CHAPTER I

INTRODUCTION

1.1 Background

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

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

International recognition is a vision to contribute to international activities. The scope of activities are on an international scale, intercourse and worldwide collaboration, international study programs, and research contribution (Knight, 2004). One response from internationalization is to open collaboration and

agreements between the lowest levels, namely regional, then on national and world recognition (Egron-Polak, 2012). The process of internationalization becomes a matter of competition among universities which develops into issues within scientist as well as to the public (Greblikaitė, Barynienė, & Paužaitė, 2016). If a tertiary institution will implement to proceed towards internationalization, the regulations and the system should be changing too as a part way of a process (Wächter, 1999).

One of the elements of education is Higher Education. Higher education is an institutional institution as a support in terms of education, research, and readiness in community service (Setiawan, 2016). Concerning Three Pillars of Higher Education (Tri Dharma Perguruan Tinggi), community service, education, and teaching, as well as research and development, must be owned by every university, both private and public. The development of technology in this era also affects the process of Higher Education activities in the curriculum, policy, promotion, or teaching and learning process.

Networking is a process of social interaction in the form of activities to achieve common goals with the nature of mutual cooperation and understanding the activities involved (Goodlad, 1993). The implementation of cooperation in the education system has several stages: the exploratory stage, the signatory phase of cooperation, the stage of program preparation, the implementation phase, the evaluation phase, and the reporting phase (McLaughlin & Black-Hawkins, 2007). Cooperation networks are translated as activities or activities carried out in groups by several parties to achieve the agreed common goals. The conditions, structure

and organizational arrangements needed to support activities between institutions that work together to complement each other on the side of weaknesses or strengths of each in order to get the right feedback (Nata, 2016).

Muhammadiyah is a Non-Government Organization as one of the biggest Islamic Movements. Muhammadiyah was founded by KH Ahmad Dahlan on 8 Dzulhijjah 1330 or 18 November 1912 in the Special Region of Yogjakarta. The main objective of the establishment of Muhammadiyah is to spread the teachings of Islam according to the Qur'an and Sunnah because the teachings of Islam in Indonesia experienced several deviations that occurred in the process of preaching. Deviations are caused by the mixing of Indonesian culture in certain areas for adaptation reasons. Besides, Muhammadiyah is a movement in the religion, education, and social sectors has several assemblies whose duty is to regulate their respective fields that are experts in their fields. The assemblies formed according to the decision of the k-46 Congress in Yogyakarta. There are 13 assemblies namely: Tabligh Assembly, Tarjih and Tajdid Assembly, Higher Education Council, Elementary and Secondary Education Assembly, Cadre Education Assembly, Public Health Board of Trustees, Community Empowerment Council, Endowments and Registrar Council, Economic and Entrepreneurship Council, Literature and Information Assembly, The Legal and Human Rights Assembly, Social Services Assembly, and Environmental Council. The Muhammadiyah Central Higher Education Research and Development Council (Diktilitbang Council) is a body formed by the Muhammadiyah Central Leadership to assist in fostering and coordinating Muhammadiyah Higher Education. Based on

Muhammadiyah Central Executive Regulation Number 01 / PRN / I.0 / B / 2012 concerning the Higher Education Assembly;

1. The policy is to:

   a. Foster the ideology of Muhammadiyah;

   b. Develop Al-Islam and Kemuhammadiyahan;

   c. Plan, organize, coordinate, foster, and oversee the management of Four Obligations of Higher Education;

   d. Improve the quality and quantity of universities;

   e. Conduct research and development in the field of higher education and;

   f. Deliver input to the engagement leadership as a material consideration in determining policy.

2. The functions are for:

   a. The development of Muhammadiyah ideology;

   b. The development of Al-Islam and Kemuhammadiyahan;

   c. Planning, organizing, coordinating, guiding, and supervising the management of Four Obligations of Higher Education;

   d. Increasing the quality and quantity of professional staff;

   e. The development of quality and quantity of tertiary institutions;

   f. Research and development in higher education;

   g. Submitting input to the Leadership Union as a material consideration in setting policy.

According to Muhammadiyah Business Charity Data (http://www.muhammadiyah.or.id/id/content-8-det-amal-usaha.html), Muhammadiyah kinds of business charity are as follows:

Table 1.1 Muhammadiyah Business Charity

No	Kinds of Business Charity	Total
1	TK/TPQ	4.623
2	Elementary School (SD)/MI	2.252
3	Junior High School (SMP)/MTs	1.111
4	Senior High School (SMA)/SMK/MA	1.291
5	Islamic Boarding School (Pondok Pesantren)	67
6	Total of Muhammadiyah Higher Education	174
7	Hospital, Maternity Hospital, BKIA, BP, etc.	2.119
8	Orphanage, Compensation, Family Care, etc.	318
9	Nursing home	54
10	Disability Rehabilitation	82
11	Special Schools (SLB)	71
12	Mosque	6,118
13	Musholla	5.080
14	Land	20.945.504 M²

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

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

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

Table 1.2 Universities Recognized Internationally

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

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

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

Therefore this research is expected to be able to help in the process of internationalization of tertiary institutions, especially those of Muhammadiyah. It

is hoped that the existence of universities leading to internationalization policies will be the answer to the challenges of globalization in order to create superior human resources.

1.2 Research Question

How is the role of international strategic policy in Muhammadiyah Higher Education (PTM) of Government Science Study Program at Universitas Muhammadiyah Malang (UMM)?

1.3 Research Objective

The purpose of this research is to understand the role of international strategic policy in Muhammadiyah Higher Education (PTM) in the case of Government Science Study Program at Universitas Muhammadiyah Malang (UMM).

1.4 Research Benefits

1.4.1 Theoretical

This research is related to author's study in the Governmental Science. From this research it is expected to know what extent the knowledge as a theory could be practiced in the field.

1.4.2 Practical

From the result of the research it is expected to find a new theory that can be implied in real life and to give a contribution to the development progress of international strategic policy.

1.5 Literature Review

A literature review is an exposure description of findings, theory, and other research material obtained from reference materials to be used as a basis for

research activities to develop a clear framework of the formulation of the problem to be examined (Randolfph, 2009). In another source, a literature review is an analysis in the form of constructive or dropped criticism from research being carried out on a specific topic or question with some a part of science (Nazir, 2005). A literature review is a scientific story about a particular problem (Prastowo, 2012). The literature review contains reviews, summaries, and thoughts of the author about several sources of literature, such as articles, books, slides, information from the internet, etc. about the topics discussed (Nazir, 2005). A specific literature review must be involved, up to date, and qualify (Hajar, 1996). Basic theory, theoretical review, and literature review are some ways to do a literature review (Prastowo, 2012).

The author used about 21 International articles and journals related to the international strategic policy, process, marketing, curricula, brandmark, research, practice, approach, and framework in higher education also society participation theory in order to get a full image and broad perspective in analyzing the role of international strategic policy in muhammadiyah higher education, as details below.

Table 1.3 List of Literature Review

No	Author	Title	Findings
1	(Nurhayati & Suyanti, 2009)	*Strategi Internasionalisasi Perguruan Tinggi Studi Multikasus Pada Universitas Islam Malang dan Universitas Muhammadiyah Malang*	Implementing strategies internally and externally. From the internal side, it is the benchmark of the institution's response in facing a situation that continues to as regularly and a comprehensive policy. As for the external side, the actual implementation of the mission, vision, also regulation is a real action program.

2	(Wasono, Soesanto, Samsudi, & Sutarto, 2013)	*Manajemen Sumber Daya Manusia Perguruan Tinggi Muhammadiyah Berbasis Budaya Organisasi Melalui Implementasi Teori Z*	Integrated human resources are needed to make a college to achieve more than average standards. Controlling and managing human resources through Z Theory, there are 6 elements, namely: trust, self-motivation, reward systems, training to improve skills, control, and joint decision making, quality learning. A conducive environment, leadership, and role models also need to be considered in the process of managing human resources in Higher University.
3	(Jibeen & Khan, 2018)	*Internationalization of Higher Education: Potential Benefits and Costs*	1. The benefit of internationalization is to increase the development of knowledge that can be done with an exchange, social character and acculturation. 2. Aims to more open-minded with going overseas for improving quality and quantity also studying diversity; however, it could be a risk because of the adaption of a new culture.
4	(Nurhayati & Suyanti, 2009)	*Strategi Internasionalisasi dalam Bidang Penelitian Pada Universitas Indonesia dan Institut Pertanian Bogor*	1. Expected to provide research opportunities with international standards as a vision and mission able to lead become a leading world-class university. 2. Support from all institution element can produce an international outbound and inbound balance standard.
5	(Winarno, 2006)	*Menyikapi Globalisasi Pendidikan Tinggi*	Higher education as a primary education for the future needs to influence the character of a fresh graduate. To face the globalization education as a service unfortunately traded. The opening bid for a university branch in a foreign country was feared to be a decrease in interest in studying at a university home country. On the other hand, it can trigger a healthy competition to

			improve calibre, quality, and quantity. Presented as an education enthusiast is a high price offer for a higher education institution from abroad.
6	(Huang, 2003)	*Policy and Practice of the Internationalization of Higher Education in China*	Open door concept to attract people to want to study more through open scholarship. However, for home country institutions, they give different scholarship policies every year and university curriculum because some student who go abroad do not return to the home country again.
7	(Setiawati, 2012)	*Efektivitas Pengembangan Manajemen Pendidikan Tinggi*	Administrative education is the way to get higher the quality of management to guarantee the quality of education obtained. Planning for a high education strategy must be carefully fostered. Even so, in West Java, there are no universities that are included in the criteria of THES dan SJTU.
8	(Wadji, 2016)	*Metamorfosa Perguruan Tinggi Agama Islam*	Quality planning and quality control in building quality management are expected to help harmonize educational institutions. A challenge that must be faced is accounted for is that graduates from Islamic Higher Education are still less absorbed in employment.
9	(Altbach & Knight, 2007)	*The Internationalization of Higher Education: Motivations and Realities*	Thorough the overseas opened motivation is the too attractive international student from abroad also to earn profit sector, demand and gain access in world exchanges, improve the competitiveness, prestige, and strategic alliances of universities. Even though the university takes some beneficial profit for the education service, they still offer some funded programs to attract students.
10	(Fuadi, 2016)	*Internationalists Perguruan Tinggi; Studi Multisitus*	1. Internationalization governance that contains: (a) vision, mission, objectives, and

		Pada Perguruan Tinggi Islam Di Yogyakarta	strategic plans, quality policies oriented to international quality; (b) management of international programs is regulated explicitly by managing the program; (c) the curriculum and learning process are developed to set standards.
			2. Reform of higher education for national scale to international scale including (a) dynamic and optional implementations are determined by the policies, views or orientation of the leadership in looking at the position of the university at the international level; (b) carried out through collaborative programs with various forms; (c) the marketing process takes place in an integrated and natural manner, foreign students are used as indirect marketing media.
11	(Futao, 2009)	*The Internationalization of the Academic Profession in Japan A Quantitative Perspective*	In Japan, there are three higher education institutions, namely universities, junior colleges (*Daigaku Tanks*), and colleges of technology. For them to answer the question of internationalization is an excellent challenge opportunity. The proportion of foreign student interest to study in Japan is more critical and must always increase. To get world recognition starting from publication either academically or marketing. It is hoped that both outbound and inbound students can join campus programs such as research projects. Japan insists that every student must be capable of speak English because it is one of the benchmarks of the world of internationalization.

12	(Binsardi & Ekwulugo, 1999)	*International Marketing of British Education: Research on Students' Perception And The UK Market Penetration*	1. To invite more international student, the UK Government give a sponsored either to the student or the university. 2. People want to study in the UK because of the price variable that in the UK is lower than in the other. 3. The best way to attract foreign student from the promotion are the alumni impression network and contract with other universities, media strategic also worldwide distribution network provided by the British Council.
13	(Setiawan, 2016)	*Perancangan Strategis Sistem Informasi IT Telkom untuk Menuju World Class University*	The essential role in a strategic policy plan for a comprehensive information system in accordance with the requirements needed in educational institutions as a supporter in the future both in managing data, information and even in the marketing of educational institutions.
14	(Boucher et al., 2006)	*A Comprehensive Approach to Faculty Development*	One way to achieve Internationalization standards is financial support for the intended study program institution. To achieve the goals to be achieved is an important role in an institution, but more important than all of them is the readiness of each individual as a support to achieve the desired objectives so that mutual benefits are mutually beneficial to improve the quality of human resources or the institution itself.
15	(Hassanien, 2017)	*Strategic Planning in Higher Education, a Need for Innovative Model*	1. The strategic plan is designed to be able to face a challenge and as a benchmark in the maturity of achieving Internationalization in order to continue a sustainably. 2. In real action, must be applied to higher education is a strategic position, the selection of the right

			strategy, and real implementation.
16	(Mazzarol, 1998)	*Critical Success Factors for International Education Marketing*	The successful achievement of an institution is a face of internationalization competition which is from the side of increasing participation, demand, medium and short term prospects and commercial use.
17	(Greblikaitė et al., 2016)	*Towards the Internationalisation Process of Lithuanian Universities*	In the process of internationalization higher education, a police factor is the main factor that should be a support. Every culture in the institution impact the development of internationalization, the role of student and institution staff, how to run the curricula, another campus in abroad, internationalization in the cultural interest, social interest and the platform of competency.
18	(Haigh, 2002)	*Internationalisation of The Curriculum: Designing Inclusive Education for a Small World*	The international curriculum is intended to provide equality for foreign and home students. A cross-culture, it is hoped that it can provide a challenge to solve a problem by critical thinking with international standards.
19	(Douglass & Edelstein, 2009)	*The Global Competition for Talent: The Rapidly Changing Market for International Students and the Need for a Strategic Approach in the US*	The rapidly growing global competition presents intense competition as well. Every individual is expected to have an international talent to be able to fight international competition, not only for a national competitor. Therefore, it is needed for the right preparation in order to become a professional.
20	(Qiang, 2018)	*Internationalization of Higher Education: towards a Conceptual Framework*	From an institution, it is expected to be able to contribute to create an educated human resource in a knowledgeable, manner, learning and research with skills that are competent to compete as an internationally who have high commitment and readiness.

21	(Voogt & Roblin, 2012)	*A Comparative Analysis of International Frameworks for 21ˢᵗ Century Competencies Implications for National Curriculum Policies*	1. The changes in international curricula to encourage the emergence of international-skilled students with commendable attitudes and behavior.
			2. Students also do not only study a national perspective, what is also faced what happens at home school only but also see in an international perspective, compare and study thoroughly.

Source: quoted from several sources that have been modified, 2019

Therefore based on the above journals, articles, and research that I read, I decide there are two role factors that influenced the internationalization strategic policy in Higher Education, namely, internal factors and external factors. Internal factor means Higher Education itself because as the role main of executor, the Higher Education should make an open door opportunity so they can attract more students in the world to study in their home university. However, they should have a unique thing that other universities do not have so they will get a benchmark. The Higher University also should be good in promotion and marketing to get the interest of the students to study at that university. Furthermore, the Government has to support the Higher Education in the institutional education sector by controlling, planning, and running policy so they can run the activities of education as good as well. In the end, they will achieve an international standard scale as they want.

Meanwhile, the external sector is related to culture. When a foreign student studies in a university, she or he will bring their own culture or language that will make acculturation. Due to the acculturation, that will make an impact on the curricula proses because the curriculum is the process of teaching and learning

processes in the university. The lecture and the student should be comfortable in the process of learning and teaching; that's why it's important too. Financial and human resources support, both of them are important to run university activities. Financial also gives support to the way of making process program in the university. Then, an excellent human resources must be taken into consideration to run the program or policy.

Meanwhile, at the end of the program, there is an evaluation like whether it runs well or not. If it is yes, how they will improve it and if not, where is the fundamental mistake, and then what they should do to fix it. Therefore all must be in harmony and continuity.

1.6 Theoretical Framework

1.6.1   International Strategic Policy

The development of international cooperation in several sectors are economics, trade, education, politics, or culture, between several countries (Djokopranoto & Indrajit, 2014). Internationalization is applied to Indonesian Universities as a strategy to achieve world standards or known as World Class University (Nurhayati & Suyanti, 2009). In universities, internationalization is an activity such as lecturer and student exchange, research collaboration, further study program assistance for lecturers, dual degree programs, lecture collaboration programs such as exchange, summer class, internships and so on.

A strategy is a way for an institution or organization to achieve its objectives according to opportunities and threats faced by the external environment and internal capabilities and resources (Purwanto & Sulistyastuti, 2012). The policy is

a system that regulates all internal and external affairs ranging from membership to programs (Wibawa, 2015). The strategic policy is the process of determining the direction the company must go in order to achieve its vision and mission. Policy making, according to Paine and Naumes, is as a follow:

Figure 1.1 Policy Making's Pattern
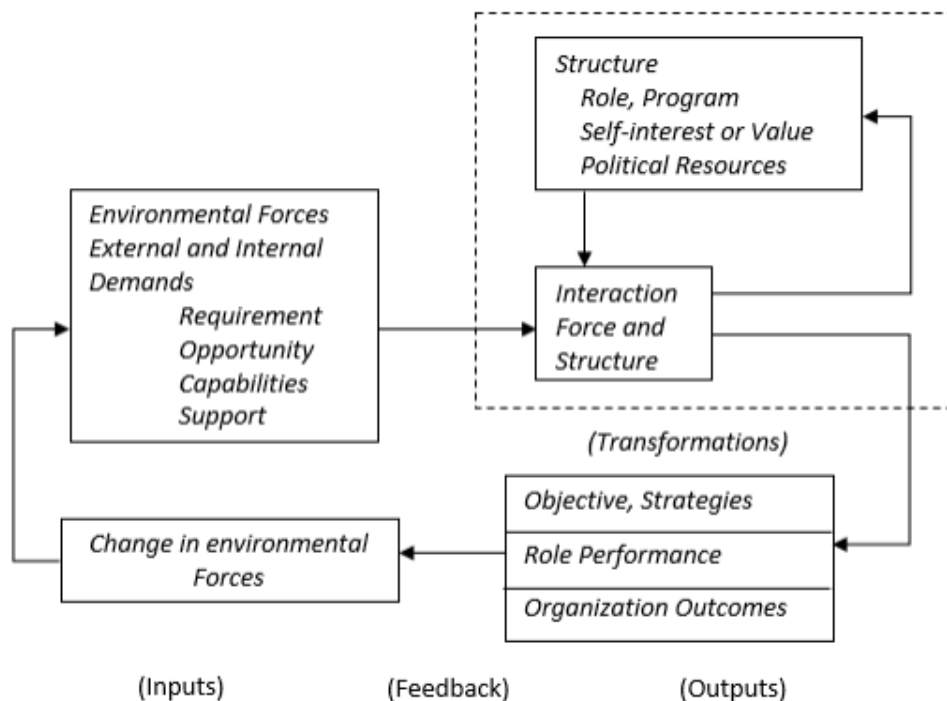
Source: Organizational Strategy and Policy's Book, 1978

Inputs in the form of internal or external factors from institutions in the form of natural or human resources are then formulated by regulation to regulate the course of such an institution to produce output to achieve specific targets. Policy making is a dynamic social process with intellectual processes (Yulianti, 2014). The process of policy making is the activity of deciding on a decision whether to be used in the short or long term, involving a variety of external and internal sources.

1.6.2   Higher Education

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

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

1.7 Conceptual Definition

To understand the writer in interpreting the theory in this study, a conceptual definition will be determined related to the research as follows;

1. Internationalization Strategic Policy : a design concept to expand the development of strategic policies that are influenced by competition between higher education institutions or a country to attract an interest more student and world recognition of an institution.

2. Higher Education : trends in universities towards the efficiency of international strategic policy are developing rapidly in global competition.

An opinion that occurs in the society in universities they put their trust to get knowledge and develop knowledge as an illegal place in educational institutions.

1.8 Operational Definition

In accordance with the description of the background of the above problems, to provide boundaries or scope, the material of this paper is as follows.

1. One of the roles of educational institutions is that Higher Education is considered as one of the executors of the strategic internationalization policy.

2. Based on data in 2019 from Ministry of Research, Technology and the Higher Education Republic of Indonesia (Kemenristekdikti): there is a gap between the Number of International Recognition Study Programs of State Universities (PTN) and Private Universities (PTS). There are only 2 Muhammadiyah and Aisyiyah Higher Education (PTMA) which got international recognition versions. There are University of Muhammadiyah Malang (UMM) and UMY, which means only 1.14% of the total. The Study Programs at UMM are the Study Program of Management, Animal Husbandry, and Biology.

3. The Government Science Study Program of Universitas Muhammadiyah Malang, based on the legal basis the vision and mission's The University is running a program to have the internationalization standard of tertiary institutions listed in the Strategic Draft (Renstra) for its achievement in 2030.

1.9 Research Methods

The research method is a procedure or a process conducted by researchers to gather information for research purposes. The following steps used by researcher in completing research are as follows;

1.9.1   Type of Research

The purpose of qualitative research is to explore and understand an event or social phenomenon by providing a complete picture of the phenomena that are translated into interrelated variables (Denzin & Lincoln, 1994). The prospect of a qualitative study is to obtain a deep understanding of events to produce a theory (Sugiyono, 2006). This research analysis uses a qualitative descriptive approach. Descriptive analysis aims to describe the overview of research objectives, which are to explore the role of international strategic policy in Muhammadiyah Higher Education (PTM). Meanwhile, the type qualitative research method uses case study type. The type of approach in this case study is an approach that is applied to examine and explore a phenomenon for a matter that happens by collecting some kinds of explanation and after that processed to obtain a solution so that the matter can be solved. The research matter is a method for understanding individuals who are carried out to get a deep understanding of the individual and the problems how to face the problems for resolve a matter and obtain good self-development appropriately (Raharjo, 2011). The form of notes, transcripts, books, newspapers, magazines, minutes of meetings, and agendas are the way for collecting data use documentation method, which means that the documentation method is looking

for data or variable. The records are a way to provide documents by using actual proof of recording specific information sources (Arikunto, 2016).

1.9.2 Research Analysis Unit

a. Population

According to Sugiyono (2010), the population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions. For the research data, the author has taken from them Government Science Study Program at Universitas Muhammadiyah Malang (UMM) who has been running an internationalization program.

b. Sampling

According to Suginono (2010), the sample is part of the number and characteristics possessed by the population. If the researcher conducts a study of a large population, while the researcher wants to examine the population and the researcher has limited funds, manpower and time, the researcher uses a sampling technique, so that generalization to the population under study. The meaning of the sample taken can be representative or representative of the population.

The sampling technique determines the sample that will be used in research. Therefore the author uses a purposive sample technique, means is a sampling technique with certain considerations. Purposive sampling is intentional sampling, which means the researcher determines that the sample is not random. Sampling is based on the

assessment of researchers about who is eligible to meet the requirements to be sampled. Therefore, the background of certain knowledge about the sample in question is of course also the population in order to really be able to get a sample in accordance with the requirements or objectives of the researcher so as to obtain or obtain accurate data.

The advantage of this sampling method is that it can be chosen in a way that is relevant to the research design. This method is relatively carried out according to research considerations that can be approached in accordance with the correlation that has been determined. Meanwhile, there are a number of things that need to be considered to minimize errors such as there is no complete guarantee that representative samples such as random or random samples or any random or random sampling do not provide equal opportunity to be selected for all members of the population. That's why the author uses this sampling for the FGD and distributes the questioner.

1.9.3 Data Source

a. Primary Data

According to Lofland (2007), primary data sources are data sources that are given directly to data collectors. The first data collection in this study is by distributing questionnaires and conducting interviews at FGD directly related to the research conducted namely the strategic

policy of internationalization (Atkinson, Coffey, Delamont, Lofland, & Lofland, 2007).

b. Secondary Data

According to Lofland (2007), secondary sources are sources of data obtained by reading, studying and understanding through other media sourced from literature, books, magazines, newspapers or as well as documents of an institution. Data sources that do not directly provide data to data collectors is for example, through other people or through documents (Atkinson et al., 2007).

1.9.4 Data Gathering

Various data needed in this research collected by the following methods:

a. Documentary

The author uses documentation which is a way to provide documents using irrefutable evidence to record specific sources of information (Gulo, 2002) which supported and proven by several international journals, articles, and books related to this research. The documentation used such as the legal basis and data on the Kemenristekdikti's and Muhammadiyah Islamic Organization's website, journals, books, and articles that have a relationship with this research as well as correcting the previous results of research findings.

b. Focus Group Discussion (FGD)

Focus Group Discussion (FGD) is a process of taking information to a particular fact through group discussion (Irwanto, 1998). The activities carried out by a group of people are led by a person as a resource person or moderator whose task is to encourage participants to provide open opinions relating to the topic of discussion that being discussed (Masadeh, 2012). The aim of FGD is to obtain advice or information about the problem accurately while solving the problem is managed in an analysis (Indrizal, 2007). The process of obtaining information aims to research by way of giving a question and answer with face to face between the interviewer and the respondent to obtain information in detail and accurate in fact (Sutopo, 2006).

The FGD with the title "Strategic Policy of Internationalization of Muhammadiyah Universities (PTM) and State Universities (PTN): Study of 4 PTM and PTN Study Programs" held on July, 20th 2019 at Campus 3 Jalan Raya Tlogomas Universitas Muhammadiyah Malang from 10.00 am until 12 pm. The FGD was attended by 26 participants and Dr.Dyah Mutiarin, M.Si. as the facilitator leader. The following is a list of FGD participants:

Table: 1.4 FGD participants at UUM

No	Name	Position
1	Dr. Dyah Estu Kurniawati, M.Si	Vice Dean I
2	Dr. Tutik Sulistyowati. M.Si	Vice Dean II
3	Zen Amirudin, M.Med.Kom	Vice Dean III
4	Dr. Oman Sukmana, M.Si	Head of Social Welfare Studies
5	Dra. Juli Astutik, M.Si	Secretariat of Social Welfare Studies
6	M. Syaprin Zahidi, MA	Head of International Relations
7	Najamudin Khairurrijal, M.Hub. Int	Secretariat of International Relations

8	Rachmad K. Dwi Susilo, MA., Ph.D	Head of Sociology
9	M. Himawan Sutanto, M.Si	Head of Communication Science
10	Widiya Yutanti, MA	Secretariat of Communication Science
11	Tonny Dian Effendi, M.Si., M.Soc. Sc	Head of International Cooperation Institute
12	Shannaz Mutiara Deviar, MA	Secretariat of International Cooperation Institute
13	Muhammad Kamil, S.IP., M.A	Head of Government Science
14	Dr. Tri Sulistyaningsih, M.Si	Lecturer of Government Science
15	Dr. Asep Nurjaman, M.Si	Lecturer of Government Science
16	Dr. Saiman, M.Si	Lecturer of Government Science
17	Drs. Krishno Hadi, M.A	Lecturer of Government Science
18	Jaenuri, M.Si	Lecturer of Government Science
19	Yana Syafriana Hijri, S.IP., M.IP	Lecturer of Government Science
20	Hevi Kurnia Hardini, S.IP., MA.Gov	Lecturer of Government Science
21	Ach. Aprianto Romadhon, S.IP., M.Si	Lecturer of Government Science
22	Iradhat Taqwa Sihidi, S.IP., M.A	Lecturer of Government Science
23	Laeli Nur Khanifah, S.IP., M.I.P	Lecturer of Government Science
24	Hellatsani Widya Ramadhani, S.IP., MA	Lecturer of Government Science
25	Dr. Dyah Mutiarin, M.Si	Lecturer of Government Science
26	Novita Wulandari	Student of Government Science

Source: FDG data as the primary data by the author

Here's the attachment list of the questions on FGD forum;

1. What is the Internationalization Policy at the Study Program level?

2. What is the Internationalization Policy at the Faculty level?

3. What is the Internationalization Policy at the University level?

4. What is the strategy in the Internationalization Policy at the Study Program level?

5. What is the strategy in the Internationalization Policy at the Faculty level?

6. What is the strategy in the Internationalization Policy at the University level?

7. What targets have been achieved in the Internationalization Policy at the Study Program level?

8. What targets have been achieved in the Internationalization Policy at the Faculty level?

9. What targets have been achieved in the Internationalization Policy at the University level?

10. Are there any plans to achieve or get international certification or accreditation? If so, what titles have been achieved?

11. Are there any obstacles or support for the achievement of the Internationalization Policy at the Study Program level?

12. Are there any obstacles or support for the achievement of the Internationalization Policy at the Faculty level?

13. Are there any obstacles or support for the achievement of the Internationalization Policy at the University level?

After that, the author calculate the data from the FGD with PLS (Partial Least Square) software for make it easier to describe the patterns between factors of variables data.

c. Questioner

Data is collected by giving various kinds of questions in writing to respondents to be answered and clearly explained (Sugiyono, 2006).

During the FGD, the authors also distributed questionnaires. Here's the questions list attachment of a questionnaire about the internationalization in study program at Universitas Muhammadiyah Malang;

1.   Internationalization Strategic Policy

Put a checkmark (✓) under the appropriate conditions:

Table 1.5 List of Questionnaire's Question

1. How is the condition of the institution (Higher Education) related to the internationalization strategy?		a. Institutions already have systematic strategies to encourage study programs towards internationalization.
		b. Institutions already have commitments but have not been able to develop a systematic strategy to encourage study programs towards internationalization.
		c. Others ...
2. How is the condition of the study program related to the internationalization strategy?		a. The study program has fulfilled all administrative and substantive criteria.
		b. The study program has fulfilled all the basic criteria but has not met all the substantive criteria.
		c. The study program has fulfilled most administrative and substantive criteria.
		d. Others ...
3. How is the current position of the Study Program?		a. The study program has international recognition.
		b. Study program is in an international recognition process.
		c. Study program is towards international recognition.
		d. Study programs have the potential to lead to international recognition.
		e. Others ...
4. What are the efforts made by institutions for the internationalization?		a. Facilitation of Study Programs
		b. Study Program Acceleration
		c. Study Program Assistance
		d. Maintenance of study programs
		e. Prepare an internationalized road map
		f. Institutional support for increasing the capacity and capability of study programs
		g. Others …

5. Specialization for Accreditation Institutions		a. International level
		b. Regional level
		c. Others ...
6. Criteria for Accreditation Institutions		a. The substance of outcome-based education measurement
		b. Have attention to scholarship
		c. Have comprehensive standards, terms, and procedures
		d. Have good governance
		e. Inter-recognition institutional
		f. Global reputation
		g. Maturity / has long existed
		h. Others ...
7. Internationalization strategies undertaken		a. Establish MoU
		b. Establish MoA
		c. Internationalization of the curriculum
		d. Joint thesis examiners
		e. Student Exchange
		f. Credit transfer
		g. Student mobility
		h. Dual / double / joint degree
		i. Scholarship for foreigners
		j. Mobility staff
		k. Visiting lecturer
		l. Visiting professor
		m. Research collaboration
		n. Joint seminar / conference
		o. Joint publication
		p. International publication
		q. Summer course / short course
		r. Outbound student
		s. Inbound student
		t. International fellowship
		u. International staff
		v. International internal-ship
		w. Bilingual website
		x. International exposure / exposure
		y. Following international accreditation
		z. Following international ranking
		aa. Others ...
		bb.

2.   Trends towards Internationalization Policies

Put a checkmark (✓) under the appropriate conditions:

Questionnaire Grade is as follows;

*Table 1.6 Questionnaire Grade and Questionnaire Question*

Questionnaire Answer	Grade
Strongly Disagree	1
Disagree	2
Neutral	3
Agree	4
Strongly Agree	5

No	Type	Inclination	SD 1	D 2	N 3	A 4	SA 5
1	Foreign students as internationalization agents. (E.g. A student exchange, Student mobility)	More foreign students on campus will produce more internationalized institutional culture and curriculum.					
2	International reputation as a proxy for quality. (QS Graduate Employability Rankings)	The more international a university is, the better its reputation.					
3	International institutional agreements. (E.g. MoU, MoA, LoA)	The more significant number of international agreements or network memberships a university has, the more prestigious and attractive it is.					
4	International accreditation. (E.g. APSPA, AUN-QA, etc.)	The more international accreditation stars an institution has, the more internationalized it is and ergo, the better it is.					
5	Global branding.	An international marketing scheme is the equivalent of					

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E.g., WCU, QS, THE, WEBO, ARWU)	an internationalization plan.					

1.9.5 Data Analysis

Figure 1.2 Data Analysis Pattern
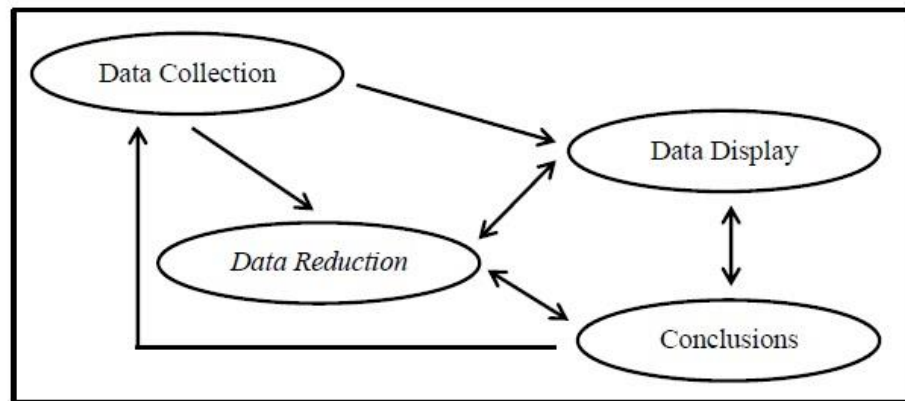
Source:Miles & Huberman, 1992

1. Data Collection

   Data collection is an activity to obtain information needed to achieve the objectives of a study.

2. Data Reduction

   Data reduction gives a brief statement as a process of selecting and focusing on simplifying from written records in the field (Miles & Huberman, 1992).

3. Data Display

   Data display aims to facilitate and understand what is happening clearly to clarify the understanding of the work done.

4. Conclusion

The conclusion is a brief, clear, and systematic statement of the overall results of the analysis, discussion and testing of hypotheses in a study.

1.10 Thesis Structure

Systematically the thesis structure of this study is as follows:

CHAPTER I INTRODUCTION. This chapter contains background, research question, research objective, research benefits, literature review, theoretical framework, conceptual definition, operational definition, and research methods.

CHAPTER II: GENERAL OBJECT DESCRIPTION. This chapter consists of an overview of The Role of International Strategic Policy in Muhammadiyah Higher Education (PTM), with the case of Government Science Study Program at Universitas Muhammadiyah Malang (UMM).

CHAPTER III: FINDINGS AND ANALYSIS. This chapter contains finding and analysis as the results of the research on the field.

CHAPTER IV: CONCLUSION. This chapter is about the summary of the analysis and the final results of the research.