

## DEEP ORGANIZATIONAL CULTURE IMPROVE EMPLOYEE PERFORMANCE

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### ABSTRACT

Organizational culture is an important element in the development and progress of organizations both in the business world, government, educational institutions and social religious organizations. This research aims to describe organizational culture through theoretical analysis and empirical analysis. The study is divided into three parts. First, an introduction which outlines issues related to culture. Second, the discussion describes the opinions of experts supported by empirical information. Third, the conclusion is a conclusion of the problems and discussions that have been described. The conclusion from this research is that the development and existence of an organization has a strong and significant relationship with organizational culture.

**Keywords:** Organizational culture, performance, employees

### INTRODUCTION

With culture organizations can create organization become more stable, more advanced and more anticipatory of environmental changes (Sutrisno, 2019). Every organization have its culture each Which become characteristic typical something organization. The importance of organizational culture because culture WhichBoth will be able to provide comfort which will then support the performance of its members On the other hand, the organizational culture is not good or does not suit the person its members will trigger a decline performance of each member.

Every organization will always try to improve performance his employees so that can reach objective Which more Good, And can motivate all members to improve their work performance. Employee performance can be determined by the success of organizational culture and style company leadership that he has (Brahmasari, & Suprayetno, 2008; Satyawati, & Suartana, 2014; Son, 2015; Noor, & Juhji, 2020). Organizational culture can be interpreted as that value become handle source Power man in operate obligations and behavior within an organization. Culture organization have a number of function Wrong the only one is make it easier emergencegrowth commitment on something Which more wide than interest individual (Ariani, 2018). The more strong culture organization, the more big encouragement para employee to move forward together with company.

Leader Which strong is a leader Whichbeing able to determine the direction of the organization he leads means that he can bring about change to achieve organizational goals, thereby creating an open culture in the organization. Most people say that effective leaders have traits or characteristics that certain characteristics that are very important, for example, charisma, foresight, persuasion power, and intensity (Ghafar, & Arbak, 2008; Ajefri, 2017; Supardi, 2017; Royhatudin, et al., 2020).

## METHOD

The research method used was descriptive and exploratory by conducting a literature review. Data collection techniques use library research. Data analysis techniques are carried out by studying theories, regulations, information obtained from journals, textbooks and papers related to research problems.

## RESULTS AND DISCUSSION

### Understanding Organizational culture

Organizational culture is a characteristic that exists and is highly upheld in an organization or community life. Organizational culture is related to behavioral norms (Ismail, 2018) and the values received by all members of the organization and used as a basis for the rules of behavior in the organization. Culture organization sourced from its founder Because founding father from organization tie own influence big will culture organization Good in matter habit orideology. Culture tie member group public become One unity of view Which create uniformity behave (Qohar, & Rosyidi, 2017).

According to Munandar in Samsudin (2013), Organizational culture is a way of thinking, feeling and reacting. Robbins in Koesmono (2005) opinion that culture organization is a system of shared meaning held by different members one organization with another organization. Then, Lathans in Alisanda (2018) opinion that culture organization is A norm And that value direct behavior member organization. Hodge, et al., in Ningsih and Setiawan (2019) provide the definition of organizational culture is a construction of two levels of characteristics, namely the visible characteristics of the organization (observable) and who does not visible (unobservable).

Culture organization according to Schein is A assumption base Which found, created, or developed by A groups with the aim of being able to overcome and overcome problems that arise as a result of external adaptation and internal integration that are already underway with Enough Good. According to Mondy and Noe (1996) Culture An organization is a system of shared values, beliefs and habits that exist within an organization that interacts with its formal structure to create norm behavior.

For company application culture organization needs to be implemented because organizational culture is a business principle and tradition adhered to by all employees in a company or organization who are a source of movement and employee behavior so that it can trigger success company in realize its goals.

### Theory Organizational culture

A theory communication about all symbol communication like action, routine, And conversation And meaning Which attached on symbol the. Context company, organizational culture is considered as one of the strategies of the company within achieve goals and power. This organizational culture theory has several basic assumptions namely as follows: (a) members of the organization create and maintain a shared feeling about an organizational reality, which results in something better understanding of an organization's values. The essence of this assumption are the values that an organization has. Values are standards and principles found in a culture, (b) the use and interpretation of symbols are very important in organizational culture, when someone understands the symbol, then someone will capable Act according to culture from the organization, And (c) culture varies in different organizations, and the interpretation of actions in these cultures as well varies. Where every organization own culture Which different And every Individuals in the organization have different

cultural interpretations. Usually, difference culture in organization precisely become strength from organization kind other.

### **Characteristics Organizational culture**

In general, organizational culture has the following characteristics: (a) one unity Which integral And each other related, (b) reflection history from organization Which concerned, (c) relating to things studied by anthropologists, such as rituals, symbols, stories and characters, (d) socially constructed in the sense that Organizational culture is born from the collective consensus of a group of people who founded it organization Wellness, (d) is difficult to change.

There is 7 characteristic features culture organization is: (a) innovation And taking risk. So far where employee supported For become innovative And take risk, (b) attention to details, to what extent employee expected show thoroughness, analysis And attention to details, (c) orientation results, to what extent management focuses on the results rather than on the techniques and processes used to achieve them these results, (d) people orientation, the extent to which management decisions take into account effect on people within the organization, (e) team orientation, extent of work activities organized around teams, right? individual, (f) aggressiveness, related with aggressiveness employee, And (g) stability, organization emphasize maintained culture organization Which Already Good.

### **Factors Organizational culture**

Organizational culture is a complex thing, for that reason culture A company must have several factors as a real manifestation of its existence. There are several organizational culture factors, namely: (a) Initiative Individual, namely the level of responsibility, freedom or independence that each person has member organization in put forward opinion, initiative individual the need appreciated by the group or leadership of an organization as far as ideas for advance And develop organization/company; (b) Integration that is so far where organization or company can push organizational units to work in a coordinated manner. The compactness of these units can be encourage the quality and quantity of work produced; (c) Communication Patterns. So far where communication is limited by a formal, sometimes hierarchical, hierarchy of authority authority can hinder happen pattern communication between superior And subordinate between employee That Alone; (d) Control . Tool control Which can used is regulations or norms Which applies in the something organization or company; (e) Direction is intended to the extent that the organization or Companies can clearly create the desired goals and expectations. Target And hope is clearly stated in vision, mission and goals of the organization.

Organizational culture is influenced by four factors, namely: (1) the general influence of outside Which wide, (2) influence from mark Which There is in public (societal values), And (3) factor Specific from organization, (4) nillai from dominant condition.

Broad external influences , including factors environment natural (there is fourseason or climate tropical just) And historical event . Mark culture and culture national (soctetal values and national culture). Dominant beliefs and values from public wide (for example freedom individual, collectivism, politeness, cleanliness, And etc).

In an effort to cope well problem external nor internal organization will get successful completion. Success overcome problem is base growing culture organization. For example problem face difficulty business, cost production too tall, marketing the cost tall Also, so searching for road Howsavings in all areas can be made.

Organizational culture can function as follows: (a) Giving sence of identity to members of the organization to understand the vision, mission and be part integral from organization; (b) Produce And increase commitment to missionorganization; (c) To control behavior organization so that carry out

task And not quite enough answer .

Robbins expressed his opinion about the function of culture organizations as follows: (a) Culture creates clear distinctions between one organizations and others; (b) Culture brings a sense of identity to members organization; (c) Culture facilitates the emergence of commitment to something broader rather than one's individual self-interest; (d) Culture is a social glue helps unite the organization by providing appropriate standards For done by employee; (e) Culture as mechanism maker meaning And controls that guide and shape employee attitudes and behavior.

### **Type Culture Organization**

There are 5 types of organizational culture classified by Kets de Vries and Miller, namely Charismatic vs Self-sufficient Cultures. In a charismatic organizational culture there is an overemphasis on individualism. Para manager exploit person other, power centralized on peak. Executivethe top has strict control. Para subordinates who are interested in working in this type of organization have a high need for dependency, wanting to be directed and ignoring the weaknesses of their leaders. Companies with a 'self sufficient' culture emphasize freedom independence, initiative individual And performance. Para member believe that The success of a company is related to how successful its individuals are in company.

Paranoid vs Trusting Cultures. In a paranoid culture there is a sense of distrust And suspicion Which strong. Avoidant vs Achievement Culture. Characteristics of avoidant organizations change. Change is resisted, because it can threaten organizational values and structure power Now.

Politicized vs Focused cultures . In a politicized organizational culture, no there is a clear direction. Top leadership is not firm. There is no firm leadership makes managers at lower levels seek to influence direction of the company. There are often competing individuals or coalitions to gain power in the absence of leadership.

Bureaucratic vs Creative cultures . Attention is paid to bureaucratic culture more focused on how it works. The managers are more Pay attention to the rules for working together. There are control systems used to monitor behavior than its members.

Example cultureorganization , namely: (a) Administrative neatness . Organizational culture in matter neatness administrative is aspect Which must noticed in organization. Good That in matter correspondence, management finance, incomeemployees , incoming or outgoing goods, etc.; (b) Clear Distribution of Authority. This can be decisive success performance in company; (c) Discipline. Discipline is an example from culture organization, Good individualor group. and (d) Innovation. Organizational culture will give birth idea creative And innovation new. The goal is For can advance organization.

### **CONCLUSION**

Organizational culture has an influence on improving employee work. Organizational culture is human resource guidelines for dealing with external problems so member organization must understand mark to behave. The stronger the organizational culture, the greater the encouragement of employees to increase performance For progress together.

Development culture organization is very important in building a vision and mission. People Orientation (Orientation on person) is characteristics main culture organization. Management decisions can influence insidersorganization so that can improve employee performance.

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