

Pengkomunikasian Nilai-Nilai Utama UNY (Studi Kasus Tentang Proses Transformasi Organisasi UNY Menjadi PTNBH)

Universitas Negeri Yogyakarta (UNY) pada awalnya bernama Intititut Keguruan dan Ilmu Pendidikan (IKIP). Sebuah Lembaga Pendidikan Tenaga Kependidikan (LPTK) yang berada di Yogyakarta. Perubahan tersebut untuk mendorong IKIP lebih *eligible* dan *agilable* dalam pengembangan ilmu pendidikan tanpa meninggalkan ciri keilmuan keguruannya. Pada Tahun 2022, UNY menjadi Perguruan Tinggi Negeri Badan Hukum (PTNBH). Upaya menjadi PTNBH diperlukan landasan filofofi nilai organisasi yang menjadi dasar bagi budaya organisasi. Dalam menjalankan amanah PTNBH, UNY sudah mentransformasikan nilai-nilai organisasi. Namun dalam proses transformasi itu muncul beberapa masalah berupa pengkomunikasian nilai-nilai utama, karena belum adanya sistem pengkomunikasian nilai yang terstruktur. Untuk menyelesaikan masalah itu diperlukan transformasi nilai.

Tujuan penelitian ini menceritakan pengkomunikasian nilai-nilai utama UNY dalam proses transformasi organisasi UNY PTNBH. Pengambilan data melalui wawancara dengan cara menggali informasi dari para pimpinan di UNY mulai rektor, para wakil rektor, dan dekan yang menjabat pada tahun 2022, serta para pengguna keilmuan di UNY. Selain itu pengambilan data menggunakan dokumentasi dan observasi.

Penelitian ini menggunakan teori *Information Systems Approach to Organizations*, untuk menganalisis bagaimana organisasi melakukan *sensemaking (enactment-selection dan retention)*. Disandingkan dengan teori *Culture Approach to Organizations* untuk menganalisis makna dibalik praktik komunikasi organisasi melalui simbol, ritual, dan narasi.

Untuk mencapai tujuan di atas, penelitian ini menggunakan paradigma konstruktivistik. Sedangkan metode yang dipakai adalah metode studi kasus. Hasil penelitian menunjukkan transfer nilai di UNY lebih kuat melalui komunikasi simbolik dan kultural. Transformasi organisasi untuk meneguhkan *core values* kemandirian, tanggung jawab, dan kebersamaan pada aspek pendidikan, karakter, dan kompetensi. Nilai tersebut dibawa dari masa ke masa dan sudah ada sejak awal berdirinya UNY (IKIP), seiring perubahan organisasi, substansi, nilai ikut berubah.

Berdasarkan temuan, *teori Culture Approach to Organizations* memiliki kelemahan saat diaplikasikan dalam transformasi organisasi. Teori ini kurang membahas dinamika kekuasaan dan konflik, yang sesungguhnya sangat penting dalam membahas transformasi. Selain itu, aplikasi di lapangan sangat kualitatif dan subyektif. Ke depan kiranya, perlu penggunaan teori lain seperti *Critical Communication Organization Theory*, untuk memperkuat dimensi kekuasaan, struktur, serta resistensi terhadap nilai.

Kata kunci: Komunikasi, Komunikasi Organisasi, Nilai, Nilai-Nilai Utama, Transformasi, PTNBH

*Communicating UNY's Core Values
(Case Study of UNY's Organizational Transformation Process into a State-Owned Legal Entity (PTNBH))*

Yogyakarta State University (UNY) was originally known as the Teacher Training and Education Institute (IKIP), an educational institution for teacher training (LPTK) located in Yogyakarta. This change was intended to make IKIP more viable and agile in developing educational science without abandoning its teaching academic credentials. In 2022, UNY became a State-Owned Legal Entity University (PTNBH). The effort to become a PTNBH requires a foundation of organizational values and philosophy that serve as the foundation for organizational culture. In carrying out its mandate as a PTNBH, UNY has transformed its organizational values. However, during this transformation, several challenges arose in communicating core values due to the lack of a structured value communication system. To address these issues, a value transformation is necessary.

The purpose of this study is to describe the communication of UNY's core values during the process of transforming UNY into a PTNBH. Data collection was conducted through interviews, gathering information from UNY leaders, including the rector, vice rectors, and deans who will take office in 2022, as well as users of knowledge at UNY. Additionally, data collection utilized documentation and observation.

This study employed the Information Systems Approach to Organizations theory to analyze how organizations engage in sensemaking (enactment, selection, and retention). This was coupled with the Culture Approach to Organizations theory to analyze the meaning behind organizational communication practices through symbols, rituals, and narratives. To achieve these objectives, this study employed a constructivist paradigm. The method used was a case study. The results showed that value transfer at UNY is stronger through symbolic and cultural communication. This reinforces the core values of independence, responsibility, and togetherness in education, character, and competence. These values have been carried over from generation to generation since UNY's inception (IKIP). As the organization changes, the substance and values also change.

Based on the findings, the Culture Approach to Organizations theory has weaknesses when applied to organizational transformation. This theory does not sufficiently address the dynamics of power and conflict, which are crucial in discussing transformation. Furthermore, its application in the field is highly qualitative and subjective. In the future, it is necessary to utilize other theories, such as Critical Communication Organizational Theory, to strengthen the dimensions of power, structure, and resistance to values.

Keywords: Communication, Organizational Communication, Values, Core Values, Transformation, PTNBH