

COMMUNITY ORGANIZATIONAL CULTURE MANAGEMENT

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Introduction

The culture of everyday people's life cannot be separated from the cultural ties that are created. Cultural ties are created by the community concerned, whether in the family, organization, business or nation. Culture distinguishes people from one another in the way they interact and act to complete a job. Culture binds members of community groups into a unified view that creates uniformity in behavior or action. Over time, culture must be formed within the organization and can also be felt useful in contributing to the effectiveness of the organization as a whole. Organizational culture is a system of shared meaning held by members that distinguishes an organization from other organizations. This system of shared meaning is a set of key characteristics that organizations uphold.

Organizational culture management is very important to be implemented in showing insight into the nature of culture and its appearance on behavior. However, it is very important for institutional members to assess the impact of culture on individuals, institutions and society on the leader's strategy. And therefore, the management of organizational culture in nature of the group, can form the managers and staff members of the school, institution / company being examined: (1) how far the strategy and goals of the institution of companies aligned with each aspect of culture; and (2) how important each aspect of culture is, because culture in organizations is always dynamically adapting to environmental demands. In dealing with environmental demands, organizational culture actors face various challenges. According to Ndraha (2005: 181) what is meant by cultural challenges here are challenges that will or will be faced by cultural actors or a cultural environment (subculture, subculture) when communicating or interacting with cultural actors or cultural environment (subculture), through implementation of management functions.

Based on the explanation above, it is important to write this article on; 1) Definition of organizational culture, 2) Level of organizational culture 3) Organizational resources

Discussion

Definition of Organizational Culture

In the opinion of the Experts; a) According to Wood, Wallace, Zeffane, Schermerhorn, Hunt, Osborn (2001:391), organizational culture is a system of beliefs and values developed by organizations where it guides the behavior of members of the organization itself. b) According to Tosi, Rizzo, Carroll as quoted by Munandar (2001:263), organizational culture is ways of thinking, feeling and reacting based on certain patterns that exist within the organization or those in parts of the organization. c) According to Robbins (2006:289), organizational culture is a shared perception held by members of the organization. d) According to Schein (2010:12), organizational culture is the basic pattern accepted by the organization to act and solve problems, form employees who are able to adapt to the environment and unite members of the organization. For this reason, it must be taught to members including new members as a correct way of studying, thinking and feeling the problems they face. e) According to Cushway and Lodge (GE: 2000), organizational culture is an organizational value system and will affect the way work is done and the way employees behave. It can be concluded that what is meant by organizational culture is the organizational value system adopted by members of the organization, which then affects the way members work and behave.

Organizational Culture Level; In studying organizational culture there are several levels of culture in an organization, from the visible in the behavior (peak) to the hidden. Schein (in Mohyi 2005: 85) classifies organizational culture into three classes, among others; a) Artifacts; are visible aspects of culture. Oral, behavioral, and physical artifacts in tangible manifestations of organizational culture. b) Values that Support Culture; Value is the basic point of evaluation that is used by members of the organization to assess the organization, actions, situations and other things that exist in the organization. c) Basic Assumptions; These are the beliefs that organizational members have about themselves, about other people and their relationships with others and the nature of their organization. Meanwhile, Lundberg (2007: 196) in his study continued Schein's research (opinion) and made the level of organizational culture as the main topic, classifying organizational culture into four classes, namely: 1) Artifacts; Artifacts are visible aspects of culture. Oral, behavioral, and physical artifacts in tangible manifestations of organizational culture 2) Perspective; Perspectives are rules and norms that can be applied in certain contexts, for example to solve problems faced, the way members of the organization define situations that arise. Usually, members are aware of this perspective. 3) Value; This value is more abstract than perspective, although it is often expressed in organizational philosophy in carrying out its mission. 4) Assumptions; This assumption is often not realized deeper than artifacts, perspectives and values.

Organizational Culture Resources

Sources of organizational culture; referring to the opinion of Hariandja, Marihot Tua. E. 2002 says that the source of organizational culture is influenced by four factors, namely: (1) broad general influences from outside, (2) the influence of values that exist in society (societal *values*), and (3) specific factors of the organization, (4) the values of the dominant condition.

Source of organizational culture; 1) Extensive external influence. (Broad external influences). Includes factors that the organization cannot control, such as the natural environment (there are four seasons or a tropical climate) and historical events that shape society (history of kings with feudal values). 2) Cultural values and national culture (societal values and national culture). The dominant beliefs and values of the wider community (eg individual freedom, collectivism, decency, cleanliness, and so on). 3) The distinctive elements of the organization (organization specific elements). Organizations always interact with their environment. In an effort to overcome both external and internal problems the organization will get successful solutions. Solutions that are expressions of values and beliefs. The success of overcoming these problems is the basis for the growth of organizational culture. For example, the problem of facing business difficulties, production costs are too high, marketing costs are also high, so we look for ways to save money in all fields. If the effort turns out to be successful, production costs can be reduced as well as marketing costs, so the value of working efficiently (efficiently) becomes the main value in the company. In the third source of culture above, the distinctive elements of the organization, we find Schein's concept of organizational culture.

Organizational Culture Function

Organizational Culture Function; According to Robbins (1996: 294), the function of organizational culture is as follows; a) Culture creates a clear distinction between one organization and another. b) Culture brings a sense of identity to the members of the organization. c) Culture facilitates the emergence of commitment to something broader than one's individual self-interest. d) Culture is the social glue that helps unite the organization by providing appropriate standards for employees to follow. e) Culture as a meaning-making and control mechanism that guides and shapes employee attitudes and behavior.

Types of Culture, According to Jerald Greenberg, Robert A. Baron (2003) the basic types of organizational culture can be classified as follows : 1) . Networked culture. This type of organization is characterized by a high level of sociability and a low level of solidarity. The networked culture is very friendly and cheerful (networked culture). 2) . Mercenary culture (mercenary culture). This organizational culture is characterized by low levels of sociability and high solidarity. 3) . Fragmented culture. This organizational culture is characterized by low solidarity and low sociability. 4. Communal culture. This culture is characterized by high sociability and high solidarity.

Creating Organizational Culture The issues and strengths of a culture influence the ethical atmosphere of an organization and the ethical behavior of its members. The culture of an organization that is most likely to establish high standards and ethics is a culture that is highly tolerant of high, medium, to low risk in terms of aggressiveness, and focuses on means as well as results. Management can do several things in creating a more ethical culture, namely: 1. A visible role model Employees will see the attitudes and behavior of top management (Top Management) as a reference / standard basis for determining behavior and actions that should be taken. 2. Communication of ethical expectations Ethical ambiguity can be minimized by creating and communicating the organization's code of ethics. 3. Ethical training Ethical training is used to strengthen standards, organizational guidelines, explain acceptable and unacceptable practices, and deal with ethical dilemmas that may arise. 5. Characteristics

Characteristics of organizational culture according to Luthans, Fred. (2006) as follows: 1. Behavioral rules that must be met 2. Norms 3. Dominant values 4. Philosophy 5. Rules 6. Organizational climate. All the characteristics of organizational culture cannot be separated from one another, in the sense that these elements reflect the prevailing culture in a type of organization, both service-oriented and organizations that produce goods. Robbins (1990) suggests 10 characteristics of organizational culture, namely: 1. Individual initiative 2. Tolerance to risk 3. Direction 4. Integration 5. Management support 6. Supervision 7. Identity 8. Reward system 9. Tolerance to conflict

Management of Community Organization Culture , can be implemented through ; acquisitions, mergers, groupings, and partnerships. This is explained by the hypothesis of Richard N. Osborn; James G. Hurnt and Lawrence R. Juach (1980: 230) and William G. Scott (1985: 149), which state that within certain limits there is a positive correlation between organizational size and organizational effectiveness . , in the organizational culture of society, organizational life often occurs; accusations about the golden child and the onion spread, the issue of wet work units and fast lanes spread, and conflicts between groups blossomed. To reduce this misery and increase job satisfaction, top executives provided autonomy, managed cultural heterogeneity, developed subcultures of business-level work units, shortened organizational hierarchies, expanded functional relationships, increased organizational intelligence, and flattened organizational design.

Conclusion

Issues and the strength of a culture in an organization affect the ethical atmosphere of an organization and the ethical behavior of its members. The culture in an organization has a big influence in shaping high standards and ethics, which can be seen in a high culture is its tolerance for high, medium, to low risks in terms of aggressiveness, and a focus on means as well as results-oriented, through a culture that is good. Management in organizational culture can do several things in creating a management system for regulating and managing the organization, through work in a more ethical culture; namely on the implementation of management functions, namely; POAC (*Planning, Organizing, Actuating and Controlling*).

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