

# Organizational Culture

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**Abstract**—Organizational culture has a significant influence on generating school success by implementing various kinds of organizational culture in schools. The role of culture in schools provides cultural values to school members, develops a culture that has been applied, and passes the culture on to teachers and students. The purpose of this study is to reveal the existence of organizational culture: (1) Communicating in institutionalizing the vision, mission and goals of the organization, (2) Implementing organizational regulations, (3) Implementing additional program activities. The research method used is descriptive qualitative research using techniques to collect data from observations, in the form of interviews, along with documentation with informant sources, namely: the principal, teachers, and students to explain in detail the results of the data obtained. The results of the study found a familial nature to carry out an organizational culture and get used to being orderly and disciplined for the sake of school progress and this research can provide a culture that creates values and self-confidence as a member of the organization at school.

**Keywords**—organizational culture; cultural strength; cultural functions; cultural characteristics

## I. INTRODUCTION

Organizational culture in educational institutions is very important to improve student achievement and become a discipline that directs every human resource to develop effective, creative, synergic, productive and ethical work methods in the spirit and responsibility of providing quality services to stakeholders. Satisfactory work results will have an impact on these students to continue to provide services for their abilities and want to continue to be in the organization.

Efforts to improve organizational culture in order to achieve educational goals are not difficult things to do. One of the efforts that can be made is to create an organizational culture, because it tends to provide characteristics to students who are given values which are a characteristic of the organization where each member of the organization is given guidelines or regulations regarding the enforcement of work discipline or the main prohibitions contained in the rules.

According to preliminary observations made in schools that there are several problems encountered, namely teachers are characterized by low discipline, teachers are late in attending, low achievement motivation, and some students have not fully followed the organizational culture at school.

Organizational culture in schools is a reflection of the framework for achieving the quality of education in schools.

The value and belief in achieving the quality of education in schools is the main thing for all school members in producing graduates with high quality and noble character.

Educational institutions as one of the goals of national education. To realize educational goals, schools must manage the role of education properly. The vision and mission of the school are the most important elements in education, so the vision and mission of the school are carried out so that operations are engaged in activities carried out by stakeholders and hope to achieve the desired conditions for the future of the school in accordance with the objectives.

The main activities of the school are developed from the mission of the school by looking at the vision applied in the school. Mission is the most important thing to do in school in order to achieve the school's vision. So, it is easier for the school mission to be developed to carry out the main activities in educational institutions. The vision and mission of the school must be developed together as guidelines for educational institutions. The vision and mission of the school are the values, beliefs, and aspirations of school members to work together in achieving school culture. Meanwhile, the school aims to implement the mission description. So, school objectives are implemented jointly with school residents to achieve optimal results.

With the existence of an organizational culture in educational institutions, it is hoped that it will have a good impact on teachers. There are organizational cultures that are formed and some are formed by themselves through positive habits that are deemed worthy of being preserved in an educational institution. Organizational culture that is deliberately formed, in this case, is heavily influenced by the leadership of the principal who acts in accordance with the procedures stipulated in various official agreements (school meetings or school deliberations).

Leaders in an organization really need to provide understanding and instill the values of organizational culture, both formal and non-formal so that individuals in the organization want to understand the vision and goals of the organization and integrate themselves as an integral part of the organizational culture system.

Organizational culture is characterized by sharing or sharing of values and beliefs. Organizational culture is seen as a condition for becoming a member of the organization [1].

Organizational culture brings the organization to success and organizational culture outlines a rule [2]. Organizational rules such as principles, values, symbols and polite language towards individuals when communicating [3]. Organizational culture is a system that is believed and values developed by the organization. Organizational culture is able to overcome environmental challenges by working together to solve problems.

Organizational culture in management is to carry out the organizational culture or rules that exist in organizations that work together to achieve goals [4]. Organizational culture is determined by the founders or leaders and the culture in the organization is developed by the group in learning to address external and internal adaptation problems [5].

Meanwhile, Robert defines organizational culture as shared values and norms. So, an effective organizational culture is employees who are active in every activity of the organization [6]. So organizational culture is an inseparable part of the environment. Organizational culture is very important in any activity such as educational institutions to create a sense of pride in the activities that have been planned by organizational leaders [7].

Organizational culture has the power that is determined in living the core values, clarity of regulation, and the breadth of dissemination among school organizations. The greater the number of members who accept and live the core values, the greater the commitment of the members of the organization to the strength of the organizational culture.

There are several strengths of organizational culture, such as: a mature organizational culture (having a stable membership, being able to cooperate and instilling deep values), and a strong organizational culture that provides clarity about the behavior that must be taken or implemented [8].

A strong organizational culture will have a greater effect on members or teachers than a weak culture. If the culture is strong it will support high ethical standards [9]. An important point of the strength of organizational culture is related to performance that is able to adapt to changing environmental conditions. Therefore, organizational culture is designed to determine the behaviors that lead to performance outcomes [10]. The organization is considered strong because a leader has the same beliefs and values with concern for the teacher who runs the organization and in management also considers that employees are more important than the rules in the organization [11].

A strong culture is seen as a strong medium to provide information to organizational groups about desired behavior. A strong culture is associated with high organizational performance. That a strong culture should be emphasized and transferred to new members and it will be implemented as soon as possible. Organizational culture in schools is important to run because it is the habits that occur in organizations that represent the norms of behavior that are followed by members of the organization. A productive culture is a culture that can make the organization strong and the goals of the institution can be implemented well [12].

The function of organizational culture determines common goals that are greater than just individual interests, communicating with fellow members and superiors, providing understanding, and providing attitudes and behaviors so that the organization is joyful and enjoyable. The function of organizational culture has many benefits if we know more about the function of organizational culture in schools, and the many benefits of the cultural functions that are followed and carried out. Organizational culture is a tool to make people think healthy and make sense and make a lot of change [13]. Organizational culture influences the way members and groups interact with other organizations and has a profound effect on behavior. The function of organizational culture serves to produce what is achieved within the organization in carrying out tasks and responsibilities in groups to achieve agreed organizational goals and objectives [14].

There are several functions of organizational culture, namely: giving members an identity to show distinctive features that differentiate them from other organizations, increasing cooperation that the work environment is comfortable and family ties are very strong, and shaping behavior by helping members become aware of their environment. By interacting between members of the organization and other members, making an organization look pleasant with the results of communication that is mutual respect and helps each other at work. So, the function of organizational culture is to produce what the organization wants to achieve in carrying out its duties and responsibilities in a group to achieve the goals and objectives agreed upon from the start. The function of organizational culture has many benefits if members actually carry out the values and norms that have been made and will produce habits for members themselves [15].

Characteristics of organizational culture as a process that is obtained through interactions with individuals and characteristics of organizational culture is a humanitarian process in which humans are considered as the main source of conducting culture and understanding the meaning of occupied culture [16]. The characteristics of organizational culture also provide values, principles, traditions, and attitudes that influence the way members of the organization behave towards other members [17].

The characteristics of organizational culture in schools such as: First, the use of language is done when members of the organization interact with each other, they use polite language, terms, and general rituals related to respect and ways of behaving so that they can differentiate within the organizational culture environment. Both norms, such as the standard of behavior that exists in an organization or community and the activities that must be done are not too much and not too little, can result in activities not being carried out. The third rule, the demands for new workers to work must follow activities and rules to get used to the organizational culture. The four organizational climate, atmosphere and organizational condition must be seen comfortably because the organizational climate makes members more comfortable at work [18].

With the characteristics of organizational culture, it focuses on the results that have been implemented by looking at the results of the activities of members and the extent to which members are responsible for the organizational culture they do.

## II. METHODS

This research uses descriptive qualitative approach. Qualitative research is to understand and deepen a research problem that produces descriptive data in the form of written words or writings from people and observable behavior [19]. With qualitative research, it is expected to get a picture of Organizational Culture in Schools.

This study focuses on analyzing phenomena related to Organizational Culture in Schools. Departing from the research focus, this research approach uses a qualitative approach. Qualitative research is essentially observing people in their environment, interacting with them, trying to understand language and the activities they do [20].

The subjects that are the center of attention or the targets here are the principal, teachers, and students.

The data obtained from respondents through observation techniques, interviews and documentation studies are descriptions of opinions, knowledge, experience and other aspects. Then analyzed and presented so that they have meaning, the analysis of interpretation data is carried out referring to the theoretical foundation.

Imam Gunawan said that data analysis in qualitative research was carried out before entering the field, during the field, and after finishing the field. In qualitative research, data analysis is more focused during the process in the field along with data collection.

## III. RESULTS AND DISCUSSION

### A. *Communicating and Institutionalizing the Vision, Mission and Goals of the Organization*

The vision, mission, and goals that have been made by the school must be carried out according to school rules by using Islamic values, because this madrasa forms Islam to make a superior school based on the teachings of Islam correctly and consequently, so as the principal must make wise rules for madrasas to be viewed with Islamic values. Teachers in madrasas are also supervised to provide examples of Islam to students in order to give their best to students. With the existence of a vision, mission and objectives in this madrasa, cultural values can be developed in collaboration to form morals and form kinship in the madrasah. Every teacher must communicate to all students to advance the rules and values of Islamic tradition and develop the culture in each place collectively. The teacher and students participate in developing the vision and mission rules and goals for mutual progress.

So, the principal's opinion can be concluded that the vision, mission and goals of school has gone well and every teacher and student has complied with the rules of the school

and has developed a school culture to become a superior madrasa by instilling Islamic values in the Islamic school.

### B. *Implementation of Organizational Regulations*

The implementation of organizational regulations in madrasas because of a leader. The success of schools is led by principals who are good at carrying out activities at school and provide examples to their subordinates so that their subordinates follow orders from superiors by means of kinship and deliberation. The principal holds a meeting regarding school rules or culture with the teacher, which is held once a month. All teachers participate in implementing school regulations and teachers provide input to students so that students implement school regulations and know the prohibitions that have been made by the school. The principal every day supervises the teacher by going around each class and seeing the teacher teaching. Sometimes the principal does not have time to go around the school but monitors from the CCTV in the principal's office.

Some teachers in schools have carried out orders from the school principal regarding the regulations that have been made, because these regulations come from the center and the school principal applies them in schools by asking for help from the teacher. The principal is fair in giving rules to teachers and students and no teacher feels hampered by the organizational culture rules that have been implemented in the school. Justice is in the principal of the school to provide input and motivation to all teachers who have succeeded in developing a school culture and principals do not show favoritism to teachers. The way the principal increases the organizational culture or positive values is that the principal intervenes directly to oversee all school conditions. Even the school principal really cares about the community around the school to protect madrasas so that they are seen as better in the future. The principal does not often order teachers to be what he wants them to do, but the principal sets a good example for all teachers to be followed as superiors.

### C. *Implementation of a Program of Additional Activities*

The implementation of additional activities at school such as extracurricular activities which are carried out after the ceremony is established at the school increases students' knowledge to have more expertise in their respective fields so that the school culture develops and will be passed on to members who have just entered the school organization. Additional activities are carried out after the ceremony is held at the madrasah. The ceremonies carried out include: ceremony every Monday, teacher's day ceremony, August 17 ceremony, school anniversary ceremonies, national ceremonies, educational ceremonies, and other ceremonies. The ceremony should be developed to create respect for the heroes who have died and celebrate all of Indonesia's victorious days. For every ceremony in the madrasah, all teachers must be present even though some teachers are not there for the first hour but they are present in front of the field wearing uniforms that they have together. And students make an event for the teacher after the ceremony is over. Students do activities that entertain the school such as making attractions, holding plays and so on. All of these activities are

supported by their respective class teachers. With the additional activities carried out in schools to develop the culture of the school, so it doesn't stop there, it is sure to be built with a sense of pride and confidence in the culture that has been implemented for a long time.

#### IV. CONCLUSION

Communication and institutionalization of the vision, mission and objectives of the organization have been carried out effectively and Islamic values applied in madrasas have become role models for students to be believed to be children with noble character and school principals carry out their duties as planned, guide students, have deliberation, communicate, and provide supervision in madrasas.

The implementation of organizational rules is carried out with a sense of kinship according to the provisions made by the school and there are no obstacles for teachers and students, making teachers and students more disciplined in doing work or activities. Increased organizational culture is dimadrasah due to the presence of a school principal directly intervening to oversee all school conditions. Even the school principal really cares about the community around the school to protect madrasas so that they are seen as better in the future.

The implementation of the program of additional activities becomes an activity that is carried out and accustoms to being orderly and disciplined, instilling cohesiveness and togetherness with the fighters at the madrasah by carrying out various ceremonies or events at school and making activities when the ceremony is over.

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