

Collaborative Organizational Culture on Bureaucratic Behavior in the Industrial Revolution Era 4.0

Mulyaningsih*

Faculty of Social Science and Political
Science

Universitas Garut

Garut, Indonesia

mulyaningsih@uniga.ac.id

Abstract— One of the main objectives in the era of the industrial revolution 4.0 on bureaucratic behavior is the ability to provide good services by adopting science and technology in harmony with organizational culture. This is done so that an organization can run effectively and efficiently. This study seeks to analyze the effect of bureaucratic behavior on organizational effectiveness by collaborating on culture break Coffee variables as an element of local wisdom, and the use of social media as an element of technology. The method used in this research is descriptive analysis. The results showed that the behavior of bureaucrats in carrying out their duties and responsibilities is based on and driven by the values, myths, and beliefs that are adopted from the culture of an organization based on local wisdom.

Keywords— Culture, Collaboration, Coffee Break, Social Media, Technology

I. INTRODUCTION

The era of the industrial revolution 4.0 which is completely free and open makes all aspects of life change. Likewise with Indonesian society which has changed from traditional polarization to modern polarization. These changes have an impact on thinking patterns and actions so as to lead to changes in community behavior, both individually and in groups. Changes in individual and group behavior in organizations provide important significance for institutional changes as a whole, which will ultimately have an impact on global change in an institution in wherever located. Thoha (2008) states that organization as an organism, which is a living system with emphasis on the human element as its main support, is very dynamic with change. Thus, when the behavior of individuals in the organization changes, the movement of the organization changes.

Organizational change influences and is influenced by organizational culture, which is largely sourced from the behavior of the founder or important figures in the organization. Kotter and Heskett in Rusyani (2004) stated that the source of organizational culture, originating from several people, more often than only one of the founders of the organization, that person will develop strategies in accordance with the environment under management which will eventually become a culture within the organization.

Based on the above view, it appears that organizational behavior is closely related to one another and mutually reinforcing each other to provide overall change to the organization, both public organizations and business organizations. Through organizational culture and organizational behavior can improve the ability of people to think, logic and think complex, dynamic and contextual.

The rapid advancement of science and technology today is a challenge for an organization to run. Depreciation of

energy and natural resources, national and international competition, social media and other problems are external challenges that cannot be avoided. On the other hand there are severe internal challenges, such as decreased discipline and employee job satisfaction, demands for fulfilling employee rights and organizational culture that is not conducive is an issue that must be immediately addressed.

The shift in community culture from traditional to industrial society has a fundamental impact on the direction of human resource development and overall organizational culture change. This is an important issue that must be a serious concern of every organization, in order to maintain the stability and sustainability of the organization. Adoption of technology coupled with the availability of reliable and quality human resources supported by professionalism, is expected to contribute to organizational development effectively and efficiently.

Facing the challenges above, every organization needs to develop strategies so that employees, especially bureaucrats, always have enthusiasm at work, are motivated and have satisfaction at work, are able to communicate and have the ability to use social media (social media) wisely, so as to produce work effectiveness and work performance who is high in carrying out his duties. In other words, the role of bureaucracy in every organization or institution must be able to develop organizational culture, so that it can achieve optimal work effectiveness.

The effectiveness of the organization in question is a condition that shows the level of success in carrying out the tasks that have been determined in advance. This means that the organization can carry out its tasks or achieve its goals by meeting the specified quality and quantity standards. In addition, organizational effectiveness includes employee work processes so that employees can consistently carry out their workload in accordance with the specified schedule or time target. This is done so that the work process in the organization does not take a long time and is right on target or in other words employees are working properly and carefully, especially supported by sophisticated technological facilities in this digital era.

From the explanation above, this research is intended to analyze the collaboration between organizational culture and the behavior of bureaucrats in government organizations.

II. LITERATUR REVIEW

A. Organization

Organizations as artificial being also have the same characteristics that are commonly referred to as organizational characters. The definition of organization according to E. Wight Bakke (see in Dunsire, 1973) quoted

by Kusdi, that the definition of organization, is A continuing system of differentiated and coordinated human activities utilizing, transforming, and welding together a specific set of human, material, capital, ideational, and natural resources into a unique problem-solving whole engaged in satisfying particular human needs in interaction with other systems of human activities and resources in its environment (2009).

Based on the above understanding, it can be said that the organization is a system that can measure various human activities in the form of a unique system of a combination of several systems or human interactions with various resources and the environment to be used as a tool to solve the problems of human needs themselves.

Morgan further emphasizes the relationship between these three elements cited by Sobirin (2007: 31) giving a view of organizational metamorphosis on organizational behavior and culture, namely: Logicizing the organization as if it were an object or other object with all the properties inherent in the object, such as organization like a machine, organization like living organization, organization like human brain. This analogy is one of them-organization as culture will be the foundation in understanding the concept of organizational culture.

This understanding is more reaffirming that the organization as a human brain can produce organizational culture as a system.

B. Culture

The nature of culture according to Wallach in Rusyani (2004) can be grouped into three, namely;

1. Bureaucrats: characterized by a stressful, structured, tiered, orderly, organized, and well-regulated work environment.
2. Innovative: gives participants the freedom to think freely, express opinions, thoughts and feelings and work.
3. Supportive: placing humans as a central point in the organization.

The cultural grouping above focuses on humans as central in the organization but the organization as a bureaucracy or structure with the work environment of the organization. Other thoughts about behavior will coexist with culture put forward by Harrison and Stokes (1992) that: Culture influences most aspects of organizational life, such as how decisions are made, who makes them, how rewards are shared, who is promoted, how people are treated, how organizations give response to its environment. This proves that the company is not civilized, because it does not provide a response to the environment in this case to stakeholders.

It can be seen that organizational culture is basically an attempt to bind the behavior of individuals in an organization so that it has a unity of action according to understanding. Harrison and Stokes (1992) state that: "organizational culture is the pattern of beliefs, values, rituals, myths of members of the organization, which affect the behavior of all individuals and groups within the organization". This opinion, together with other views that have a similar understanding of culture put forward by Hofstede (1994) that "culture is a collective mental program that distinguishes members of another group".

Sharpening the understanding of organizational culture can be seen from the values adopted by individuals or employees as the basis for acting, as the understanding put forward by Susanto (2000), as follows;

1. Corporate culture is the values that hold HR in carrying out obligations and are the foundation of behavior in the organization.
2. Corporate culture is a set of values that guide HR to deal with external problems and efforts to adjust integration into the organization so that they know how they should act or behave.

Further explanation of the dimensions of cultural values is as follows:

1. Power gap, Power gap is a dimension that shows how far the weak party in a society wants to accept an imbalance in the distribution of power that exists in society and wants to regard it as a natural thing.
2. Individuality, the dimension of individuality has the opposite dimension, namely collectivity. This dimension describes the relationship between individuals and the community in a society.
3. The Ability to Avoid Uncertainty. The ability to avoid uncertainty is a dimension of cultural value that shows how far the community can become agitated in situations that they consider uncertain, unclear, or unpredictable and how far they try to avoid the situation.
4. Masculinity. The masculinity of the opposite dimension is femininity.

C. Organizational Behavior

Awareness of the nature of personal differences that exist among employees is very important because different employees respond in different ways to management's efforts to achieve business directed at the goal. By knowing this difference, the effectiveness can be measured through a system that works both stimulant and synergistically. Zamroni (1992) put forward an understanding of behavior as follows: Behavior is a function of attitude, behavior is closely related to intention, whereas intention will be determined by attitude and subjective norms. A person's intention to do something is determined by two things, first something that comes from within him namely attitude; the second is something that comes from outside, that is, the perception of other people's opinions about themselves in relation to the behavior being discussed.

Thus, every behavior is closely related to attitudes that are based on intentions from within themselves and coming from outside themselves such as technology in digital communication. Behavior relating to bureaucrats will be reflected in the competency standards of bureaucrats as government officials who must have standard capabilities, both core standards and occupational standards in the form of motives, traits, self-concept, skills, and knowledge as a form of performance of government employees.

Then the definition of government bureaucratic behavior according to Ndraha in Alamsyah (2004), namely "Government Bureaucratic Behavior is to place employees as consumers of government products that work with full observance, work diligence, accountability, satisfaction and discipline". This opinion reflects that bureaucratic behavior is a product of activities desired by the people to lead to good governance.

Toha in Alamsyah (2003) said that: If individual characteristics interact with the characteristics of the bureaucracy, bureaucratic behavior will arise. Bureaucratic behavior models can generally be described as follows: competency characteristics are related to the opportunity to

find out competencies in social contexts as outputs of human behavior which are interactions of their actions. Furthermore, Ndraha (1999) argues that: a government bureaucracy is defined as a government structure that functions to produce certain public or civil service services based on policies determined by considering various choices from the environment.

III. RESEARCH METHODS

The research method used is qualitative. While the type of research is descriptive, namely research to obtain a general picture of the object to be examined based on the actual conditions occurring in the field in accordance with its objectives.

IV. RESULTS

Research Findings that are descriptive of the implementation of organizational culture and bureaucratic behavior, contribute strongly to the achievement of organizational effectiveness in the Departments, Agencies, Offices and Secretariat in Regional Governments, which confirms that bureaucratic behavior in carrying out its duties and authorities is based, encouraged and collaborate with the values, myths and beliefs held by organizational culture that are influenced by conditions that come from the environment of the apparatus, sincerity that involves the mental and emotional apparatus, facilities and infrastructure, conditions of the psychology of bureaucrats in the assigned system of tasks and directions, involving decision making to accelerate the achievement of goals, the agreement of the complex organizational structure of work is not just the achievement of expectations so as to strongly encourage the achievement of flexibility, satisfaction, productivity.

Research shows that there is an affirmation and strengthens the concept of organizational culture collaboration on bureaucratic behavior in order to achieve effectiveness by requiring special attention in the field of communication patterns that are less contraibular than those of other organizational culture characteristics, this indicates the lack of models used by bureaucrats in running the organization in view of developments communication in the industrial revolution era 4.0 communication has an important role digital cera will be more effective.

Behavior of bureaucrats in the industrial revolution era 4.0 will be more effective if not only through direct meetings in solving joint problems by not seeing starata and status of short-term work positions such as coffee break juaga The pattern of communication carried out by bureaucrats through social media is very important. Communication pattern model as a digital-based behavior such as Instagram, Facebookb, Twitter, WhatsApp, which is done by combining local wisdom in the form of sharing as a basic service that is very effectively carried out by the bureaucrats currently in the Industrial Revolution 4.0 era in solving public policy problems because it is faster , right and many reach the wider community. Collaboration of organizational culture on bureaucrat behavior based on local wisdom, coffee break and social media quickly and greatly helped the achievement of organizational effectiveness in the era of the industrial revolution 4.0.

V. CONCLUSION

Based on the results of a research discussion on the influence of organizational culture and bureaucratic

behavior, the researcher comprehensively summarizes the results of the study as follows:

1. Descriptive in the field of organizational culture and bureaucratic behavior have been running and give a large contribution to the effectiveness of the organization, organizational culture has a greater share than bureaucratic behavior, meaning that organizational culture must be a priority concern for officials so that organizational effectiveness
2. Organizational culture consists of characteristics of individual initiative, characteristics of tolerance to risky actions, characteristics of direction, characteristics of integration, characteristics of support from management, characteristics of control, characteristics of identity, characteristics of reward systems, characteristics of tolerance to conflict, characteristics of communication patterns. The research findings show that it is very necessary to develop identity characteristics through personal imaging indicators, special personal characteristics in the form of values, symbols and understanding of the behavior of the apparatus in identifying themselves as a whole in their organizations in accordance with clear policy directions and the need to develop support and communication relations between the two direction from superiors both relationships involving the hierarchy of authority and issues outside the hierarchy of authority.
3. Bureaucratic behavior consisting of capability characteristics, needs characteristics, trust characteristics, experience characteristics, perception characteristics, expectation characteristics, hierarchical characteristics, task characteristics, authority characteristics, reward system characteristics, and control system characteristics. The research findings show that it is necessary to develop the ability to master and control TUPOKSI, the level of physical and spiritual health maintenance in supporting the smoothness of their duties in accordance with the division of labor based on work guidelines arranged as a measure of the success of an employee and the need to delegate work as a form of superiors trust in subordinates so that each employee can work wholeheartedly, is responsible for working hard in accordance with the standards of success and worthiness of work
4. collaboration of organizational culture on bureaucratic behavior in order to achieve effectiveness' with special attention needed in the field of communication patterns that are less contraibular than the cultural characteristics of sharing coffe break organizations as well as communication patterns carried out by bureaucrats through social media are very important in achieving effectiveness.
5. The results of this study can be submitted as consideration for making a policy relating to the application of ethical values, the government should provide full support and conduct various types of communication patterns in socializing to apply policies relating to the culture of the organization.
6. The results of this study can be submitted as consideration for making policies related to bureaucratic behavior, they must be standardized guidelines regarding work eligibility, work success so that it becomes a motivation regarding expectations and characteristics of authority on bureaucracy based on digital technology such as social information shring.

REFERENCES

- [1] Alamsyah, Kamal. 2019. Perilaku Organisasi dalam Birokrasi Pemerintahan. Yogyakarta : CEPLAS dan Pustaka Raja.
- [2] Armstrong, Michael. 2008. Strategic Human Resource Management A Guide To Action. Jakarta: Garamedia
- [3] Harrison R., and H. Stokes.1992. Diagnosing Organizational Culture. San Francisco:Jossey-Bass-Pfeiffer
- [4] Harist, Benyamin. 2009.Teori Organisasi Jilid III. Bandung: Primapress
- [5] Henry, Nicholas. 1988. Administrasi Negara dan Masalah-masalah Kenegaraan. Cetakan kedua. Jakarta : Rajawali Pers
- [6] Ndraha, Taliziduhu,2010 Budaya Organisasi , Jakarta : Rineka Cipta.
- [7] Robbins, Stephen P, 2015. Perilaku Organisasi. Jakarta : Indeks
- [8] Rusyani, Erni. 2004. Pengaruh Budaya Organisasi, Orientasi Etika, Orientasi Stretjik dan Implementasi Strategi terhadap Kinerja Keuangan Perusahaan Manufacture (Studi pada Perusahaan Manufacture dan Minuman di Indonesia). Bandung : Program Pascasarjana UNPAD
- [9] Siagian, Sondang P. 2015. Filsafat Organisasi. Jakarta : Gunung Agung
- [10] Sobirin, Achmad. 2009. Budaya Organisasi. Yogyakarta : UPP STIM YKPN
- [11] Steers, Richard.1980 Efektivitas Organisasi. (Kaidah Tingkah Laku) .Terjemahan Jamin. Jakarta. Erlangga
- [12] Sugiono. 2016. Pengantar Metode Penelitian Administrasi. Armico : Bandung
- [13] Thoha, Miftah, 2011. Perilaku Organisasi, Konsep Dasar dan Aplikasinya. Jakarta : CV. Raja Grafindo Persada
- [14] Zamroni. 1992. Pengantar Pengembangan Teori Sosial. Yogyakarta: PT. Tiara Wacana Yogya.