

RESEARCH ARTICLE

MODEL IMPLEMENTATION OF QUALITY ASSURANCE, ORGANIZATIONAL CULTURE AND EXTERNAL PROMOTION AND IMPACT ON EFFECTIVENESS OF ORGANIZATION PRIVATE HIGHER EDUCATION IN EAST JAVA

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ABSTRACT

The effectiveness of an organization is an indicator of the level of success in achieving organizational goals College. This study examined the effectiveness of the organization's Private Universities which is influenced by the organizational culture, the implementation of quality assurance and external promotion. Based on the results of data analysis showed that the organizational culture directly influence organizational effectiveness Colleges. Organizational culture significant positive effect on the implementation of quality assurance of higher education. Implementation of quality assurance does not significantly influence organizational effectiveness Universities, so that the variable implementation of quality assurance are not as variable mediators or moderators. Organizational culture directly influence organizational effectiveness Colleges and indirect influence through external promotion on PTS in East Java. Organizational culture significant positive effect on the external promotion of Private Higher Education. External promotion significant positive effect on organizational effectiveness Colleges, so that the external variable of promotion as a moderator variable or reinforcing the effect of organizational culture on organizational effectiveness.

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INTRODUCTION

Universities in Indonesia recently seen from various indicators, ranking at the bottom among universities in Asia, especially the world. Assessment of the world which are related to the competence of graduates and college absorption in Indonesia, so that this condition affects the decline in the Human Development Index (HDI) of Indonesia in the lower order, namely 108 in the world (<http://hdrstats.undp.org/en/countries/profiles/IDN.html>.2010). For this reason, universities should immediately clean and adjust to the demands of the new knowledge with more quality oriented. Even now major universities around the world has been and is at a stage of trying hard to redefine their role in preparing competent and qualified human resources in the face of a highly competitive global economy, fast-changing and unsteady, as well as the labor market requires skills that are always changing due to rapid technological change. It is not too surprising if today's universities also had to adjust to the shorter distance between basic research and industrial application, given the need for each country to achieve or maintain the required level of competence and international competitiveness. In this regard it

is necessary to formulate a new paradigm followed by elaboration of the mission and programs of quality improvement and innovation of new knowledge.

The existence of higher education in the future can not be separated from the influence of external factors such as demographic trends, technological, economic change, competition among institutions (Bonser, 2002; Rubach & Stratton, 2004). The condition also occurs in Indonesia. It is based on the assumption that higher education in Indonesia is an education that is in the forefront in the face of environmental change, in which the higher education stage is the stage of formal education that educates a person is ready to become a professional in a particular field of expertise required by the world of work (www.uui.or.id. Accessed April 3, 2009). Therefore, higher education needs to observe the impact of changes in the environment to be able to make the necessary changes in order to remain able to act as a provider of intellectual asset for companies competing in the global market. Moreover, because of higher education strive to be able to meet the needs, desires and expectations of society, the higher education needs to observe the impact of globalization

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processes on the business environment becomes the primary users of its graduates, so that higher education services capable of meeting the required quality community (Mulyadi, 2006). This was coupled with the government's policy which formally allowed foreign parties establish universities in Indonesia, where the policy demands of higher education must be managed as well as possible in order to compete globally so as to achieve the effectiveness of the organization.

The effectiveness of an organization is an indicator of the level of success in achieving organizational goals college. On the financial aspects of the business organization be the main objective, whereas in non-profit organizations, such as universities, aspects of organizational effectiveness into the goal (Yuwono, 2003: 6). At the college measurement of organizational effectiveness starts from the perspective of growth is the growth of institutional, courses and number of students, followed by internal business process perspective, customer perspective (community or student) and finally the financial perspective (finance).

This study analyzed the effectiveness of the organization's Private universities (PTS) in East Java, which is influenced by the culture of the organization, Implementasi quality assurance and external promotion. Research conducted (Jose A.Gramendia, 1995) resulted in the finding that the effectiveness of the company's organization can be achieved by increasing the organizational culture well. Research conducted (Prihatiningsih, 2004) resulted in the implementation of quality assurance findings positive influence on organizational effectiveness universities, research conducted by Therizal (2004) has resulted in the finding that external promotion, which made the company will affect the interest of consumers to buy their products so that sales will increased. Studies conducted Ketut (2010): produced findings that organizational culture influence on organizational performance PTS. While Yuwono (2003) resulted in the finding that the PT Organizational Effectiveness influenced the growth of the institution / organization, the number of students, the public interest / finance students and financially.

The impact of efforts to improve the quality of the education services in the country resulted in a very tight competition between universities, both between the State University (PTN) and the Private Universities (PTS), so that with this competition they compete to improve the quality of education, organizational culture, and external promotion into the community (www.kopertis7.go.id). From the available data, most people are still oriented to continue their studies to PTN. After they are not welcome in the country they will choose the PTS as a place of study (Jawa Pos, May 13, 2011) so many PTS race or compete for market share through the implementation of quality assurance, organizational culture, and external promotion by offering courses that decent selected and qualified. Data demonstrated to date PTS many crises freshmen annually (Jawa Pos, July 15, 2010). This shows that the implementation of the activities of the quality of education, good organizational culture and a vigorous campaign has not shown a significant impact on organizational effectiveness Colleges. This study therefore extremely important and deserves to be done with the hope of getting findings and provide solutions for organizational effectiveness college,

because so many private universities freshmen crisis so difficult to achieve the effectiveness of the organization.

Research Hypothesis

1. Organizational culture influence on organizational effectiveness mediated universities in the implementation of quality assurance PTS in East Java.
2. Organizational culture affect the implementation of quality assurance for higher education.
3. Implementation of quality assurance influence on organizational effectiveness colleges.
4. Organizational culture influence on organizational effectiveness colleges.
5. Organizational culture influence on organizational effectiveness colleges external mediated promotion on PTS in East Java.
6. Organizational culture affects the external promotion colleges.
7. External promotion effect on organizational effectiveness colleges.

MATERIAL AND METHOD

Research Design

This study intends to explain the causal relationship between the variables through hypothesis testing. While the views of data, this study used quantitative data. According Singarimbun and Effendi (1995: 5) state if the same data to researchers explain the causal relationship between the variables through hypothesis testing, the investigator is no longer called a descriptive study, but the research hypothesis testing or research of clarification (explanatory). While based on the level of explanation, the research is associative research is research that aims to determine the relationship or influence between two or more variables.

That relationship is expressed in the independent variable (X) and the dependent variable (Y). In this study, the independent variable is organizational culture (X), the implementation of quality assurance (Y1), and external promotion (Y2) and the dependent variable was organizational effectiveness (Y3).

Operational Definition

The effectiveness of the organization is to achieve the organization's objectives in accordance with its intended purpose Private Universities (PTS). The indicators used to measure the effectiveness of the organization are as follows.

1. The quality of graduates: the number / percentage of students who graduated with honors / praise per year
2. Quantity graduates: number / percentage of students who graduated from the total of all forces per year
3. Absorption of graduates: the number / percentage of alumni who absorbed the world of work per year of the data existing alumni association
4. The attitude of the employees: employees' perception of the work being done every day
5. Welfare: during the last 5 years faculty / staff can enjoy a salary as expected and on time
6. Employee motivation: the perception of lecturers / employees' motivation at work

7. Use of the environment: perceptions of faculty / staff in the atmosphere of a comfortable working environment
8. Working climate: the perception of lecturers / employees in conjunction with the lecturer / other employees
9. Quality of work life: perception of lecturers / employees about whether or not conducive academic atmosphere in universities
10. Profit organization: surplus / deficit RAB PTS in the last 3 years.

Organizational culture is the values and beliefs, art, morals, law, customs, behaviors / habits, basic assumptions, learning / inheritance and / or adaptation developed by the organization to achieve the agreed objectives, as measured by the following indicators.

1. Courage in decision-making
2. Commitment leader in change for the better
3. Leadership commitment to the task
4. Commitment lecturers and employees to achieve organizational goals
5. Leadership commitment to establish a good relationship with the staff and employees edukatif
6. Support regulation.

Implementation of quality assurance is an activity that can be designed, operated and controlled solely by each PTS to monitor performance and ensure the achievement of established quality or continuous quality improvement, with the following indicators.

1. The suitability of course curriculum with the national curriculum
2. HR competencies in the fields
3. Implementation of quality assurance systems in the learning process
4. Frequency lecturers to do research
5. Frequency lecturers perform journal publications
6. Frequency lecturers and employees doing community service
7. Frequency agency cooperation with other agencies

Promotion is the external marketing activities in the form of dissemination of information, influence, persuade and / or increase the interest on the college and its products to be willing to vote, register and loyal to the products offered by the college in question, as measured by the following indicators.

1. The costs incurred for promotion
2. Publications of mass media
3. Publication of electronic media
4. Publication through banners
5. manufacture merchandise
6. Inviting alumni who have successfully
7. Graduates that has been used in the world of work
8. Provide assistance to the community as a disaster and the poor
9. Counseling is done in the community
10. Community service.

Population and Sample

The population is all Private Universities (PTS) in East Java, amounting to 526. Samples were taken by proportional random sampling method, the process of selecting sampling units such that each sampling unit in the population has an equal chance of being selected into the sample. From the calculation formula that can be tolerated slovin samples totaling 526 PTS in East Java is then rounded up to 99.99 PTS 100 PTS on leniency inaccuracy or by 9%.

Data Analysis

The analysis technique used in this study is the SEM, a complete modeling SEM basically consists of a Measurement Model and Structural Model. Measurement Model or Model Measurement intended to confirm a dimension or factor based on empirical indicators. Stuctural model is a model of the structure of relationships that make up or explain the causality between factors (Ferdinand, 2006). Basic principles that should be met in the SEM analysis are all variables that have observed large-scale data interval (scaled values). If the data in the form of an interval scale, the data should be changed by using suksesive interval (MSI) in advance.

RESULT

Analysis of SEM (Structural Equation Modeling)

Test Assumptions SEM

Normality Test

Testing normality of the data is done by observing the value of CR is multivariate. If the value of the critical ratio in multivariate be in the interval -2.58 to 2.58, it can be categorized data distribution is normal. Based on the calculation of the value of CR multivariate 7.993 which is outside the interval -2.58 to 2.58, then conclude multivariate normality assumption has not been met. However, according Solimun (2002: 79), the normality assumption is not too critical for a large sample, its foundation is the Central Limit Theorem. In the Central Limit Theorem (Walpole, 1995: 214) explained that when n or a large sample size ($n \geq 30$), then the statistics of the sample will be close to normal distribution, although the population from which the sample was taken is not normal. An unknown number of samples used in this study was 100 respondents. Based on the Central Limit Theorem, then the distribution of the data is considered closer to a normal distribution. Thus the normality assumption required by SEM analysis had been met.

Outlier Test

Outlier examination performed by Mahalanobis distance method (mahalanobis distance squared). If mahalanobis squared distance is greater than the value of the chi-square $df =$ the number of indicators and the level of significance of 0.001, then the data is the outlier. Examination results with mahalanobis distance squared showed that statistically there were detected as outliers observations that observations have mahalanobis distance greater than the chi square table $df = 31$ (the number of indicators), $\alpha = 0.001$ is 50.892, from the results of analysis show that at 31 indicators used in this study contains no outlier.

Test Linearity

Testing the linearity test of independent variables on the dependent variable the results can be seen in the following table.

Table 1 Linearity Test Results

| Number | Variable Relationship | Sig F | Information |
|--------|---|-------|-------------|
| 1 | Organizational culture on organizational effectiveness | 0,000 | Linier |
| 2 | Quality assurance of the effectiveness of the organization | 0,000 | Linier |
| 3 | External promotion of the effectiveness of the organization | 0,000 | Linier |

Source: Data processed, 2015.

Linearity test results indicate that the relationship between variables is linear relationship of each independent variable on the dependent variable, and the intervening variable on the dependent variable. Acquisition of significance F smaller than 0.05 of each of the relationship between the independent variables on the dependent variable showed that the relationship is linear. Furthermore linearity testing is done by using scater plot the relationship of each variable. These results indicate that each of these variables meet the requirements for SEM analysis, namely the existence of a linear relationship.

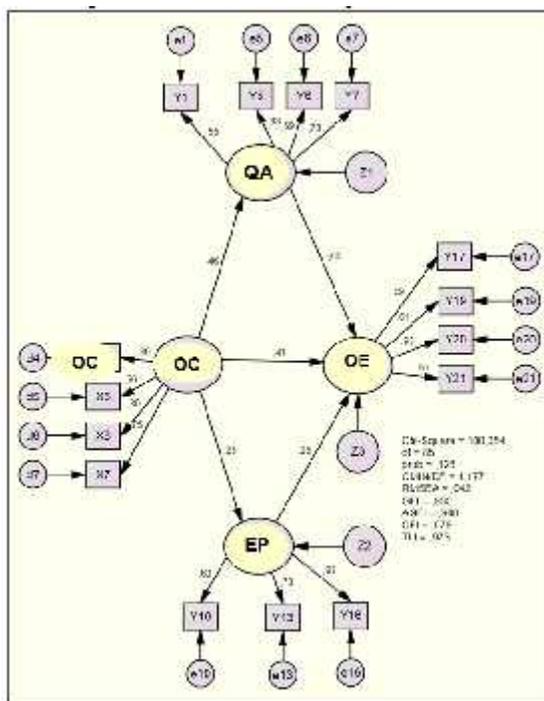


Figure 1. Model Final Findings (Fit Models).

Source: Primary data are processed, 2015

Based on Figure 1 we can see that all the recommended value according to the model. For more details criteria for a model in this study can be seen in the following table.

Based on the evaluation criteria of Goodness of Fit Indices in Table 2 above, indicates that the overall evaluation models already meet, then the model is acceptable. Once the model is declared fit, the next step is to analyze the parameters of each indicator towards the latent variables (factor loadings in AMOS declared as Standarized Regression Weight). The model is made to analyze the influence of organizational

culture, quality assurance, and the external promotion of the effectiveness of organizations by using 15 indicators presented in Figure 1 above or may be seen following table.

Table 2 Testing Goodness Of Fit Model Structural Modification

| Goodness Of Fit Index | Cut-off Value | Results Model | Information |
|------------------------|---------------|---------------|-------------|
| Chi-Square (df=85) | ≤ 107,52 | 100,054 | Good |
| Probability Chi-Square | ≥ 0,05 | 0,126 | Good |
| CMIN/DF | ≤ 2,00 | 1,177 | Good |
| RMSEA | ≤ 0,08 | 0,042 | Good |
| GFI | ≥ 0,90 | 0,935 | Good |
| AGFI | ≥ 0,90 | 0,908 | Good |
| CFI | ≥ 0,95 | 0,978 | Good |
| TLI | ≥ 0,95 | 0,973 | Good |

Source: Primary data are processed, 2015.

Table 3 Test Results Confirm Model

| Construct | Item | | P | Information |
|------------------------------|------|-------|-------|-------------|
| Organizational culture | X4 | 0,863 | 0,000 | Valid |
| | X5 | 0,764 | 0,000 | Valid |
| | X6 | 0,800 | 0,000 | Valid |
| | X7 | 0,749 | 0,000 | Valid |
| Quality assurance | Y1 | 0,549 | 0,000 | Valid |
| | Y5 | 0,833 | 0,000 | Valid |
| | Y6 | 0,694 | 0,000 | Valid |
| External promotion | Y7 | 0,777 | 0,000 | Valid |
| | Y10 | 0,601 | 0,000 | Valid |
| | Y13 | 0,732 | 0,000 | Valid |
| | Y16 | 0,965 | 0,000 | Valid |
| Organizational effectiveness | Y17 | 0,589 | 0,000 | Valid |
| | Y19 | 0,613 | 0,000 | Valid |
| | Y20 | 0,930 | 0,000 | Valid |
| | Y21 | 0,903 | 0,000 | Valid |

Source: Primary data are processed, 2015.

From Table 4 above it can be seen that the test results find confirmatory factor loading factor values greater than 0.5 on all latent variables, it is proved that the items (indicators) that can explain unidimensionalitas latent variables. Dimensional strength in forming latent variables can be proved by looking at the probability of <0.05 means that a significant items as the dimensions of the latent variables are formed.

Table 4 Regression Weight and Standardized Regression Weight Structural Model (Direct Impact)

| Hypothesis | Estimate | S.E. | C.R. | P | Information |
|---------------|----------|-------|--------|-------|-----------------|
| H2 QA <--- OC | 0,465 | 0,084 | 3,369 | *** | Significant |
| H3 OE <--- QA | -0,049 | 0,099 | -0,426 | 0,670 | Not Significant |
| H5 EP <--- OC | 0,245 | 0,097 | 2,231 | 0,026 | Significant |
| H6 OE <--- EP | 0,284 | 0,065 | 2,648 | 0,008 | Significant |
| H7 OE <--- OC | 0,466 | 0,074 | 3,365 | *** | Significant |

Source: Primary data are processed, 2015.

Table 5 Standardized Indirect Effect (Indirect Effect)

| Hypotesis | Standardized Indirect Effect |
|---|------------------------------|
| H1 The influence of organizational culture on organizational effectiveness mediated implementation of quality assurance | -0,023 |
| H4 The influence of organizational culture on organizational effectiveness mediated external promotion | 0,070 |

Source: Primary data are processed, 2015.

Hypothesis Testing

Testing the hypothesis in this study is done by looking at the value of p, if the p-value less than 0.05, it is said that there is a significant effect. Here is the regression weight and standardized regression weight of structural equation model as the test results:

Based on the data in Table 4 and Table 5 above, it can be done hypothesis testing as follows:

Influence of Organizational culture on organizational effectiveness mediated College on the implementation of quality assurance PTS in East Java.

- The influence of organizational culture on the implementation of quality assurance Higher Education.
- From the analysis of the data obtained $P = 0.000$ (<0.05) with a coefficient of 0.465. Thus the null hypothesis is rejected, which means that the organizational culture significant positive effect on the implementation of quality assurance of higher education. This means that a good organizational culture will further enhance the implementation of quality assurance.
- The influence of the implementation of quality assurance on the effectiveness of the organization Universities.
- From the analysis of the data obtained $P = 0.670$ (>0.05) with a coefficient of -0.049. Thus the null hypothesis is accepted, which means that the implementation of quality assurance does not significantly influence organizational effectiveness Universities.
- The influence of organizational culture on organizational effectiveness Universities.

From the analysis of the data obtained $P = 0.026$ (<0.05) with a coefficient of 0.245. Thus the null hypothesis is rejected, which means that the organizational culture significant positive effect on organizational effectiveness Universities. This means that a good organizational culture will further increase the effectiveness of the organization.

The influence of organizational culture on organizational effectiveness mediated College of external promotion on PTS in East Java.

- The influence of organizational culture on the external promotion Higher Education.
- From the analysis of the data obtained $P = 0.026$ (<0.05) with a coefficient of 0.245. Thus the null hypothesis is rejected, which means that the organizational culture significant positive effect on the external promotion of Higher Education. This means that a good organizational culture will further enhance the promotion of external colleges.
- External influences affect the effectiveness of the organization's promotion College.
- From the analysis of the data obtained $P = 0.008$ (<0.05) with a coefficient of 0.284. Thus the null hypothesis is rejected, which means that the external promotion significant positive effect on

organizational effectiveness Universities. This means that the external promotion that will either increase the effectiveness of the organization.

Table 6 Total Effect

| Variable | Direct Effect | Indirect Effect | Total Effect | Sig. t |
|----------|---------------|-----------------|--------------|--------|
| OC → QA | 0,465 | - | 0,465 | *** |
| QA → OE | - | - | - | - |
| OC → OE | 0,466 | 0,047 | 0,513 | *** |
| OC → PE | 0,245 | - | 0,245 | 0,026 |
| PE → OE | 0,284 | - | 0,284 | 0,008 |

Source: Primary data are processed, 2015.

Based on Table 6 in mind that the variable sub-structure 1 direct influence organizational culture on organizational effectiveness of 0.466. The influence of organizational culture on the implementation of a significant guarantee of 0.465, and the effect of the implementation of quality assurance on the effectiveness of the organization is not significant. Thus the status of implementation of quality assurance rather than as a mediator and moderator (booster).

In the second sub-structure of the external influence of organizational culture promotion was significantly positive with a beta of 0.245. Promotion of external influence on the effectiveness of the organization is also a significant positive with 0.284 beta. Thus the promotion of external status status as a moderator variable or amplifier directly influences the effectiveness of the organizational culture of the organization.

DISCUSSION

Effect of Organizational culture Implementation of Quality Assurance Universities

Organizational culture college will affect the implementation of quality assurance, because with a good organizational culture will have an impact on the implementation of quality assurance both at the college. Results of analysis with AMOS program 18 indicates that organizational culture significantly influence the implementation of the higher education quality assurance. The results support the research Nimran (2008) organizational culture affect the successful implementation of quality assurance in higher education organizations. Bateman and Zeithaml (2005) claim that the dimensions of organizational culture affect the implementation of quality assurance in higher education is communication, identification, innovation, leadership, quality standards, the role of students, support, value and warmth.

Quality assurance in education are efforts being made to ensure that the products meet the educational standards set MONE and also ensure that the educational process in units of reliable education provider organizations. Pendisikan quality assurance should be done sistemais, integral, comprehensive and sustainable. Systematic means that the activity is the basis of the following activities. Integral means of quality assurance can not be done unilaterally and partial. Sustainable means of quality assurance should be done repeatedly. The objective of quality assurance in order to satisfy the various parties involved in it, so that they can successfully achieve their respective goals. Quality assurance is an integral part in shaping the quality of products and services of an organization. Quality assurance mechanism

used also must be able to produce changes when assessed changes toward decline or deterioration.

Effect of Implementation of Quality Assurance Organization Effectiveness Against College

Implementation of quality assurance in higher education will affect the effectiveness of the organization, due to the implementation of quality assurance that will either impact on the achievement of organizational effectiveness colleges. Results of analysis with AMOS program turns 18 in this study showed that the implementation of quality assurance does not significantly influence the effectiveness of higher education organization. Results of this study are inconsistent with Soetopo study (2009) that in order to improve organizational effectiveness universities should maintain and improve the quality of higher education in order convening of vision can be realized through the implementation of the mission, and so that stakeholders can be satisfied. Private universities in carrying out its activities can be said to be effective if the balance between output and input as measured by the ratio of profit to the cost or time spent. After keluran and input can be said to be balanced, the organization should pay attention to or meet the needs of employees so that no attitudes fraud. The organization must be responsive to changes in internal or external and can always adjust to the situation, because it could affect the survival of the organization.

Quality is something that is global and dynamic and evolving according to trends in society, thereby improving quality in higher education institutions is needed, the academic quality of a university is not only determined by the quality of faculty and staff, but also by the quality students and student organizations are undergoing training at the college. Indikasai quality of students, among others, is the degree of rigor in the selection, student adherence to ethics, proactive attitude of students in the learning process, demonstrated academic achievement, and is primarily the competence of graduates reliable.

No significant implementation of quality assurance on the effectiveness of the organization, it is supported from the respondents who stated that the implementation of quality assurance in higher education in the category quite well. In this case the implementation of quality assurance indicators measured by the lecturer competent in their respective fields, the learning process in each faculty to apply the quality assurance system, the active lecturer to teach and conduct research on average every 2 years, the average publication journal two years, community service an average of once every year, and the administration of Higher Education institutions have been managed well, so that the effectiveness of higher education organization that has not yet reached a maximum during the last 5 years Lecturers / employees are enjoying income or salary as expected, less enjoy income or salaries on time, there were complaints about dissatisfaction in work in universities, the lecturers have a high motivation to work, the employee has a high motivation to work, the academic atmosphere in universities is very conducive, in the last three years the realization of RAB (Draft Budget) has not been good.

Influence of Organizational culture Organizational Effectiveness Against College

Organizational culture college will affect the effectiveness of the organization, because with a good organizational culture will have an impact on the achievement of organizational effectiveness at the college. Results of analysis with AMOS program 18 indicates that organizational culture significantly influence organizational effectiveness. Results of this study are consistent with research conducted Fatimah (2001) which states that organizational culture has a significant relationship to organizational effectiveness. This shows that the organization consists of various interrelated elements, if one element has a poor performance, it will affect the overall performance of the organization. Effectiveness requires awareness and good interaction with the environment, survival organsiasi require replacement of resources continuously. A company does not pay attention to the factors that influence the effectiveness of the organization, will have difficulty in achieving its objectives, but if a company pay attention to these factors, the objectives can be easily achieved due to the effectiveness of it will always be influenced by these factors.

Robbins (1996) suggested that an organization with a weak culture, people in it do not have the readiness of the occurrence of a change. They prefer the values, either individual values or the values of the group that had been held. They are also more like the way that they have done this time and reject any change, especially change that demands new abilities and skills to meet the demands and obligations expected.

Against External Effects of Organizational culture promotion College

Organizational culture college will affect the external promotion of higher education, because with a good organizational culture will have an impact on the external promotion carried colleges. Results of analysis with AMOS program 18 indicates that organizational culture significantly influence the external promotion of the college. Results of research supports the idea Bateman and Zeithaml (2005) which states that the organizational culture is very big influence on the external promotion of the college is good communication, identification (excellent service), innovation is always increasing, good leadership, quality standards are achieved, the role creative student at the college, the support can be awarded, values or norms that good and full of warmth hospitality and politeness. Items college culture will influence the external promotion of the college.

Approaching the new school year, usually the college began a promotional tactics to attract prospective students. Even the usually campaign conducted by the college started from a year earlier, up ahead of the new school year. Just like in the business world, so many things done by the universities in attracting prospective students. Ranging from holding solo exhibitions, fairs together, presentations in high school - high school, holding events that indicate the quality of higher education through the installation of advertising in newspapers renowned. What was done by the university, is the same as what is done by the businessmen in promoting their products. Not one that many people who argue that education has permeated into the business world.

The main thing now is actually the promotion of higher education is the quality of teaching and education in the institution. The students are now getting smarter in choosing which college is best for them. Based on a survey ever conducted, advertising by the college in a newspaper, is actually not very effective. Unless the goal is simply disseminate to the public that the college still exists. Indeed there are many who responded to the ad, although sometimes a lot missing.

Promotions like this level of effectiveness is very high, because the students will have more confidence in the story of a fellow student than the marketing spiel college. The student will share the experience positive for everyone. It is often called the "mouth to mouth promotion". This promotion is cheap but not easy. Due to improving the quality of higher education, tersebut not easy. But this should be done by the universities in Indonesia. Even practically compulsory. Not to pursue the promotion only, but for the advancement of education in Indonesia.

Effect of External promotion Organizational Effectiveness Against College

External Promotion college will affect the effectiveness of the organization college, because the external promotion of good will have an impact on the achievement of organizational effectiveness colleges. Results of the analysis with the program AMOS 18 shows that external promotional significantly influence organizational effectiveness colleges. In the increasingly fierce competition makes companies realize the importance of having conditions conducive company which can provide a boost to the human resources (HR) who work in the company to great lengths to achieve the mission and goals of the company. And conditions conducive company was created from the culture of the company that built and applied to enterprise organizations.

CONCLUSION

Based on the results of data analysis and discussion of the results of the study, the researchers were able to conclude matters as follows:

- a. Organizational culture directly influence organizational effectiveness Colleges in East Java. This is due to the strong organizational culture creates discipline and productivity of the employees so that the vision, mission and goals of the organization Colleges can be achieved, which eventually Colleges effective organization. This proves that the organizational culture in which both Colleges will determine the success of the Private Higher Education, so as to achieve the effectiveness of the organization. While the implementation of quality assurance does not significantly influence organizational effectiveness Colleges, it indicates most respondents answered questionnaires every PTS focuses on achieving organizational effectiveness in profit or financial gain. Not to focus on improving the quality of education and learning, so that the results of this study do not affect the implementation of quality assurance on the effectiveness of the organization. Another phenomenon that occurred during the decade of the last

15 years shows that the public interest against the Colleges decline caused by the paradigm of society against the State Universities is still the dominant factor and prestige as well as a favorite regardless of Colleges whose quality is also good as well as the implementation of quality assurance The maximum PTS not implemented because some orientation PTS is still on the increase in the RAB (Budget Plan) organization, so that the variable implementation of quality assurance is not a mediator or moderator variables (amplifier).

- b. Organizational culture significant positive effect on the implementation of quality assurance of higher education. Organizational culture is good in a Higher Education quality assurance will be implemented on Higher Education, as well as the motivation of teaching and learning will improve the quality of education at the College. In this study proved that the organizational culture in Colleges affect the quality of implementation assurance.
 - c. Implementation of quality assurance does not significantly influence organizational effectiveness Universities. This reinforces the phenomenon that occurred in the country during Indonesia that the implementation of the implementation of quality assurance at Colleges yet maximal effect on the effectiveness of the organization, because the results showed that the PTS seeks to achieve only the dominant organizational effectiveness through organizational culture strong and vigorous external promotion, so that the implementation of quality assurance at private universities have not run optimally.
1. Organizational culture directly influence organizational effectiveness Colleges in East Java. This suggests that organizational culture affects the external promotion to the public so that a good organizational culture in Colleges will enhance the good image in the community that this is an indirect sale to the public that the college is very good in the process of education, discipline, Academic atmospherenya and others.
 2. Organizational culture significant positive effect on the external promotion of Private Higher Education. This is a proof and corroborate that a good organizational culture will affect the external value of promotion to the public so that the public interest against the Colleges would be good, for example an familiarize Colleges or have rules about discipline and academic atmosphere always well laid out, so it this becomes the value of external promotion for Private Higher Education, which in turn affects the interest of the community or new students to select the Private Higher Education in the draw education.
 3. External promotion significant positive effect on organizational effectiveness Colleges. This shows evidence that the external promotion undertaken by Colleges will increase the interest or the interest of the public to the private universities, because the external promotion Colleges will inform and explain in detail the advantages and benefits that will be obtained by the public or students which will enter into learners. So that the external promotion and a good vigorous and precise

will increase the interest or the interest of the public to choose the Colleges, which in turn Colleges will achieve its organizational effectiveness. Because the number of students who entered the Colleges will have a lot of revenue in the management of education funds so that it will survive and even thrive well.

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