3, 2014, pp. 21-30.

<sup>9</sup> Robert Kreitner & Angelo Kinicki, *Organizational Behavior*, 7th ed, (New York: McGraw-Hill Inc, 2007).

<sup>10</sup> Stephen Robbins, *Perilaku Organisasi*, Jilid I dan II, alih Bahasa: Hadyana Pujaatmaja, (Jakarta: Prenhallindo, 2008).

<sup>11</sup> Stephen Robbins & Mary Coulter, *Management*, Eleventh Edition, (United States of America: Pearson Education Limited, 2012).

<sup>12</sup> Jennifer George & R Jones, *Understanding and Managing Organizational Behavior*, (New Jersey: Pearson Education, Inc, 2012).

characteristics of organizational culture include several things, namely individual initiative, tolerance of risky actions, direction, integration, leadership support.<sup>13</sup> According to Robbins & Coulter there are 7 dimensions of organizational culture namely innovation and risk taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness, stability.<sup>14</sup>

Organizational culture is closely related to organizational effectiveness. In this case, to understand the nature of organizational culture, there are at least four things that must be considered, namely: Involvement, Consistency,

Adaptability and Mission.<sup>15</sup> According to Prawirodirdjo, changes in the human resources within the organization are also needed in building a changing organizational culture. This change will run automatically if the organizational culture is made to have an attraction for members. For example, by forming a new culture through the implementation a code of ethics and remuneration that can improve employee performance.<sup>16</sup>

Following are the changes that can be made by organizations in dealing with changes along with the methods of dealing with these changes according to Winardi.<sup>17</sup>

TARGET	METHODS OF CHANGE
Purpose and Target	Explanation of the overall mission, modification of objectives, application of management principles based on the objectives
Culture	Establish individual and group behavior by clarifying, modifying, and building values
Strategy	Modifications to strategic plans, operational plans, policies and procedures
Duties	Modifications to job design, job enrichment, autonomous work groups

<sup>13</sup> Stephen Robbins dan Judge, (Terjemahan), *Perilaku Organisasi*, (Jakarta: Salemba Empat, 2011).

<sup>14</sup> Stephen Robbins & Mary Coulter, *Management*, Eleventh Edition, (United States of America: Pearson Education Limited, 2012).

<sup>15</sup> U.M. Ehtesham, Tahir M.M & Shakil A.M, "Relationship between Organizational Culture and Performance Management Practices: A Case of University in Pakistan", *Journal of Competitiveness*, Vol.3, No.4, 2011, pp. 8-86.

<sup>16</sup> S.A. Prawirodirdjo, "Analisis Pengaruh Perubahan Organisasi dan Budaya Organisasi Terhadap Kepuasan dan Kinerja Pegawai Direktorat Jenderal Pajak", (Penelitian pada Kantor Pelayanan Pajak Berbasis Administrasi Modern di Lingkungan Kantor Wilayah Jakarta Khusus, Tesis, Tidak Dipublikasikan, (Semarang: Universitas Diponegoro, 2007).

<sup>17</sup> J. Winardi, *Manajemen Perubahan (Management of Change)*, (Jakarta: Kencana Prenada Media Group, 2006).

Technology	Improvements to equipment, facilities, methods and workflow
People	Modify selection criteria and rectification practices, implement training and development programs, clarify roles and expectations
Structure	Modification of job description, organizational design, coordination mechanism and distribution of authority.

In making organizational culture changes, it is necessary to consider several factors of rejection from within the organization that can determine the success of these changes. Stephen Robbins & Timothy A. Judge suggested that there were several main causes for the rejection, namely: first, individual rejection. Individual rejection comes from habits, security, economy and concerns about the unknown. Second, organizational rejection, which comes from structural delays, limited focus of change, group delays, threats to expertise, threats to the power relations built, and threats to the allocation of resources that have been established.<sup>18</sup> Furthermore Stephen Robbins & Timothy A. Judge explained several things that could be done to overcome the rejection, namely: Education and communication, participation, facilities and support, negotiation, manipulation and co-optation, and coercion.<sup>19</sup>

The reflection of an organizational culture that is well developed and characterizes an organization, can be seen from the work culture carried out by its employees. Work culture is a behavior that is carried out repeatedly by every individual in an organization and has become a habit in the implementation of work.<sup>20</sup> According to Taliziduhu Ndraha, work culture is a group of basic thoughts or mental programs that can be used to improve the efficiency of work and human cooperation owned by a group of people.<sup>21</sup>

### Research Methods

This research is classified in qualitative research, namely research used to examine the condition of natural objects, which places researchers as key instruments in the data collection process. This study intends to understand the phenomena experienced

<sup>18</sup> Stephen Robbins & Timothy A. Judge, *op.cit.*  
<sup>19</sup> *Ibid*  
<sup>20</sup> Hadari Nawawi, *Manajemen Sumber Daya Manusia*, (Yogyakarta: Gajah Mada University Press, 2007).

<sup>21</sup> Taliziduhu Ndraha, *Teori Budaya Organisasi*, (Jakarta: PT. Rineka Cipta, 2003).

by the research subjects (i.e. lecturers and academic staff) during the transition period of the UPN "Veteran" Yogyakarta organization from the Work Unit (Satker) to the Public Service Agency, by the means of description in the form of words and languages. Primary data were collected by distributing questionnaires to 195 respondents consisting of 95 lecturers and 100 academic staff spread across 5 faculties, namely FTM, FTI, FISIP, FEB and FP. Secondary data were collected from text books, journals, magazines, reports, newspapers and various Indonesian laws and regulations related to tertiary education. The data collected were then followed up by triangulation test in the focus group discussion (FGD) format involving BLU managers from other campuses, Yogyakarta State University (UNY) to compare the organizational culture changes that emerged when UNY underwent an institutional transition period a few years ago. Data analysis was carried out inductively and emphasized meaning rather than generalization.

This research focuses on organizational culture that has been carried out so far and formulates a new organizational culture based on state defense towards PTN PK-BLU. The

parameters to measure the success of this study are first, for the short term, is the formulation of a policy framework regarding the new cultural formulation of UPN "Veteran" Yogyakarta as PTN PK-BLU based on the values of state defense and ways to build the new culture. Second, for the long term, the birth of a new culture of UPN "Veteran" Yogyakarta which is reflected in the change in behavior and performance of employees to support the realization of the performance achievements of UPN "Veteran" Yogyakarta.

## **Discussion**

### **Organizational Culture as a Work Unit of the Ministry of Education and Culture**

In general, when it was established as PTN, the organizational culture of UPN "Veteran" Yogyakarta Work Unit of Kemristekdikti through Presidential Regulation 121 of 2014 financial management, human resources and infrastructures refers to the management provisions by government agencies. But in the management of Higher Education Tri Dharma, UPN "Veterans" Yogyakarta did not experience significant changes. This means that the implementation of Higher Education Tri Dharma, both when

it was in the form of PTS and when it has become a PTN, is still fostered by the Ministry of Research and Technology or Ministry of Education and Culture.

Some adjustments were made in line with these changes, namely changes in the Organization and Work Procedure of the Yogyakarta "Veteran" National Development University<sup>22</sup> and the Statute of the Yogyakarta "Veterans" National Development University<sup>23</sup>. Other internal policies that have changed as a result of changes in institutional status are the issuance of the 2015-2019 Yogyakarta Veterinary UPN Strategic Plan and the 2015-2017 Yogyakarta Veterinary Reform UPN Road Map.

Based on the four policies, the organizational culture that UPN "Veteran" Yogyakarta wants to develop has been described, but has not been well formulated, has not been understood and used as the basis for working by all employees or has not become the work culture of UPN

"Veteran" Yogyakarta employees. By referring to the theoretical definition of organizational culture, UPN "Veteran" Yogyakarta has specific values in establishing organizational culture and work culture of its employees, namely: discipline, struggle, creativity, excellence, state defense, and honesty.<sup>24</sup> Values such as discipline, struggle and creativity have existed since becoming PTS. In addition to possessing values, the basic principles of the management of UPN "Veteran" Yogyakarta have also been established, namely the development of science and technology based on universal and objective values in achieving scientific truth, the implementation of the three-tridharma of higher education based on faith, freedom and academic responsibility as well as the Widya Mwat Yasa, and Improvement of good university governance characterized by carrying out independent, modern and

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<sup>22</sup> Peraturan Menteri Riset, Teknologi dan Pendidikan Tinggi Nomor 39 Tahun 2015 tentang Organisasi dan Tata Kerja Universitas Pembangunan Nasional "Veteran" Yogyakarta sebagaimana telah diubah dalam Peraturan Menteri Riset, Teknologi dan Pendidikan Tinggi Nomor 28 Tahun 2016 tentang Perubahan atas Peraturan Menteri Riset, Teknologi dan Pendidikan Tinggi Nomor 39 Tahun 2015 tentang Organisasi dan Tata

Kerja Universitas Pembangunan Nasional "Veteran" Yogyakarta.

<sup>23</sup> Peraturan Menteri Riset, Teknologi, dan Pendidikan Tinggi Republik Indonesia, Nomor 85 Tahun 2017 Tentang Statuta Universitas Pembangunan Nasional "Veteran" Yogyakarta

<sup>24</sup> These values are listed in the Statute, Strategic Plan and Roadmap for Bureaucratic Reform of UPN "Veteran" Yogyakarta



sustainable management.<sup>25</sup>

With these basic values and principles, organizational culture and work culture that are clearly seen are academic culture in the implementation of Higher Education Tri Dharma (generally the same as other universities), discipline enforcement through the flag ceremony every 17th of the month, the use of clothing uniform for employees, the development of the character of state defense through strengthening knowledge and understanding of the basic values of state defense for employees through the Training and Development of State Defense for All Employees of UPN "Veteran" Yogyakarta. While the other values have not been clearly seen as part of the organization's culture, they are understood by all employees and implemented consistently. Therefore, the early stages of organizational culture development are the preparation of organizational culture formulation involving all relevant stakeholders based on the identity of UPN "Veteran" Yogyakarta.

### **Basic Values of State Defense and Public Service Agency Demands**

There are two important factors in shaping the new culture of UPN "Veteran" Yogyakarta, namely the characteristics of UPN "Veteran" Yogyakarta as a State Defense Campus and the Strategic Policy of UPN "Veteran" Yogyakarta to become PTN PK-BLU. The norms and basic values of the two factors will be the basis for the preparation of the new cultural formulation of the Yogyakarta Veterans UPN organization.

The Director General of Defense Potential of the Ministry of Defense of the Republic of Indonesia describes the basic values and indicators of state defense in the Textbook section on National Defense. The five basic values of defending the country are: love for the motherland, national and state awareness, believe in Pancasila as the country's ideology, willing to sacrifice for the nation and state, and have the initial ability to defend the country both physically and psychologically.<sup>26</sup>

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<sup>25</sup> Renstra UPN "Veteran" Yogyakarta 2009-2014 and Renstra UPN "Veteran" Yogyakarta 2015-2019.

<sup>26</sup> Marzuki M Thamrin, "Tataran Dasar Bela Negara", *Buku Ajar tentang Bela Negara*,

(Jakarta: Ditjen Pothan, Kementerian Pertahanan RI, 2016).

Related to norms or demands for agencies implementing PK-BLU, by referring to article 2 of the Government Regulation of the Republic of Indonesia Number 23 of 2005 on Financial Management of Public Service Agencies, the purpose of BLU is to improve services to the public in order to advance public welfare and improve the life of the nation by providing flexibility in financial management based on economic and productivity principles, and applying sound business practices. It is also stated in Minister of Finance Regulation No. 119/2007 that one of the conditions that must be fulfilled by the proposing agency is a statement of ability to improve service performance, finance, and benefits for the community.

### **New Culture of UPN "Veteran" Yogyakarta Based on PTN PK-BLU State Defense Values**

Based on the analysis of the results of respondents' questionnaires (lecturers and academic staff) to observe the respondent's knowledge and readiness to PTN PK-BLU and readiness to implement a new work culture as PTN PK-BLU, it can be concluded that in general most of the respondents (80%) had known that UPN "Veteran"

Yogyakarta is in the process of being proposed as a PKN-BLU PTN, and most respondents (97%) are also willing to apply a new organizational culture or work culture as PKN-BLU PTN.

Specifically, regarding the level of respondents' knowledge about BLU, it can be concluded as follows: first, most respondents (75%) know that the purpose of institutional change towards BLU is to improve service quality. Second, the consequences of the change to BLU have only been understood by 58% respondents, especially related to

the remuneration system, of which only 60% understood the magnitude and mechanism of remuneration. Third, only 58% of respondents understand that the amount of remuneration is determined by employee performance. Based on these results, it is necessary to strengthen socialization on the consequences and governance of BLU.

Meanwhile, related to the willingness to apply a new work culture, especially based on the basic values of defending the country, it can be demonstrated as follows: 97% are willing to be role models in acting and behaving in the work environment, 99% are ready

and willing to be disciplined and timely in work, 99% are ready and willing to provide the best service to students, 98% are willing to obey the applicable regulations at UPN "Veteran" Yogyakarta, 99% are willing to maintain unity and union as well as brotherhood among employees, 99% are willing to increase their ability and professionalism at work, 99% are willing to realize good campus governance, 99% are willing to appreciate the differences of opinion between them, 97% are willing to adopt a simple lifestyle inside and outside the office, and 99% are willing to create an orderly, clean and safe work environment.

For the results of the FGD conducted together with guest speaker Budi Takarina, M. Pd as the Head of the Academic Office for Student Affairs and Cooperation from UNY, it can be concluded that the change of UNY from Work Unit to PK-BLU has no obstacle in general. This is because the requirement to propose as a BLU is a promise to improve services to the community. The

work culture of BLU is almost no different, where the emphasis is the same on improving services to the community. This change did not cause problems at the employee level because the socialization had been carried out since the beginning of the proposed BLU proposal, starting from the senate forum, lecturers, students, faculty, to the work units. The change from Work Unit to BLU was well received by academic staff and lecturers. Enforcement of new rules when BLU is done with reward and punishment. To ensure that PTN PK-BLU provisions run well, monitoring is carried out in stages from the university to the smallest work unit.

Based on the theory and results of the questionnaire and FGD analysis, the work culture developed by the Ministry of Education and Culture of the Republic of Indonesia<sup>27</sup>, as well as the values of UPN "Veteran" Yogyakarta, the new culture of UPN "Veteran" Yogyakarta organization based on the basic values of defending the country as PTN PK-BLU can be formulated as follows:

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<sup>27</sup> Budaya Kerja Kementerian Pendidikan dan Kebudayaan Republik Indonesia, retrieved from

<https://kemdikbud.go.id/main/files/download/a016fbed96ccb08>, on 12 March 2020.

<b>Value and definition</b>	<b>Value indicators</b>	<b>Behavior</b>
Discipline: "carry out all the institutional regulations with their own awareness"	<ol style="list-style-type: none"> <li>1. Employee compliance in carrying out obligations in accordance with applicable regulations</li> <li>2. Employee compliance in the use of uniforms and working hours</li> </ol>	<ol style="list-style-type: none"> <li>1. Perform obligations with results-oriented attitude and service satisfaction</li> <li>2. Come to work on time</li> <li>3. Wear uniforms according to the provisions</li> </ol>
Struggle: "carry out the tasks given in earnest to achieve the best results"	<ol style="list-style-type: none"> <li>1. Punctuality and budget in carrying out each activity</li> <li>2. The existence of planning, implementation and reporting documents for each activity</li> </ol>	<ol style="list-style-type: none"> <li>1. Always carry out obligations according to a set deadline</li> <li>2. Always compile a TOR before carrying out activities</li> <li>3. Make an activity report after the activity is finished</li> </ol>
Creativity: "Having creativity; have the ability to create new things that are different from those that already exist or that are already known (ideas, methods, or tools)" <sup>28</sup>	<ol style="list-style-type: none"> <li>1. Having a mindset, perspective, and varied approach to each problem, as well as being able to produce new work</li> <li>2. Always make improvements and improvements periodically and continuously</li> <li>3. Be open in accepting constructive new ideas</li> <li>4. Dare to take breakthroughs and solutions in solving problems</li> <li>5. Utilizing information and communication technology in working effectively and efficiently</li> </ol>	<ol style="list-style-type: none"> <li>1. Making SOP that can speed up the work process</li> <li>2. Make minutes of meetings directly with the laptop</li> <li>3. Listen to the meeting participants' opinions wisely</li> <li>4. Distribute paperless letters</li> <li>5. Using social media in serving and communicating both with the community and internal circles</li> </ol>
Superior: "Trying to be the best in carrying out the tasks carried out"	<ol style="list-style-type: none"> <li>1. The best results for work or tasks carried out by individuals (employees) or institutions</li> <li>2. Awards/recognition received by employees from outside UPN "Veterans" Yogyakarta</li> </ol>	<ol style="list-style-type: none"> <li>1. Actively participating in competition and recognition activities</li> <li>2. Always carry out work with the best results/unique</li> </ol>
Love for The Nation and Country: "Do your best and excel for the progress of institutions, nations and countries"	<ol style="list-style-type: none"> <li>1. The quality of cleanliness and properness of the workspace and its immediate environment.</li> <li>2. The level of service satisfaction for students and the community.</li> <li>3. Quality of accreditation of institutions and study programs</li> </ol>	<ol style="list-style-type: none"> <li>1. Conduct cleaning activities of the workspace and the surrounding environment on Friday and carried out every week for 1 hour.</li> <li>2. Carry out monitoring of the use of uniforms by the leadership.</li> <li>3. Serve with patience and clarity.</li> </ol>

<sup>28</sup> Quoted from the meaning of creative and innovative in the Work Culture of the Ministry of Education of Culture.

	<ol style="list-style-type: none"> <li>4. Ranking of universities</li> <li>5. Research results which are utilized for the benefit of the community, nation and state</li> </ol>	<ol style="list-style-type: none"> <li>4. Support efforts to increase accreditation and rating of PT</li> <li>5. Do community service in overcoming the nation's problems</li> </ol>
National Awareness: "Carrying out rights and obligations with full responsibility as employees and citizens"	<ol style="list-style-type: none"> <li>1. Employee participation in activities at UPNVY.</li> <li>2. Availability of planning documents, implementation and reporting activities.</li> <li>3. Number of employees who excel (exceeding performance targets).</li> <li>4. Percentage of employees who violate employee discipline.</li> <li>5. Percentage/number of conflicts between employees.</li> <li>6. Compliance of employees in paying taxes</li> <li>7. Compliance of employees who served in providing LHKPN reports</li> </ol>	<ol style="list-style-type: none"> <li>1. Implement morning motivation from the leadership through direct or indirect media (online).</li> <li>2. Always Prepare proposal documents and report every activity.</li> <li>3. Conduct regular employee coaching processes through dialogue between leaders and staff.</li> <li>4. Following the outbound in the development of national defense values.</li> <li>5. Participate in routine family gatherings every year.</li> <li>6. Paying taxes on time</li> <li>7. Submit the LHKPN report to officials</li> <li>8. Actively involved in community activities</li> </ol>
Acknowledge Pancasila as The State Ideology: "making the Pancasila values the basis of behavior as employees and citizens"	<ol style="list-style-type: none"> <li>1. First Precept: The quality of worship practices according to their respective religion and beliefs within and outside the FISIP environment</li> <li>2. Second Precept: The level of concern between employees both in joy and sorrow activities.</li> <li>3. Third precept: Establishing cooperation between employees in carrying out the work program of UPNVY; The level of use of Pancasila values in carrying out TUSI and solving problems in carrying out TUSI.</li> <li>4. Fourth precept: The duration of internal problem solving between employees both organizational and individual.</li> <li>5. Fifth precept: Even distribution of work and compensation for employees</li> </ol>	<ol style="list-style-type: none"> <li>1. Perform worship according to their respective religions and beliefs, both on and off campus</li> <li>2. actively participating in social activities both on and off campus.</li> <li>3. Willing to Collaborate with anyone in all activities that involve lecturers and education staff as well as in the community</li> <li>4. Resolve conflicts through deliberations.</li> <li>5. Proportional distribution of employees in activities</li> </ol>

	based on previous performance.	
Willing to Sacrifice For the Nation and Country: "Using the capabilities they have in carrying out their tasks through intelligent, thorough and sincere work for the benefit of the nation and state"	<ol style="list-style-type: none"> <li>1. Employees who work beyond TUSI and time.</li> <li>2. Understanding employees about various threats facing the nation and state.</li> <li>3. Involvement of FISIP employees in community activities or organizations.</li> <li>4. Employee participation in dealing with employees who experience difficulties/calamities</li> </ol>	<ol style="list-style-type: none"> <li>1. Always try to exceed the target in carrying out their duties</li> <li>2. Actively attend seminars or workshops on the types of direct or indirect threats.</li> <li>3. Active in activities in the work environment and the community.</li> <li>4. Actively participate in helping difficulties or calamities of employees and the general public.</li> </ol>
Have an Early Ability of State Defense: "Always maintain and enhance physical abilities and enhance intellectual, emotional and spiritual intelligence"	<ol style="list-style-type: none"> <li>1. Low conflict between employees.</li> <li>2. Employee participation in sports and spiritual activities (Islamic and non-Islamic).</li> <li>3. Activities that begin and end with prayer.</li> <li>4. Percentage of healthy employees</li> </ol>	<ol style="list-style-type: none"> <li>1. Participate in ESQ training.</li> <li>2. Participate in regular sports and spiritual activities.</li> <li>3. Starting and ending activities (learning) by praying.</li> <li>4. Perform routine health checks.</li> </ol>
Honesty & Integrity: "Harmony between thoughts, words and deeds" <sup>29</sup>	<ol style="list-style-type: none"> <li>1. Be consistent and firm in upholding the values of truth in action</li> <li>2. Be honest in all actions</li> <li>3. Avoiding conflicts of interest</li> <li>4. Think positive, wise, and wise in carrying out the duties and functions</li> <li>5. Comply with applicable laws and regulations</li> </ol>	<ol style="list-style-type: none"> <li>1. Dare to submit an opinion if something goes wrong (fraud)</li> <li>2. Take a business trip / workshop in accordance with the duration of the organization's needs</li> <li>3. Carry out the procurement of goods and services in accordance with applicable regulations</li> </ol>
Learner <sup>30</sup> : "Always try to develop competence and professionalism"	<ol style="list-style-type: none"> <li>1. Desiring and trying to always add and expand insight, knowledge and experience</li> <li>2. Take wisdom and make lessons for every mistake</li> <li>3. Sharing knowledge/experience with coworkers</li> </ol>	<ol style="list-style-type: none"> <li>1. Participate in the seminar/training/workshop with enthusiasm</li> <li>2. Doing introspection on yourself</li> <li>3. Make a training resume and send to coworkers; Have a formal/informal discussion regarding the work program</li> </ol>
Uphold Meritocracy: "Upholding fairness in giving awards to	<ol style="list-style-type: none"> <li>1. Competing professionally</li> </ol>	<ol style="list-style-type: none"> <li>1. Encourage colleagues to participate in open selection</li> </ol>

<sup>29</sup> Quoted from the meaning of creative and innovative in the Work Culture of the Ministry of Education of Culture

<sup>30</sup> Values of Learner and Upholding Meritocracy are part of the values developed in the work culture of the Ministry of Education and Culture of the Republic of Indonesia.

competent employees"	<ol style="list-style-type: none"> <li>2. Provide equal opportunities in developing employee competencies</li> <li>3. Give awards and penalties in proportion to performance</li> <li>4. Not arbitrary</li> <li>5. Selflessness</li> </ol>	<ol style="list-style-type: none"> <li>2. Provide an objective assessment of SKP</li> <li>3. Provide opportunities for employees to develop competence</li> <li>4. Avoid discrimination against differences in ethnicity, race, religion and age</li> <li>5. Closing information for the career development of other employees</li> </ol>
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### Efforts to Build a New Culture at UPN "Veterans" Yogyakarta

Referring to what was stated by U.M. Ehtesham, Tahir M.M & Shakil A.M. and S.A. Prawirodirdjo about matters that must be considered in building organizational culture, then some efforts that need to be done in building a new culture in UPN "Veteran" Yogyakarta are: first, involving relevant external and internal stakeholders in preparing a new cultural formulation of UPN "Veteran" Yogyakarta . External stakeholders include alumni, users and community leaders. Whereas internal stakeholders involve lecturers and education staff. Second, considering the preparation and formulation of the new culture using a representative system, the second effort that must be made is to optimize the existing media of socialization, both through direct (face-to-face) and indirect socialization such as through print and online media. The print media can use

writing about the work culture of UPN "Veteran" Yogyakarta, both permanent and semi-permanent, in strategic places where they can be seen or accessed by all employees at any time. Meanwhile, online media can also be used through official websites and other social media owned by UPN "Veteran" Yogyakarta. Third, ensuring that efforts to build a new organizational culture can be carried out through the inclusion in the UPN "Veteran" Strategic Plan document in Yogyakarta and the existence of structured and sustainable budget support. Fourth, when the organizational culture has not been built strongly and become part of the daily work culture, it is necessary to have a mechanism for monitoring and evaluating the implementation of work culture and ensuring that the results can be followed up. Fifth, for the long-term interests and ensuring sustainability, it is necessary to build an information system

that supports a new culture and a system of rewards and punishments that is enforced consistently and fairly.

### **Conclusion**

Based on the basic principles and values held by UPN "Veteran" Yogyakarta, conceptually the components or characteristics of organizational culture already exist in the UPN "Veteran" Yogyakarta organization. These values are discipline, struggle, creativity, excellence, state defense and honesty. However, these values have not yet fully become the organizational culture that is clearly formulated as the organizational culture of UPN "Veterans" Yogyakarta, not fully understood by all employees and not yet become the basis for employee behavior in carrying out their obligations, both on campus and off campus. Therefore, it is necessary to formulate an organizational culture (definitions, indicators and behavior) that will become the work culture of UPN "Veteran" Yogyakarta employees towards PTN PK-BLU. UPN "Veterans" Yogyakarta as part of the Ministry of Education and Culture and historically cannot be separated from the Ministry of Defense, so the organizational culture

that is built also needs to pay attention to the culture of the two ministries.

Based on this organizational culture that needs to be developed are: Discipline, Struggle, Creativity, Excellence, Love of the Nation and Country, National Awareness, Acknowledgement of Pancasila as the Foundation of the State, Willing to Sacrifice for the Nation and Country, Have the Ability to Defend the Country, Honesty and Integrity, Learner, and Uphold Meritocracy. With the clarity of definition, indicators and behavior that must be done by employees, it is hoped that the organizational culture can be understood and carried out by all employees.

In order for the formulation of organizational culture to be characteristic of the UPN "Veteran" Yogyakarta and to be the basis for the behavior of its employees, several efforts need to be made, namely: stakeholder involvement in the preparation of organizational culture formulation, massive socialization, budgetary support in upholding organizational culture, ongoing monitoring needs to be carried out, as well as an information system and



reward and punishment system that supports the emergence of a new organizational culture climate.

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