

The Internalization of Ta'awun Culture in Optimizing Collaboration-Based Employee Performance at Universitas Muhammadiyah Ponorogo

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ABSTRAK

Penelitian ini dilatarbelakangi oleh pentingnya penguatan budaya organisasi yang berlandaskan nilai-nilai Islam dalam meningkatkan kinerja pegawai di perguruan tinggi. Universitas Muhammadiyah Ponorogo mengembangkan *Ta'awun Culture* sebagai budaya organisasi yang menekankan semangat saling membantu, bekerja sama, dan bertanggung jawab dalam pelaksanaan Tri Dharma Perguruan Tinggi. Penelitian ini bertujuan untuk mendeskripsikan proses internalisasi *Ta'awun Culture*, menganalisis peran *supportive leadership* dalam menanamkan nilai-nilai ta'awun, mengidentifikasi kebijakan organisasi berbasis kolaborasi, mengungkap faktor-faktor yang mendukung dan menghambat implementasinya, serta merumuskan strategi penguatan *Ta'awun Culture* dalam mengoptimalkan kinerja pegawai. Penelitian ini menggunakan pendekatan kualitatif dengan desain studi kasus. Informan penelitian terdiri atas pimpinan universitas, dosen, tenaga kependidikan, dan pihak lain yang terlibat dalam pengembangan budaya organisasi. Data diperoleh melalui wawancara mendalam, observasi, dan studi dokumentasi. Keabsahan data diuji melalui triangulasi sumber, teknik, dan waktu, sedangkan analisis data dilakukan secara interaktif melalui tahapan reduksi data, penyajian data, serta penarikan dan verifikasi kesimpulan. Hasil penelitian menunjukkan bahwa internalisasi *Ta'awun Culture* dilaksanakan melalui pembiasaan nilai saling menolong, keteladanan pimpinan, penguatan nilai Al-Islam dan Kemuhammadiyahan, komunikasi yang terbuka, kegiatan pembinaan, serta implementasi berbagai kebijakan kelembagaan. *Supportive leadership* berperan penting dalam membangun komitmen bersama, meningkatkan partisipasi pegawai, dan memperkuat kolaborasi lintas unit kerja. Kebijakan organisasi yang mendukung pengembangan sumber daya manusia, sistem manajemen kinerja, evaluasi berkelanjutan, serta pemanfaatan teknologi turut memperkuat budaya kerja kolaboratif. Meskipun masih dijumpai hambatan berupa perbedaan persepsi, miskomunikasi, kedisiplinan yang belum merata, serta keberagaman karakter pegawai, berbagai tantangan tersebut diatasi melalui penguatan komunikasi, koordinasi, pembinaan, dan evaluasi secara berkesinambungan. Strategi penguatan *Ta'awun Culture* yang berfokus pada komunikasi organisasi, komitmen bersama, pengembangan kompetensi, kejelasan pembagian tugas, evaluasi kebijakan, dan penguatan nilai-nilai Islam terbukti mampu membentuk budaya organisasi yang lebih adaptif, produktif, dan kolaboratif sehingga berkontribusi terhadap optimalisasi kinerja pegawai.

Kata Kunci: *Ta'awun Culture*, *internalisasi*, budaya organisasi, kolaborasi, *supportive leadership*, kinerja pegawai, Universitas Muhammadiyah Ponorogo.

ABSTRACT

This study was motivated by the importance of strengthening an Islamic organizational culture to improve employee performance in higher education institutions. Universitas Muhammadiyah Ponorogo has developed Ta'awun Culture as an organizational value that emphasizes mutual assistance, collaboration, and shared responsibility in carrying out the Tri Dharma of Higher Education. This study aimed to describe the process of internalizing Ta'awun Culture, examine the role of supportive leadership in instilling ta'awun values, identify collaborative organizational policies, explore the factors supporting and hindering their implementation, and formulate strategies to strengthen Ta'awun Culture in optimizing employee performance. This research employed a qualitative approach using a case study design. The participants consisted of university leaders, lecturers, administrative staff, and other stakeholders involved in developing the university's organizational culture. Data were collected through in-depth interviews, observations, and document analysis. Data trustworthiness was ensured through source, technique, and time triangulation. The collected data were analyzed using an interactive model involving data reduction, data display, and conclusion drawing and verification. The findings reveal that the internalization of Ta'awun Culture is implemented through the continuous practice of mutual assistance, exemplary leadership, the reinforcement of Al-Islam and Muhammadiyah values, open communication, employee development programs, and institutional policies. Supportive leadership plays a significant role in fostering organizational commitment, encouraging employee participation, and strengthening collaboration across organizational units. Furthermore, organizational policies related to human resource development, performance management systems, continuous evaluation, and the utilization of information technology contribute to the establishment of a collaborative work culture. Although several challenges remain, including differences in perspectives, communication barriers, inconsistent work discipline, and diverse employee characteristics, these obstacles are addressed through continuous communication, coordination, coaching, and evaluation. Strengthening Ta'awun Culture through effective organizational communication, shared commitment, competency development, clear task allocation, policy evaluation, and the reinforcement of Islamic values has been found to create a more adaptive, collaborative, and productive organizational culture, ultimately contributing to the optimization of employee performance.

Keywords: Ta'awun Culture, internalization, organizational culture, collaboration, supportive leadership, employee performance, Universitas Muhammadiyah Ponorogo.

INTRODUCTION

Sumber Human resources constitute one of the strategic elements in determining organizational success, including in higher education institutions that face increasing demands for quality improvement, adaptation to change, and the strengthening of competitiveness. Under such conditions, employee performance is determined not only by individual capabilities but also by an organizational environment that is able to foster communication, cooperation, and a shared sense of responsibility. Organizational culture is an important aspect in this regard, as the values developed within an organization can shape how individuals interact, accomplish their tasks, and pursue common goals. Studies on organizational culture in higher education

institutions have also demonstrated that a strong organizational culture, effective leadership, network development, and improved service quality can support institutional sustainability and competitiveness. In the context of Islamic values-based higher education institutions, organizational culture has distinctive characteristics that are oriented not only toward performance achievement but also toward the implementation of moral and spiritual values in the workplace. One of these values is ta'awun, which refers to the spirit of mutual assistance in promoting goodness. The value of ta'awun can serve as a foundation for developing workplace relationships based on care, togetherness, shared responsibility, and willingness to provide support to others. Thus, ta'awun should not remain merely a normative value but can be developed into an organizational culture when it is accepted, understood, and consistently manifested in employees' behavior. Universitas Muhammadiyah Ponorogo provides a relevant organizational context for examining this phenomenon because the values of Al-Islam and Kemuhammadiyahan constitute an integral part of its institutional development orientation. In practice, the value of ta'awun is directed toward fostering harmonious working relationships and strengthening collaboration across faculties and organizational units. Research documents indicate that the internalization of Ta'awun Culture is manifested through practices of mutual assistance, collaboration, communication, human resource development, and various institutional activities. However, the implementation of these values has not been entirely uniform, as differences in understanding and practices remain across individual work units. This issue becomes increasingly important when associated with employee performance. A work environment that encourages collaboration enables employees to share information, knowledge, and experience, as well as to jointly resolve work-related challenges. Previous studies on organizational culture have also indicated that an open and collaborative culture can create an environment that facilitates knowledge exchange and enhances work effectiveness. Accordingly, the internalization of the value of ta'awun has the potential to function as a social mechanism that strengthens collaboration and ultimately supports the optimization of employee performance. On the other hand, the successful internalization of organizational culture cannot be separated from the role of leadership. Leaders occupy a strategic position in providing role models, direction, guidance, and work systems that enable employees to participate and collaborate effectively. In this study, supportive leadership is viewed as an important mechanism for embedding the value of ta'awun through open communication, organizational policies, competency development, and the provision of tangible examples in everyday working life. Such support is necessary to ensure that ta'awun is not merely understood conceptually but develops into a habitual practice reflected in employees' daily

behavior. Nevertheless, the process of developing a collaborative culture does not always proceed without obstacles. Differences in individual characteristics, experiences, perspectives, levels of discipline, and the potential for miscommunication may influence the effectiveness of collaboration. At the same time, technological developments, economic conditions, competition among higher education institutions, and increasing demands for service quality require organizations to continuously adapt. Therefore, the internalization of Ta'awun Culture needs to be supported by responsive policies, clear task allocation, competency development, continuous evaluation, and cross-unit communication. Research findings indicate that these efforts constitute part of the strategy for strengthening the culture of ta'awun at Universitas Muhammadiyah Ponorogo. Based on these conditions, this study was conducted to gain an in-depth understanding of how Ta'awun Culture is internalized in the work practices of employees at Universitas Muhammadiyah Ponorogo and how this value contributes to the optimization of collaboration-based performance. Specifically, the study examines the process of ta'awun internalization, the role of supportive leadership, teamwork mechanisms and organizational policies, supporting and inhibiting factors, and strategies for strengthening the culture of ta'awun. A qualitative approach was employed to obtain a deeper understanding of employees' experiences, perspectives, and practices in implementing these values. This study contributes to the development of research on Islamic organizational culture and human resource management, particularly by positioning Ta'awun Culture as a value that connects spiritual dimensions, collaborative behavior, and employee performance within the context of Muhammadiyah higher education institutions. Previous studies have largely examined organizational culture, leadership, Islamic work ethics, and performance separately, whereas this study seeks to examine how the value of ta'awun is internalized through leadership practices and collaboration, thereby becoming an integral part of the organization's work culture. Accordingly, this study is expected to provide both conceptual insights and practical recommendations for Islamic-based higher education institutions in developing a collaborative, adaptive, and performance-oriented organizational culture.

THEORETICAL REVIEW AND HYPOTHESIS DEVELOPMENT

1. Ta'awun Culture

Ta'awun is a value that emphasizes the principle of helping one another in promoting goodness. In an organizational context, this value can be manifested through care, cooperation, mutual support, and willingness to assist organizational members in completing their tasks. Ta'awun is not merely understood as a normative teaching but can develop into an organizational culture when the value is accepted, understood, and consistently implemented in everyday behavior.

This process is consistent with the concept of value internalization, whereby a value originating from the organizational environment is gradually accepted and internalized until it becomes part of an individual's attitudes and behavior. From the perspective of Schein's organizational culture theory, culture is formed through values and beliefs that develop collectively and subsequently serve as guidelines for organizational members in their actions. Therefore, Ta'awun Culture in this study is understood as a work culture reflected in mutual assistance, care, togetherness, and collaboration among the academic community of Universitas Muhammadiyah Ponorogo.

2. Supportive Leadership

Supportive leadership refers to a leadership approach that provides support to organizational members through guidance, attention, communication, role modeling, mentoring, and the provision of a supportive working environment. Leaders do not merely play a role in establishing organizational policies but also serve as role models in implementing organizational values. In this study, supportive leadership is associated with the process of internalizing Ta'awun Culture. Leadership role modeling, open communication, employee involvement in organizational processes, and support for competency development are viewed as tangible manifestations of leadership that can strengthen a culture of mutual assistance and cooperation.

3. Organizational Collaboration

Organizational collaboration is a process of working together involving individuals or organizational units to achieve mutually agreed objectives. Effective collaboration requires communication, coordination, trust, participation, shared responsibility, and a common purpose. Within higher education institutions, collaboration may occur across faculties, organizational units, as well as between academic and administrative staff. In this study, collaboration represents a tangible manifestation of the implementation of Ta'awun Culture. The value of mutual assistance is reflected not only in interpersonal relationships but also in the implementation of organizational tasks and the Tri Dharma of Higher Education, which requires synergy across organizational units.

4. Employee Performance

Employee performance refers to the work outcomes achieved by an individual in accordance with the tasks and responsibilities assigned by the organization. Performance is not limited to the quantity and quality of work outcomes but also encompasses discipline, timeliness, responsibility, ability to work collaboratively, and effective utilization of organizational resources. In this study, employee performance is understood as the outcome of interactions

among individual capabilities, leadership, work systems, and the organizational environment. Ta'awun Culture and collaboration are expected to create a supportive work environment that enables employees to perform their duties more effectively and responsibly.

5. Focus of the Study

Based on the theoretical foundation outlined above, this study focuses on the internalization of Ta'awun Culture in optimizing collaboration-based employee performance at Universitas Muhammadiyah Ponorogo. The focus is directed toward five main aspects: (1) the process of internalizing Ta'awun Culture within employees' working lives; (2) the role of supportive leadership in strengthening the internalization of ta'awun values; (3) forms of collaboration that develop in the implementation of work and organizational activities; (4) factors that support and hinder the implementation of Ta'awun Culture; and (5) strategies undertaken by the university to strengthen the culture of ta'awun and optimize employee performance. Accordingly, this study views Ta'awun Culture not merely as an Islamic value but as a work culture translated into actual behavior through leadership, communication, collaboration, and organizational systems. This focus is employed to understand how the value of ta'awun is internalized and implemented by employees and how its implementation contributes to the achievement of improved performance within Universitas Muhammadiyah Ponorogo..

RESEARCH METHODS

This study employs a qualitative approach using a case study design. This approach was selected to obtain an in-depth understanding of the process of internalizing *Ta'awun Culture* in optimizing collaboration-based employee performance at Universitas Muhammadiyah Ponorogo (UMPO). A case study design was considered appropriate because the study focuses on a phenomenon occurring within a real organizational context and enables the researcher to explore employees' experiences, interpretations, and practices of *ta'awun* in their working lives. The study was conducted at Universitas Muhammadiyah Ponorogo, considering that UMPO is a higher education institution that integrates Al-Islam and Kemuhammadiyahan values into its organizational life. The selection of the research site was also based on the existence of work practices emphasizing deliberation, shared responsibility, and collaboration across organizational units. These conditions provide a relevant context for examining the implementation of *ta'awun* values in workplace relationships and organizational management. The research data were obtained from 11 informants selected purposively based on their involvement, experience, and knowledge of the process of internalizing *Ta'awun Culture* at UMPO. The informants consisted of the Rector, Vice Rector II, Vice Rector III, Head of the

Human Resources Development Division, Head of the Planning, Development, and Innovation Center, section heads, lecturers, and administrative staff. The selection of these informants was intended to obtain diverse perspectives from both organizational leaders and employees responsible for implementing organizational activities, thereby providing a more comprehensive understanding of *Ta'awun Culture* and collaboration within the organization. Data were collected through in-depth interviews, participant observation, and documentation. The interviews employed a semi-structured interview guide to explore informants' experiences and perspectives regarding the internalization of *ta'awun*, leadership, collaboration, and employee performance. Participant observation was conducted on employees' activities and interactions to directly examine the implementation of *ta'awun* within the workplace. Meanwhile, documentation was used to complement the data through organizational archives, guidelines, activity reports, and policy documents relevant to the study. Data analysis employed the interactive model developed by Miles, Huberman, and Saldaña (2014), consisting of three stages: data condensation, data display, and conclusion drawing and verification. Data obtained from interviews, observations, and documentation were initially selected and categorized according to the research focus. The data were then presented in narrative form to identify patterns, relationships, and meanings underlying the phenomenon under investigation. Conclusions were subsequently verified continuously throughout the research process. The trustworthiness of the data was ensured through the principles of credibility, transferability, dependability, and confirmability, as proposed by Lincoln and Guba. Credibility was established through source triangulation, whereby information obtained from different categories of informants was compared and cross-checked to ensure consistency and strengthen the validity of the findings.

RESULTS AND DISCUSSION

1. Internalization of *Ta'awun Culture* in Work Practices

The findings indicate that *Ta'awun Culture* has developed as a shared value within the working environment of Universitas Muhammadiyah Ponorogo (UMPO). The value is not merely understood as an Islamic concept but has been manifested through practices of mutual assistance, care, cooperation, and shared responsibility in carrying out work-related tasks. Its implementation can be observed in relationships among lecturers and administrative staff, collaboration across faculties and organizational units, as well as the implementation of the *Tri Dharma of Higher Education*. These findings indicate that the internalization process occurs through habituation and everyday work experiences, enabling the value of *ta'awun* to become embedded in organizational behavior. The findings further demonstrate that *Ta'awun Culture*

has become a shared value that guides employees' behavior in achieving organizational objectives. This finding is consistent with Schein's perspective that organizational culture develops from values that are collectively believed in and practiced until they become established patterns of organizational behavior. In the context of UMPO, the value of *ta'awun* is reinforced through the university's vision and mission and its implementation within governance and the PPEPP system. Thus, the internalization of *ta'awun* takes place not merely through the communication of organizational values but through tangible practices that are continuously enacted in organizational life.

2. The Role of *Supportive Leadership* in Internalizing *Ta'awun*

The findings demonstrate that supportive leadership plays an important role in strengthening the internalization of *Ta'awun Culture*. Leadership support is manifested through role modeling, open communication, guidance, employee development, involvement in organizational processes, and policies that encourage collaboration. A collective-collegial leadership approach also provides employees with opportunities to express their views and participate in addressing organizational issues. Through this approach, leaders do not merely act as decision-makers but also serve as role models in practicing mutual assistance and respect. The findings indicate that leadership behavior constitutes an important means of translating the value of *ta'awun* into workplace practices. This finding reinforces the view that organizational culture is more likely to develop when leaders consistently demonstrate the values they expect organizational members to adopt. Within UMPO, *supportive leadership* functions as a bridge between institutionally established values and employees' everyday behavior. Leadership role modeling, communication, and employee-supportive policies create an environment in which the value of *ta'awun* can be more readily accepted and translated into concrete practices. Therefore, successful cultural internalization depends not only on formal rules and policies but also on leaders' consistency in embodying and implementing these values.

3. Organizational Policies, Teamwork, and Collaboration in Enhancing Performance

The findings indicate that collaboration at UMPO is strengthened through organizational policies, clear task allocation, performance appraisal systems, competency development, and the use of technology. Employees are encouraged to understand their respective duties and responsibilities so that work can be carried out in a coordinated manner. Continuously updated organizational systems also provide support for employee performance management and career development.

Furthermore, collaboration across organizational units enables employees to exchange information, assist one another in completing tasks, and support the implementation of various university programs. These conditions demonstrate that *Ta'awun Culture* is closely associated with the development of collaborative work practices. Such collaboration ultimately contributes to the optimization of employee performance because work is not solely assigned to individuals but can be accomplished through coordination and mutual support among organizational members. This finding is consistent with the concept of collaborative working, which emphasizes the importance of communication, trust, shared objectives, participation, and shared responsibility. From an organizational performance perspective, employees' ability to work collaboratively constitutes an important element in producing high-quality work, meeting deadlines, and achieving organizational targets. Therefore, *Ta'awun Culture* can be regarded as a value-based foundation that strengthens collaborative mechanisms in achieving employee performance.

4. Supporting and Inhibiting Factors in the Internalization of *Ta'awun Culture*

The study identifies that the internalization of *Ta'awun Culture* is influenced by both internal and external factors. Supporting factors include leadership role modeling, open communication, shared commitment, employee awareness, clear task allocation, competency development, and organizational policies that facilitate cooperation. Meanwhile, inhibiting factors include differences in employees' characteristics and experiences, differences in perceptions, miscommunication, variations in levels of discipline, and changes in the external environment. These findings indicate that the implementation of *Ta'awun Culture* is a dynamic process that requires continuous adaptation. Differences in perceptions and the occurrence of miscommunication demonstrate that the value of *ta'awun* does not automatically produce effective collaboration when it is not accompanied by adequate communication and coordination. Therefore, the organization needs to ensure that organizational policies and expectations are consistently understood by all parties responsible for their implementation. At the same time, individual awareness and discipline are essential to ensure that the spirit of mutual assistance does not undermine the clarity of individual responsibilities. Thus, the successful implementation of *Ta'awun Culture* requires a balance between concern for colleagues and professional responsibility for assigned tasks.

5. Strategies for Strengthening *Ta'awun Culture* and Optimizing Performance

The findings indicate that strategies for strengthening *Ta'awun Culture* are directed toward improving communication, developing shared awareness, enhancing competencies, clarifying task allocation, evaluating organizational policies, and strengthening Al-Islam and

Kemuhammadiyah values. These strategies are necessary to ensure that the culture of mutual assistance does not operate merely through individual habits but becomes an integrated component of the organizational system. Continuous evaluation is also necessary to assess the effectiveness of organizational policies and determine areas requiring improvement. Through this approach, *Ta'awun Culture* can be developed more consistently across different organizational units. The strategy also demonstrates that performance optimization is not achieved solely through improving individual capabilities but also through creating work systems that enable employees to work collaboratively. Clear responsibilities, communication, trust, employee development, and evaluation provide a foundation for effective teamwork. In the context of UMPO, the value of *ta'awun* functions as a moral bond that guides collaboration so that it is not merely oriented toward task completion but also toward care, responsibility, and collective well-being. Overall, the findings demonstrate that Ta'awun Culture at UMPO has evolved from a religious value into an organizational cultural practice that supports employee collaboration and performance. This process is strengthened by *supportive leadership*, organizational policies, teamwork, communication, and continuous employee development. Although differences in understanding, miscommunication, and variations in implementation remain across certain organizational units, the university has mechanisms to address these challenges through coordination, evaluation, and strengthened communication. Accordingly, *Ta'awun Culture* can serve as a foundation for developing a more collaborative, adaptive, and goal-oriented organizational culture. The overall findings further emphasize that strengthened communication, shared commitment, competency development, clear task allocation, continuous evaluation, and Islamic values constitute important elements in developing a productive organizational culture.

CONCLUSION

Berdasarkan Based on the findings of the study on the internalization of Ta'awun Culture in optimizing collaboration-based employee performance at Universitas Muhammadiyah Ponorogo, it can be concluded that the value of ta'awun has developed within organizational life through practices of mutual assistance, cooperation, care, and responsibility in carrying out work-related tasks. This value is supported by Islamic teachings, the university's vision and mission, institutional policies, and cross-unit work practices. Although its implementation remains characterized by varying levels of understanding across organizational units, Ta'awun Culture has become one of the foundations for developing harmonious and collaborative workplace relationships. The role of supportive leadership constitutes an important element in

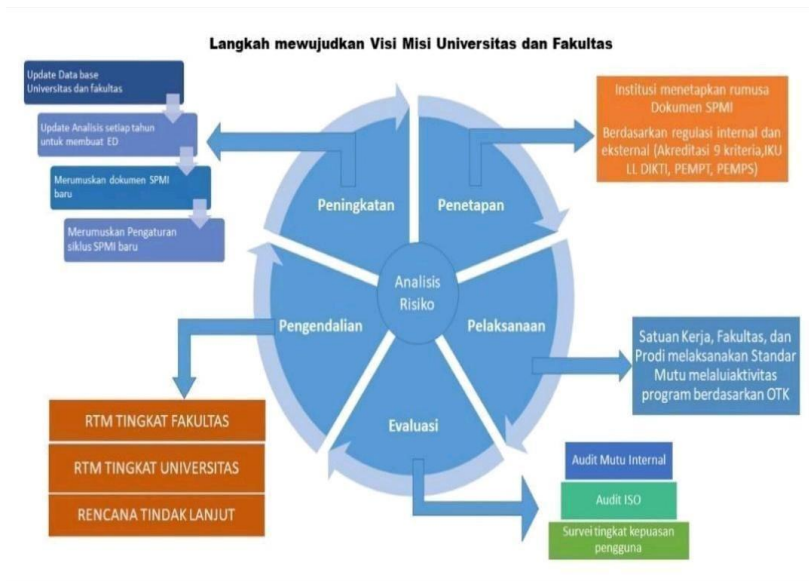
strengthening the implementation of Ta'awun Culture. Leadership role modeling, open communication, employee development, employee involvement, and policies supporting human resource development contribute to creating a work environment that encourages mutual assistance and cooperation. In addition, performance management policies, clear task allocation, competency development, the utilization of technology, and coordination across organizational units further support the development of more effective collaboration. The study also identified supporting and inhibiting factors in the internalization of Ta'awun Culture. Leadership role modeling, shared commitment, communication, employee awareness, and cooperation constitute the primary supporting factors. Meanwhile, differences in individual characteristics and perspectives, miscommunication, insufficient levels of discipline or concern among some employees, and changes in the external environment represent challenges that need to be effectively managed. Therefore, strengthening the culture of ta'awun needs to be pursued continuously through improved communication, competency development, policy evaluation, clear task allocation, and reinforcement of Al-Islam and Kemuhammadiyah values. Overall, this study demonstrates that Ta'awun Culture can serve as a foundation for a work culture that strengthens collaboration and supports the optimization of employee performance. The internalization of the value of ta'awun cannot be achieved solely through socialization but must be manifested through leadership role modeling, organizational systems, workplace relationships, and everyday practices. With consistent reinforcement, Ta'awun Culture has the potential to foster a more harmonious, adaptive, productive, and goal-oriented work environment that supports the achievement of Universitas Muhammadiyah Ponorogo's organizational objectives.

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