The Role Of Organizational Culture In Realizing The Performance Of An Organization

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ABSTRACT

The organizational culture is a system of meaning held by members of an organization that distinguishes it from other organizations. A set of key features that are preserved by organizations make up this system of shared meaning. Organizational culture is created by "founders". people who have been in the organization, where the culture becomes a tradition, an inherent habit, which is embraced by members of the organization. This study employs a method known as literature study, which is also known as a literature review. Gathering all relevant textual documentation is the first step in this approach. After that, read the abstracts of each publication to see whether the concerns provided are congruent with those that are supposed to be addressed in the journal. Make a list of the important aspects and how they connect to the research question. To prevent slipping into the trap of plagiarism, the author should also give a bibliography and acknowledge the sources of the content in their work. If the information comes from other people's ideas or writing. On the basis of the criteria, a decision is made on each magazine that has been picked.

Keywords: Organizational Culture, Performance

PRELIMINARY

Organizational culture is defined as the set of values that a company adheres to throughout its activities. Routines, habits, and general practices that have been embedded in an organization through time are a direct outcome of acts performed by the company's forefathers. When it comes to putting these ideals into action with total awareness and accountability, the human factor becomes crucial. According to Tangkilisan (2022), " The human element is a critical component of every organization, and it plays a crucial role in achieving organizational goals.," according to the Tangkilisan (2022). People in an organization are both planners and actors, as well as the determinants of whether or not their objectives will be met. When people from different groups within an organization work together on projects and communicate with one another, a pattern of behavior emerges within the organization's system that eventually defines the culture. An organization's culture is an integrated pattern that evolves from individual conduct inside the company. This conduct involves learning and teaching ideas and behaviors to future generations of employees. In general, the culture of an organization represents the actions that are regarded as ordinary in that organization (Lundy & Cowling, 1996). Organizational culture acts as a glue, uniting identity, image, and brand, setting it apart from other businesses. It is something that can be passed down and taught to future generations, and it may be used as a model for human behavior in businesses that are focused on achieving their goals or aims. The way workers behave and the activities they take to assist with problem resolution are heavily influenced by an organization's culture. Employee performance will increase as a result of the adoption of a strong corporate culture by employees. As a result, employee performance in carrying out the major duties, functions, and responsibilities allocated to them will increase, allowing any job to be finished on time. The company's organizational culture is widely recognized as one of its tactics for achieving its objectives and maintaining its leading position. The following are some of the essential assumptions that underpin this organizational culture theory: (1). Members of an organization are responsible for creating and maintaining a shared understanding of the organization's reality, which leads to a better understanding of the values held by that organization. The importance of the organization's basic values is highlighted in this notion. The guiding ideas and conventions that a culture follows are known as its values. (2). The use of symbols and how they are understood are both critical aspects of an organization's culture. A person will be in a position to behave in a way that is compatible with the firm's culture after they have grasped the symbol. (3). Different firms have different organizational cultures, and individuals from these cultures have different perspectives on how others behave. Each organization has its own distinct culture, and each individual inside that company has their own unique interpretation of that culture. In most situations, the cultural differences that exist inside a company become the firm's competitive edge over other comparable firms. A

common meaning system shared by members of an organization is referred to as organizational culture. This meaning system distinguishes a company from its competitors. A certain set of attributes is held in high regard inside the firm, and these characteristics make up this shared meaning system. The presence or significance of these attributes may be substantially responsible for the firm's culture, in whole or in part. Because there will be no uniform interpretation of what constitutes appropriate and inappropriate behavior if an organization does not have a dominant culture, the value of the organizational culture will suffer. As a result, the organizational culture's value will be diminished. As a result, the value of corporate culture will dwindle. Culture has the ability to be used as a weapon for controlling and influencing the conduct of its members because of the extent to which members of an organization share a common meaning. The Indonesian people are very famous, not only because this country is rich in resources, but also because of its friendly people. This is a unique culture and a national character that is not shared by other nations. That the Indonesian people are friendly has become a worldwide brand/image. And we agree with the brand. This is a culture that we must cultivate and maintain because with the changing times and rapid information technology, these cultural values can decrease little by little and other cultures will emerge that may not be characteristics of the Indonesian people. Culture should have positive values because that's how it should be. But the reality in organizations is that many people have a negative view of the culture adopted by an organization. As an example of organizational culture in terms of administrative neatness, be it correspondence, finance, archives, or goods in/out, it is suspected that there are still many bad organizations in terms of administrative order. The lack of clarity in the division of authority means that there are some organizations where the work only relies on one employee. Discipline is the thing that is most often found in organizations located in regions that are far from the reach of supervision. It turns out that the discipline of some employees is still very weak. The jargon that discipline is the character of successful people who value time has gone unnoticed. Many of the employees in the organization are poor in creative ideas and only carry out work limited to the duties and responsibilities of the leadership. Doing what you usually do, with a culture of origin, just to get value from the leadership. And there are many more problems in organizational culture that are quite interesting for us to know.

THEORETICAL BASIS

Organizational Culture Definition

According to (Robbins & Judge, 2008) An organization is a social entity that works together to achieve a common set of objectives. It is made up of two or more people and has well-defined boundaries, and it works continuously to achieve these objectives. The organization is a system made up of roles, the flow of activities, and procedures (patterns of working relationships) that includes numerous people carrying out tasks to achieve common goals. The term "organizational culture" refers to a behavior pattern that has existed for a long period. It is utilized and applied as one of the drivers to improve the quality of work produced by employees and corporate management in the day-to-day activities of working life. Organizational culture is thought to be a common set of values and norms, according to Jones, who defines it as "a collection of shared values and conventions that influence the interactions of organizational members with one another and with persons who are not associated with the company." Organizations are built by humans to maintain their existence, humans are defined as a concept or fact, as an idea or a reality, as a group or individual, humans as living organisms will influence and be influenced, shaped by the environment. According to (Gibson, 2013) to be able to adapt to the environment, an adaptation mechanism is needed that is driven in a container known as an organization. The organization serves as a platform that allows the community to achieve goals that would have been impossible to achieve by individuals working alone in the past. At its most basic level, an organization may be described as a coordinated unit consisting of at least two people whose primary goal is to achieve a certain goal or set of goals. The organization is not only a forum, but there is also a division of authority, who regulates what and to whom is responsible. Important things that can be considered in the organizational culture elements, namely the pattern of beliefs, values and ways that have been learned based on the historical experience of the organization. The material arrangements and behavior of the members of the organizational group tend to reflect these beliefs, values, and processes. The organizational culture, which is made up of a collection of assumptions, values, and standards in the form of a belief system, is the soul of the company. Within the organization, this belief system evolves and develops as viewpoints, guidelines, and behavioral foundations for its members. This enables the organization to adjust both within and externally in order to maintain its viability. According to the Mangkunegara definition, organizational culture is "a set of assumptions or belief systems, values, and customs that have formed inside an organization." These beliefs, values and norms are used a (Mangkunegara,

2014) Behavioral guidance for members to manage external and internal adaption issues Employees that already know the main principles of the corporation will make these values the personality of the organization. These values and ideas will impact their everyday behavior at work, so that it will become an individual performance. Human resources are underpinned by systems, technology, business strategy, and logistics. Each individual's great performance will lead to high organizational performance.

2. Characteristics of Organizational Culture

A description of organizational culture was found from several thoughts. Organizational culture is a pattern and model made of concepts and values that offer significance to members of an organization and standards for members to act in the organization. According to (Robbins & Judge, 2008) there are seven characteristics of organizational culture, as follows:

a. Innovation and risk taking (innovation and risk taking); the degree to which workers are encouraged to innovate and take risks in their work.

b. Attention to detail (attention to detail); the level of thoroughness, analysis, and attention to detail that employers anticipate their staff members to display in their work.

c. Oriented to results (outcome orientation); the degree to which management concentrates on the end outcomes, rather than the specifics of how those goals are achieved or the procedures involved in getting those results.

d. Oriented to humans (people orientation); the extent to which management choices take into account the consequences that such actions will have on the people who work in the company.

e. Team orientation (team orientation); the extent to which individual tasks at work are delegated to teams rather than being handled by individuals.

f. Aggressive (aggressiveness); the degree to which people are hostile and aggressive toward one another, as opposed to being casual.

g. Stable (stability); the degree to which the organization intends to emphasize the embracing of the status quo as opposed to advancement. In reference to these

features, each of these attributes advances on a level from low to high. By assessing the organization based on these seven criteria will acquire a picture of the organizational culture.

3. Types of Culture

Organization Organizational culture in practice has several types. The types of organizational culture based on this information according to (Quinn, 2009) are as follows:

a. Rational Culture

Individual information processes (clarification of logical reasoning goals, directive tools) are assumed to be the means to the demonstrated performance goals (efficiency, productivity, and profit or impact).

b. Ideological Culture

Intuitive information processes (from deep knowledge, viewpoints and innovations) are regarded to be techniques of revival purposes (external support, resource support and growth)

c. Consensus Culture

The use of communal information processes such as discussion, participation, and agreement are widely acknowledged as a means of achieving cohesion (climate, morale, and group cooperation).

d. Hierarchical Culture

Formal information procedures, such as recording, collecting, and assessing information, are considered to provide the mechanism for achieving sustainability goals (stability, control, and coordination).

4. Formation of Organizational Culture

According to (Robbins & Judge, 2008) there are 5 elements that influence the formation of organizational culture, namely:

a. The business environment, namely the environment in which the organization operates, will determine what the organization must do to achieve success.

b. Values, namely the basic concepts or basic beliefs held by an organization.

c. Role models or exemplary, namely people who become role models or role models for their employees.

d. Ceremonies (rites and rituals), namely routine events organized by the organization in order to give appreciation to its employees.

e. Cultural networks, namely informal communication networks that can be a means of disseminating organizational values and culture.

5. Benefits of Organizational Culture

According to (Sutrisno, 2013) some of the benefits of organizational culture include the following:

a. Understanding the duties that distinguish one organization from another. Because of the specific purpose that each organization provides, it is critical that the procedures and activities carried out inside the corporation have strong cultural roots.

b. Create a sense of belonging among those who work for the company. Though your firm has a strong culture, you will feel as if your personal identity is closely related to the company's image.

c. Prioritizing the achievement of common goals over the pursuit of individual goals.

d. Ensure the organization's long-term stability. If the organizational conditions can be sustained as a consequence of the unity of the organizational components kept together by a common cultural understanding, the situation will be relatively stable.

RESEARCH METHODS

This study employs a process known as a literature study, sometimes known as a literature review. A literature review is a complete assessment of the research that has been done on a certain issue to show the reader what is already known and what is

unknown about the topic, as well as to seek reasoning from previous research or to generate new study ideas. A literature review's goal is to demonstrate the reader what is previously known and what is unknown about a topic (Denney & Tewksbury, 2013). Literature research can come from a variety of places, including books, journals, libraries, the internet, and documents. The type of writing used was a literature review study, with the major focus on the writing's results in regard to the aspect or topic that was written about. After determining the topic of writing and the wording of the problem, the author does this literature review before traveling out into the field to collect the necessary data. The key sources of the data used in this study were books and research findings that were done and published in national and international online journals. The researchers looked for books and research papers that had been published online using the search engines ProQuest, PubMed, Research Gate, Sage Pub, and Scholar, and included the word "organizational culture" in their queries. Filtering was place throughout the data collection process, with the criteria for filtering set by the authors of each publication. The following is a list of the selection criteria for journals: (1). The year 1996, which was used to acquire literature and books, as well as the suitability of the writing keywords and the significance of the writing and discussion outcomes. (2). Using reliable online journal providers such as ProQuest, PubMed, Research Gate, Sage Pub, and Scholar, techniques for collecting a wide selection of scientific publications (3). Conduct a search that encompasses the full text (4). appraising journals by reading abstracts in light of research aims and doing critical assessments using currently accessible tools The review of the relevant literature begins with the relevant textual content. The following step is to read the abstract of each article. This will help you to see if the problems that are being discussed are the same as the ones that will be solved in the journal. Make a list of the important aspects and how they connect to the research question. To prevent slipping into the trap of plagiarism, the author should also give a bibliography and acknowledge the sources of the content in their work. If the information is derived from other people's ideas or the results of their writing, a conclusion may be drawn from each journal that has been chosen based on the criteria.

RESULT DAN DISCUSSION

When employees from various groups within an organization collaborate on projects and interact with one another, a pattern of behavior emerges inside the company's structure, which eventually comes to define the company's culture. An organization's culture is an integrated pattern that arises as a result of individual business actions. This conduct involves thoughts and actions that are learned and passed down through the generations. a) Becoming acquainted with the organizational culture "Organizational culture" is a translation of organizational culture, which can be interpreted in a variety of ways. The definition of organizational culture, according to one of the many professional definitions of organizational culture, according to Robbin (1996: 289), "organizational culture" is described as "a system of shared meanings held by individuals that differentiates the organization from others". When examined more deeply, this system of shared meaning may be revealed to represent a collection of essential corporate characteristics. According to Chang and Lin (2007), culture is one of the most significant elements for companies and their operations. The idea of organizational culture has been described in a variety of ways in academic literature, each from a different perspective. The following are the main characteristics that make up an organization's culture, according to Robin: 1. Taking risks and being resourceful the extent to which employees are encouraged to be innovative on the workplace and to take risks, even if they may not pay off right away. 2. Attention to Detail, Accuracy, and Analytical Capability: The extent to which employees must demonstrate certain characteristics in their work 3. The degree to which management places a priority on the outcomes of its efforts rather than the methods and procedures used to achieve those objectives is referred to as results-oriented management. People-oriented orientation refers to the extent to which management decisions are made with consideration for how the organization's activities will affect the people who work there. 5. Keep an eye on the group The extent to which various components of work are concentrated on a group's efforts rather than an individual. Aggression is ranked sixth on the list. The possibility that people would participate in aggressive and competitive conduct rather than participating in less difficult pursuits. 7. Consistent dependability the extent to which an organization's efforts are centered on maintaining the status quo rather than developing the business or organization. Each of these attributes may be rated on a scale of one to ten, with ten being the worst and ten being the greatest. As a consequence, completing a company study based on these seven factors will provide a full picture of the corporate culture. This image serves as the foundation for members' understanding of the organization, how activities are carried out inside it, and how they are expected to behave as members.

(Luthans, 2022) states that the following are the major aspects that contribute to an organization's culture's overall power: 1. Organizational togetherness refers to how closely people of the organization share core values and ideals. The direction and reward elements have the greatest influence on the degree of similarity. Wage increases, promotions, gifts, and other activities that strengthen the company's cultural values can all be used as incentives. The goal of orientation is to help new members get started, especially with training programs. 2. Intensity is influenced by the pattern of incentives. Employees' motivation to carry out cultural values and work rises when they are rewarded; as a consequence, organizational leaders must pay attention to and adhere to the structure of rewards offered to members of the organization in order to teach corporate culture's basic values. Founders are the major source of an organization's culture since they have a vision and objective for how the company should form and are not limited by existing habits or beliefs. This is because the founders have a vision and goal for how the company should grow. According to (Luthans, 2022), the process of developing culture may be divided into three steps: 1. The founders of the organization will only hire and retain employees who share their beliefs and perspective. 2. They indoctrinate and socialize these employees with their way of thinking and how they should feel about things. 3. The company's founders' activities serve as a role model in and of themselves, enabling other employees to identify with the founders and, as a consequence, absorb the founders' beliefs, attitudes, and assumptions. We've just gone through some of the ways in which business culture might impact behavior. If the company has a strong culture, employee turnover should be low. This is in keeping with (Robbins, 1996)'s definition of organizational culture, which may be described as follows: 1. Culture has a role in boundary setting, which means that culture aids in the establishment of a clear line of demarcation between two organizations. 2. As a result of the culture, members of the organization will feel more like themselves. 3. Being a part of one's culture makes it simpler to establish a commitment to something bigger than one's own limited self-interest. 4. The presence of culture helps to the social structure's enhanced stability. The social glue that holds the company together is culture, which establishes clear guidelines for what employees should say and do. The social glue that holds the organization together is culture. 5. Culture is a management and meaning-making instrument that guides and shapes workers' attitudes and actions. The final function, which describes how culture impacts how a game is played, is the most exciting component of the model, according to Robbins: Culture is difficult to understand since it is intangible, implicit, and assumed to be the way it should be, according to the definition of culture. On the other hand, every company develops its own set of underlying assumptions, understandings, and tacit standards that govern daily workplace behavior. Because culture is a social phenomenon, distinguishing the functions of general culture, group culture, and organizational culture can be

challenging. According to Ndraha (1997:45), culture serves a range of functions, including the following: 1. As the embodiment and manifestation of a society's identity History, geographical conditions, social systems, politics, the economy, and changes in societal values through time all have a role in shaping this identity. 2. As the binding agent between civilizations, Togetherness is a powerful adhesive that ties all members of society together. 3. As a source of information, culture is a source of ideas, pride, and resources; it is also a commodity in the tourism sector. 4. As a primary source of motivation the learning process is always contributing to the evolution of culture. 5. The ability to create something of value 6. as a recurring pattern of behavior, the boundaries of social tolerance are defined, and behavioral norms are embedded in the culture of a society. 7. As a result of an inheritance, through socialization and training, culture is passed down from generation to generation. 8. As an alternative to formalization, so that individuals can carry out their responsibilities without being told to do so. 9. As a means of adapting to changing conditions, 10. In the sense of a process that results in the development of a nation-state by forcing the country to conform to the state. a) Practice of Culture Development and Preservation Organizational culture does not arise out of nothing. When a culture is established, it almost never fades. What has been done in the past, as well as the amount of success achieved as a consequence of that effort, is mostly responsible for the establishment of habits, traditions, and general business practices that exist now. This points to the organization's founder as the ultimate source of organizational culture. These individuals were responsible for much of the organization's early achievements and were crucial in building the organization's early culture. They have a mental image of what the organization should be like. They are not bound by the ideologies or practices of the past in any manner. After a culture has been established, the practices that are followed inside an organization help to maintain it by providing its members with a consistent experience profile. According to Robbins (1996: 297), three (three) forces contribute to the preservation of an organizational culture. The following forces are listed in no particular order: 1. The process of identifying and hiring people with the knowledge, skills, and abilities required to successfully do their duties in the workplace. in the organization's structure. Top management sets the tone for the organization by what they say and how they behave themselves. What top management says and does is reflected in their actions. 3. The socialization process is one that assists individuals in becoming used to the culture of an organization. Because they are unfamiliar with the company's culture, new employees have the potential to disrupt the company's established conventions and procedures. When a corporation reaches this level, it is seeking to hire an outsider for a coveted position within the organization. The importance of cultivating a healthy corporate culture, particularly in connection to actions aimed at achieving organizational goals; the

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elements that make up an organization's culture are fairly consistent. This culture is developed year after year and is based on strong ideas that the employees believe in, allowing them to retain a high degree of commitment. In addition, a number of organizations and organizations are working tirelessly to preserve and perpetuate that tradition. Regulations have an impact on how employees and/or customers should be treated within a company, and these beliefs might have a negative impact on the company. There is also a very particular set of instructions that must be followed in order to achieve one's goals. Newcomers must understand the existing practices, skills, and processes in order to be accepted as part of a developing company. It's the overall "feeling" conveyed by the physical environment, the manner in which participants interact with one another, and the way in which company members interact with individuals and external customers. The risk tolerance of an employee, the pressure to accomplish as a team, and the support they receive from their superiors all contribute to an employee's overall subjective impression of a company. This perception has a tremendous influence on the company's performance. In fact, over time, this overriding impression becomes the company's culture or personality. Following that, these favorable or bad perceptions have an impact on how well people of the company complete their tasks and how pleased they are, with a greater impact on how effectively the culture is reinforced.

CONCLUSION

A company's values and the unwritten rules that it follows collectively make up its organizational culture. Organizational cultures have different traits that distinguish them apart from one another. When we talk about organizational culture, we're talking to the system of shared meanings that individuals of the organization have. This is what sets the company apart from competitors in the same industry. When analyzed in further depth, this system of shared meaning produces a core set of traits that the organization values and strives to maintain. The presence of an observable way of acting from all members of the organization, the presence of norms that contain standards of behavior from the members, and the presence of certain rules and regulations that bind all members of the organization together can be defined as an organization's culture. In other words, culture refers to how an institution conducts itself. How all of these diverse aspects interact with one another determines a company's culture in the end. The climate of an organization may be regarded of as the interaction that takes place between people and their surroundings, which

encompasses both the social and physical settings. This contact has the potential to produce a mutually beneficial effect. The existence of a certain climate within an organization is one of the distinguishing aspects of an organizational culture. Because each individual will see and perceive the world in their own unique way, they will have their own set of ideas and feelings after being exposed to it. Routines, conventions, and general methods to accomplishing things that are presently followed in an organization are the immediate or indirect outcomes of past activities. These outcomes may be beneficial or bad. This takes us to the most influential persons in terms of an organization's culture: the founders.

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