Evolving the Values of Organizational Culture through Character Education Based on Residential College

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Abstract: This study reviews about the organizational culture of PRIME values (Professionalism, Recognition of achievement, Integrity, Mutual Respect, Entrepreneurship) as core values in Telkom University that is evolved through character education in the Residential College. The design of this study is a qualitative research with the grounded theory which is right to be used for the study of social life including behavior and the student's character in the Residential College. The participant consists of the stakeholder of a hostel in the university, the hostel management, senior resident and the residents. The result of this study recommends that the Residential College could be utilized as an alternative to character building by crystallizing four character values which are spiritual value, individual, social, and entrepreneurship that is developed and implemented through some programs and activities in the academic field, social, religious and religion, interest and talent (ASRAMA), with various planned programs, structured, and targeted the developing and character building.

1 INTRODUCTION

Even though the character education has been delivered and planted since early stage until in college, however, there is a degradation of moral and character in the students, also dishonest behavior in the college such as cheating during the exam, plagiarism and other deviations. There are plenty of efforts in implementing character education that has been carried out through four bases in the education institution consist of activity by learning, daily activity in the form of school culture, extracurricular, and daily activity in the family institution (Kemendiknas, 2010). In the university, the implementation of character values are designed by education institution in the class with the subjects that are grouped into general basic subjects such as moral and Islamic education (PAE), civic education (PKN), literature study, and entrepreneurship but, those are not enough because the learning activity is yet classical in the academic activity also dominated by the development of cognitive. We would think better of it and examined the student hostel area as the center of values character building to enrich and practice affective and psychomotor by monitoring much longer intensively and sustainability.

The values character that is evolved in the hostel life is yet inconsistency in selecting the value in the hostel. In selecting the values character in the lives of hostel student is required to define and set as a guideline and reference in arranging the hostel activity program. Telkom University as the education institution obligates all students to stay in the hostel for training about the character national so that they have positive values and organizational culture with a five core value which is professionalism, recognition of achievement, integrity, mutual respect, entrepreneurship (PRIME). However, in operationalizing that is not completely working as it expects due to the value system that is developed, the integration of academic curriculum and the activity hostel program are not synced yet.

2 THE VALUES OF ORGANIZATIONAL CULTURE

Every organization has the organizational culture which is a meaning system, value, belief, norm that have been applied, approved, and followed by the members as a base and direct the individual to accomplish a goal (Sutrisno, 2015, p. 2). The

organizational culture associated with belief, assumption, value, norm, behavior, ideology, custom, and expectations that are had by the organization including the university (Soetopo, 2012, p.123). Besides that, the organizational culture has several key characteristics as a differentiator; identity, commitment, meaning and controlling that guides and forms in an organization. Furthermore, the organizational culture also functioned to enacts the limitation of value and behavior, delivering a sense of identity for the members, appearing a commitment, escalating a stability of a social system, also as a control mechanism that leads and forms the employee's behavior (Robbins, 2006, p. 294). The organizational culture in a company has an identity function, limitations determinant and bounded to maintain the existence of an organization. The important thing is the values selection which will be a way of life that transforms into a basic for every rule and policy in the company and turns into a behavior guidance from each other and all stakeholders. It can be summed up that when the organizational culture is strong then the values can be depth comprehended, applied, and fought by the majority member of an organization so that backing the organization goals (Sutrisno, 2015, p.20). With the strength of organizational culture that has been evolved and implanted will be able to push every individual to take a part consciously, obey and run all policies that have been set by the management based on the basic values which have been agreed. It shows that the organizational culture corresponds with the employee's behavior, organization commitment, work satisfaction all stakeholders in an organization significantly.

Telkom University also has an organizational culture which is a description of their vision and mission. The organizational culture of Telkom University as a meaning system, value, and identity are behavior reference in working and applied by all stakeholders which are management, employees, lecturers, and students. In the practice, Telkom University develops a five core value of organizational culture which is Professionalism, Recognition of Achievement, Integrity, Mutual Respect dan Entrepreneurship (PRIME). One of the stakeholders from Telkom University is the student, which is a key element in the educational institution where the number of students who stay in the hostel is about 6.000 students consisting of various backgrounds, ethnic and regions. It is a challenge that needs to be examined how to civilize the PRIME values or the values which will be evolved for the

students by living in the hostel as a base for character education.

3 THE STUDENT HOSTEL AS A BASE OF CHARACTER BUILDING IN UNIVERSITY

The trend of the evolvement of hostel educational has grown into numerous and it could allow a positive effect for the education. The model of hostel educational is designed for the students to shape a behavior and character that fit the university's vision (Papworth, 2014). The educational with a facility of the hostel has been applied by few the educational institutions in Indonesia such as traditional boarding school or modern boarding school (Dirjen Pembelajaran, 2016, p. 6). From the observation of the researcher, some universities has hostels for their students such as Universitas Indonesia (UI), Universitas Pendidikan Indonesia (UPI), Institut Teknologi Surabaya (ITS), Universitas Gajah Mada (UGM), Institut Pertanian Bogor (IPB), Universitas Pelita Harapan (UPH), Universitas Kristen Indonesia (UKI) and President University (PU).

Besides as a homestay and a place of learning, the hostel has a strategic role which is a social environment for making the friend and a place that represents a family institution. The lives in the Residential College convert the students into independent, active, achievement, disciplined, tolerant, skilled, sharing a space and facility (Khozaeai dkk, 2012, p. 295). Boarding school delivers character education for the students by performing several activities such as developing academic and social skill through a natural process (Jampel, 2016, p. 30). The parent's concern will reduce when their children stay in the Residential College where the level of security is safer than living outside the Residential College (Suki and Chowdhury, 2015, p. 45).

The effectiveness of hostel in evolving character has been studied by some researchers, with a different focus and locus such as: first, a research that is researched in one of the boarding schools showed that the correlation reality between boarding school (variable x) on forming the student's character (variable y) were at high category level (Rizkiana, 2012, p. 18). Second, other research showed that the character education through boarding school would succeed if supported by the management of boarding school that related to the process of program arrangement by staging, organizing,

departmentalizing, work division, and student mentoring; work improvement, formal and informal communication; controlling (Sujarwo, 2012). Third, the contribution of Residential College in forming social climate and academic process in the students because during practice occurred a cross cultural interaction naturally that could be strengthened by the mentoring and parenting system (Utari, dkk, 2014, p. 23). Fourth, the learning system of the hostel could generate an educational holistically in accomplishing the student's character. So that, it requires a management strategy that comprised curriculum qualified, innovative, based on student needs: for the management of student factor required a parenting dormitory system (Noveliza, 2016, p. 99).

By looking at some benefits above, Telkom University obligates new students to stay in the Residential College for a year and utilize the Residential College as a base for character building. Based on the complexity of the hostel's issues that relate to behavior, values character system, hostel activity program, therefore, it is important to solve the issue of character education at the university level through the Residential College, which will be examined by using grounded theory.

4   METHODOLOGY

This study is a qualitative approach with a grounded theory method so that the researcher is free to examine and analyze various phenomenon which is found in the field. According to Straus and Cobin (2015, p. 5) that a qualitative method can be used to reveal and understand something behind an unknown phenomenon. The selection of grounded theory method aims to invent a theorization data which is a method of theory arrangement that orients on action or interaction from the research that is why this method is used to study about social life including behavior and the student character in the Residential College. The analysis in the grounded theory is carried out by axial coding and selective coding. Regarding Strauss and Cobin (2015, p. 51), a process in the grounded theory consists of parsing, concepts, and rearranging a concept with a new concept.

The participation in this study involves the sides that are considered can give a depth describing the issue which is researched. The candidate of a participant is selected by using theoretical sampling approach, where the sample is selected based on the concept that connects to arranging theory. The participant is identified in this study which is: (1) students who are part of staying in hostel program for

the first year, (2) stakeholders for the program, arrangement, and hostel rule, (3) hostel supervisor who assist and mentor the students in the Residential College such as Senior Resident (SR).

The research model based on grounded theory involves data collection by observation, interview, documentation, and triangulation to get data validation. The data analysis in a qualitative research consists of data reduction, display data, and conclusion.

5   FINDING AND DISCUSSION

The result of this study by observing, interviewing, documentation study, and benchmark will be constructed in the conceptual categories where they will form a core dimension such as the selection of the evolved values, arranging activity program that can develop character values.

5.1 The Character Values Evolved in the Residential College

The organizational culture has a value system that transforms into a guide of behavior and action for all stakeholders. Including Telkom University has also core values. PRIME is utilized as a guidance, reference and behavior for their stakeholders such as the management of Foundation, lecturer, staff, and students. From the findings in the field figured out that the organizational culture of PRIME value has not been implemented completely. It is because the PRIME value is not used yet as a reference by stakeholders, comprehended yet properly, also there is a need for other values that are more dominant which can be implemented in the hostel. Besides that, there is a different and various perceptions about the value needs which will be prioritized by the management, residents, and other theory references about character values.

To seek for what values that could be evolved in the hostel life at Telkom University. The researcher puts the values of an organizational culture that has been had by Telkom University, utilized as a guidance and reference by the stakeholders including their students. Furthermore, it is urgent to examine the expert's opinion about the theory of character values besides interviewing the institution and the hostel residents.

Based on the observation and interview about the character values that are developed in the hostel at Telkom University, figured out that there is an inconsistency phenomenon in selecting the value

which will be applied by the students. Each person whether the management or a student perceives the needs of value differently depending on the needs or things that are sensed. There is a perception that the character values which would be developed accorded to Lickona (1992) with a ten essential policy that is required to form the good character which is wisdom, justice, fortitude, self-control, love, positive attitude, hard work, integrity, gratitude, humility). On the other hand, to utilize the value reference that is evolved by the ministry of education (2010, p. 9) through an eighteen character values which is religious, integrity, tolerant, disciplined, independent, creative, democratic, curiosity, nationality spirit, homeland love, achievement, communicative, peaceful, love reading, environmental care, social care and responsibility. The management expects that the organizational culture in the PRIME values could be used as a primary reference of values that are developed.

The result of discussion in this study found that the character values which is right to be evolved in the Residential College that can fulfill the institution expectation, students, parents, and all education stakeholders. The values which should be developed, the researcher recommends the seventeen of values character is required to evolve in the Residential College. The values consist of (1) believe in God; (2) independent; (3) disciplined; (4) appreciate diversity; (5) care to each other; (6) never give up; (7) integrity; (8) responsibility; (9) politeness; (10) respect each other; (11) mutual assistance; (12) tolerant; (13) creative; (14) innovative; (15) leadership; (16) brave; (17) confident which are grouped into four values which is spiritual, individual, social, and entrepreneurship. The values have been set to be a reference in arranging a curriculum program and activity in the hostel.

5.2 The Activity Program Developes Character Values

The researcher analyzes and observes how the hostel management at Telkom University designs the curriculum structure in the academic or activity hostel program that strengthens character values. The result of this study identifies that the arrangement of a curriculum in the first year at Telkom University managed by vice rector 1. The subject in the first and second semester is practice subject, theory, and general basic subject. The subject in the first semester is arranged into a package program but, not focus on the subject that relates to character building and integrated with the hostel program. The basic subject

in the first year has six credit semester systems from total 33 credit semester systems or only about 18%. It seems ambiguous with the concept of character strengthening and developing where the basic curriculum as a base to equip the students to have a survival character and the ethos of learning. Therefore, it is required to strengthen and synergize with the hostel program.

Basically, Telkom University has arranged the activity program in the Residential College in a curriculum which is a part of their vision and mission and described structured, gradually, and sustainability. The result of this study reveals that Telkom University has designed a mentoring program for the students since entering the college until becomes an alumnus. At least, there are four primary pillars of character building that have been implemented which is

- "Know about University"
- "Build the Character"
- "Practice about Organization"
- (Valuable Activity) -"Show the Quality"

The researcher is focused on the second pillar which is the Residential College. Telkom University develops a framework of "ASAS" (adaptive, spiritual, academic, and social)- "Build the character". The four frameworks convert into a concern in arranging a program and mapping the resident's competency so that it will be more directed and fulfilled the target for the various residents. This activity is expected to be a mark for the residents to train and learn in exploring their skill also finalizing their character. However, the program that has been designed is not arranged properly yet if it relates to kind of activity, period, and target of value strengthening. Basically, the hostel program is a mentoring program for academic and cross-cultural with a four pillars development consist of mental spiritual, academic knowledge, talent, and sociocultural (Dirjen Pembelajara dan Pembelajaran, 2016, p. 3).

Based on analysis and finding, the researcher recommends a model of program management that has been implemented in the hostel from "ASAS" program, has not explained detailed about talent and interest. It requires continuation in the interest and talent area which has not described obviously in the ASAS program. So that the hostel program in Telkom University transforms into four pillars that comprise: academic, social, religious and religion, interest and talent that is abbreviated ASRAMA. Per field in ASRAMA program is designed a measured and targeted program. Each program is arranged per activity, period, numerous activity, and value target which will be evolved from these activities. The

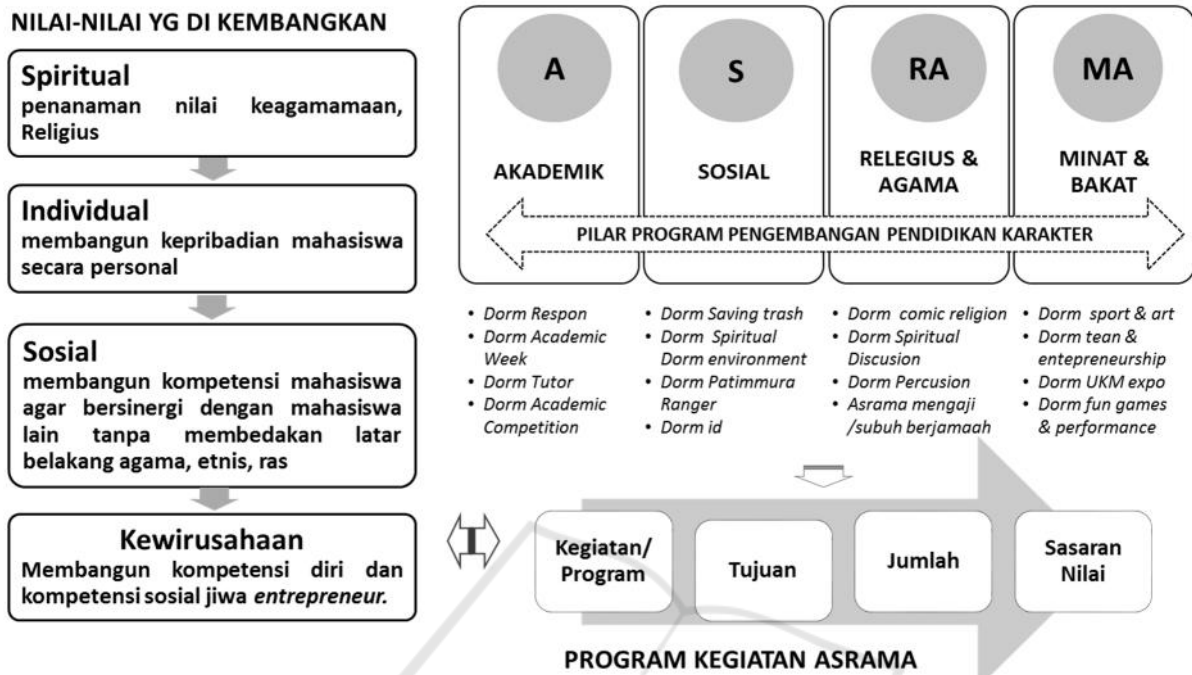formulation of program and hostel activity are described in this concept below.

Figure 1: The Formulation of Progam and Hostel Activity.

The activity program as it is explained in the picture above aims to accomplish the hostel vision of Telkom University which is "transforming a Residential College into education integral which is qualified for the development process in academic, social, religious, and religion, interest, and talent so that becoming a characterized bachelor".

The values classification which will be developed consist of religious value, individual, social, and entrepreneurship that would be evolved through the academic pillar, social, religious and religion, interest and talent, with few activities are purposed to build the value character of the students. Substantially, if the seventeen programs are shorted, could evolve four character values comprises a spiritual value, individual, social, and entrepreneurship. Every substance of character value that is developed and built by several programs in every field.

▪ The spiritual value could be built and evolved through religious and religion pillar, where the spiritual value focuses on the implementation of religion value, learning and understanding the belief or each religion. The programs that are developed in this activity consist of:

• Dorm comic religion, performed every three or four months in a year, aims to lead the students to interest in learning their religion;
• Dorm spiritual discussion, performed every month to increase sensitivity on the phenomenon of religious lives;
• Dorm percussion, performed every three months, aims to cultivate how important harmony and collaboration is;
• The hostel reciting and congregational (Fajr) prayer, twice in a week and based on national event, with a purpose of building a consciousness in praying optimally;

▪ The individual value could be developed through the academic pillar, focusing on the student's personality that is held on through several activities and programs:
• Dorm response, performed per three months, to build the preparedness in confronting with academic demand;
• Dorm academic week, performed in the early study with a purpose to socialize the academic activity;

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- Dorm tutor, performed when the mid test or final test would be held on, and some consultations relating to difficult subject;
- Dorm academic competition performed structured during studying to grow academic culture competitive.

■ The social value could be evolved through few programs in the social pillar to learn and build the student's care on society and environment. These programs are:

- Dorm saving trash, performed per three months, with a purpose to increase the consciousness on keeping environment clean;
- Dorm environment performed per semester so that the student's responsibility for the cooperation in maintaining the environment;
- Dorm pattimura ranger, performed per quarter, aims to build caring to each other
- Dorm food festival, held on with a large capacity in the hall, with a purpose to maintain a national culture in art and traditional food;
- Dorm identity to build togetherness and ability to accept diversity.

■ Entrepreneurship value through several programs in interest and talent pillar is an aspect that associates with self-competency, social competency, and entrepreneurship. The activity and program could be developed by:

- Dorm sport and art, performed per three months with a purpose to develop the student's potency in sport and art;
- Dorm team and entrepreneurship, to build a leadership and entrepreneurship;
- Dorm UKM expo, an event for the units of the student's activity in Telkom University, performed every semester;
- Dorm fun games and performance day, held on after the final exam to evolve togetherness by appearing talent in sport, art, leadership.

6 CONCLUSIONS

Generally, the result of this study shows that character education based on Residential College allowing a new offer in evolving the character of the student, faith and moral that consists of:

■ The PRIME values of an organizational culture will be developed in the Residential College at Telkom University but, cannot be applied

automatically. There are four values found which is spiritual, individual, social, and entrepreneurship which is a crystallization of the 17 character values in the hostel at Telkom University.

■ The hostel program is a mentoring program for academic and cross-cultural with a four base developing which is mental spiritual, academic knowledge, talent, and sociocultural that will evolve the value of spiritual, individual, social, and entrepreneurship.

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