Characteristics of Organizational Culture in Takalar

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ABSTRACT:

This study describes cultural issues Takalar local government organizations. The results showed that:
(1) In general, there are two factors that strongly contribute to organizational culture and organizational performance of Takalar government, namely: (a) local knowledge factors (Makassar culture), and (b) factors rulers policy, (2) factors of local wisdom and policy factors that strengthen existing authorities and existing organizational culture that undermine organizational culture within local government Takalar. Based on the characteristics of the conceptual, organizational culture embraced by local government Takalar characterized by: (1) weak on character and courage innovation and risk-taking, (2) weak on the character of the attention to detail, (3) weak on character-oriented outcomes, (4) strong on character oriented to humans (people orientation), (5) strong on character-oriented team (team orientation), (6) weak on aggressive character (aggressiveness), and (7) the strong stable character (stability).

Keywords: organizational culture, strong culture, culture is weak, the type of culture

INTRODUCTION

Culture in an organization both government and private organizations reflect the appearance of the organization, how the organization is viewed by those who are outside it. Organizations that have a positive culture will show a positive image as well, and vice versa if the organizational culture is not going well will give a negative image for the organization.

Organizational culture grow through the process of evolution of the idea that was created by the founders of the organization and then implanted to his followers. However, the organizational culture needs to be developed in accordance with the development environment and the needs of the organization. According to Robbins, (2010: 64) that the organizational culture is a system of values held and performed by members of the organization, so that such a thing could distinguish the organization with other organizations. The value system built by the 7 characteristics as the essence of the organizational culture, they are: (1) Innovation and risk taking, (2) Attention to detail, (3) Outcome orientation, (4) people orientation, (5) team orientation (6) aggressiveness, and (7) Stability.

Talk about culture, each region would have it. Then deep in the eastern part of Indonesia, precisely Takalar is the area occupied by the majority ethnic Makassar with organizational culture with different characteristics. Not only different from the existing communities within the province, and even the island of Sulawesi to Indonesia as a country. Communities in more Takalar colored with tribal cultural values Makassar very thick with principles, such as Barani (brave), siri ‘(shame), paccce (empathy), and akkareso (hard work).


LITERATURE REVIEW

1. Culture

Culture is the pattern of all the arrangements used by the community as a traditional way of solving their problems, Krech (in Moeljono, 2005: 9). Traditional culture as a way of always tested toughened by future changes. Toughness cultural views of their ability to bind communities still survive the changes. According to Peursen (in Moeljono, 2005: 72), culture is a strategy to survive and win. There are seven elements of culture that can be considered a cultural universal, namely: (1) human life equipment and supplies (clothing, housing, household equipment, weapons, means of production, transformation, etc.), (2) subsistence and economic systems (agriculture, livestock production systems, distribution systems, etc.), (3) social systems (systems of kinship, political organization, the legal system, marriage system), (4) language (oral and written), (5) the arts (visual art, sound art, the art of movement, and so on), (6) knowledge systems, and (7) religion (belief system) (Kluckhohn, 1962).

Value is something abstract that it is difficult to be formulated into a satisfying sense. Some experts formulate a perspective of understanding the value of anthropological perspectives, philosophical and psychological. Anthropologically Kluckhohn (1962) suggested that the value is a conception can explicitly distinguish individuals or groups, because it gives the hallmark of both individuals and groups. Philosophically, Spranger (1978) equate the value of the life interest is closely related to culture because culture is seen as a value system, culture is a set of values that is composed according to a certain structure. Value of life is one of the determinants of personality, because it is something that is a goal or aspiration that seeks embodied, lived, and supported individuals. According to Spranger (1978) pattern is determined by a person's attitude to life which is the dominant life value, ie the value of an individual life is regarded as the highest value or the value of the most valuable life.

2. Organizational Culture

In the scale of organization, found the term organizational culture. Organizational culture according Mangkunagara (2005: 113), is a set of assumptions or belief systems, values and norms that are developed within an organization are used as guidelines for the behavior of its members to address the problems of external adaptation and internal integration. As a result of the value that has been a tradition (entrenched) is the organization that are hard to change. Levin and Gottlieb (2009: 45) said that "most organizations require some degree Efforts change of culture shift " (change an organizational culture shift required some degree).

The organizational culture is based on a concept of building on three levels, namely: basic assumptions Depth, then the level of value, and the level of artifact that is something that is left out (Schein, 1991:14). The organizational culture is a form of beliefs, values, ways you can learn to cope and live in organizations, organizational culture is likely to be realized by the members of the organization (Brown, 1998 : 34). The use of the term refers to the culture of the organization with the prevailing culture within the company, because the company generally in the form of the organization, namely the cooperation between several groups of people who form a partnership or a separate unit. Organization culture has been presented as values principles, traditions, and ways of working that are shared by members of an organization, the values and practices that are shared has grown rapidly along with the times and greatly affect how an organization is run.

Robbins, (2010: 64) explains that the organizational culture is a system of values held and performed by members of the organization, so that such a thing could distinguish the organization with other organizations. The value system built by the 7 characteristics as the essence of the organizational culture, seven characteristics are: (1) Innovation and risk taking. The degree to which employees are encouraged to innovate and take risks, (2) the detailed attention. The degree to which employees are expected to show the accuracy (precision), analysis and attention to details, (3) Outcome orientation. The degree to which management focuses on results rather than on the techniques and processes used.
to achieve the result, (4) People orientation. The degree to which management decisions take into account the effect of the results - the results on those members of the organization, (5) Team orientation. The degree to which work activities are organized around teams rather than individuals; (6) Aggressiveness. A level where people (members of the organization) that has an aggressive and competitive nature and instead relaxed-casual; (7) Stability. The degree to which organizational activities emphasize the maintenance of the status quo rather than growth.

3. Several types of organizational culture

Based on his concern for people and concern for performance, there are four types of organizational culture (Sethia and Glinow in Collins and Mc Laughlin, 1996: 760-762), namely: (1) Apathetic Culture. In this type of organization members’ attention to the relationship between humans and attention to the performance of duties, both low. The award is given primarily based on political games and manipulation of others, (2) Caring Culture. This type of organization is characterized by a lack of attention to the performance and a high attention to human relationships. More awards based on team cohesion and harmony, and not based on the performance of duties, (3) Exacting Culture. The main characteristic of this type is very low attention to people. But attention to very high performance. Economically, but the rewards are very satisfying punishment for failure was also very heavy. Thus the level of job security is very low, (4) Integrative Culture. In organizations that have integrative culture, the attention to people and attention to the performance of both very high.

METHODOLOGY

This study is located in the office of the Department of Education, Youth and Sports, Libraries and Archives Office of Regional Planning and Regional Development, Regional Training and Employment Agency. The type of research used in this research is descriptive qualitative and quantitative. Focus of this research is the description of Organizational culture embraced by the Local Government of Takalar. Organizational culture is meant the values and norms of behavior adopted by the local government officials Takalar.

For the purposes of collected data, researchers conducted technical interviews, observation, and study documents. Meanwhile, to get the validity of the data, the researchers did confirm that triangulation of multiple informants on the same issue.

RESULTS AND DISCUSSION

Organizational culture Local Government Takalar described based on the research framework. As for the reference to analyze the organizational culture of local government Takalar are: first characteristics as the essence of the organizational culture of seven characteristics, namely: (1) Innovation and risk taking, (2) attention to detail, (3) outcome orientation, (4) orientation in humans (people orientation), (5) Team orientation, (6) aggressiveness, and (7) stability, while the second is based on the characteristics of the local conditions, which consists of: (1) Working in teams (abbulo sibatang); (2) Dare to take risks (Barani), (3) respect (sipangngaliki), and (4) remind each other (sipakainga).

Sipakatau culture (respect for human dignity) still feels thick in the atmosphere at the service of government agencies. Things like this can be felt in the atmosphere of the reception was so warm and friendly when communicating or when requiring service at a government office. This service will be living longer and are more familiar with the use of Makassar language when communicating. Such conditions may result in a smooth affairs but should also precisely the opposite.

1. Culture siri’ (shame). In general, in people's daily life Takalar, siri culture ‘ is still embraced. Siri’ which means shame in the development and changing times have expanded meaning. If yore, siri’ is more on the dignity of family issues related to women like anynyala (Makassar language) which means elope. In the expansion of meaning, apparently siri’ has been included in a broader dimension of life. Life or well-being of the economy, society Takalar feel embarrassed if they have clothes or a
house that is not equivalent to its neighbors. So that the edges are motivated to akkareso (hard work) to achieve such equality. Furthermore, in terms of educational status, community Takalar was not separated from the cultural influence of siri ‘ this. By reason of siri ‘ or as underestimated because low levels of education than others, then they are racing to take and achieve higher education, both undergraduate and postgraduate (S2 and S3).

2. Pacce. Pacce in Indonesian culture is closer to the meaning of the word empathy (also feel the pain of others so motivated to help, forgive, or receive). Pacce culture is at once an opponent of cultural couples siri ‘ so often expressed continued the siri ‘ na pacce (shame and empathy). Pacce in certain circumstances can and dare confront values siri ‘. Pacce associated with feelings of self-esteem that can ignore, while siri ‘ feelings but also strongly dominated by the value of the glory of one's self-esteem or dignity.

In Takalar, pacce is prominent in the majority of women. In the household are usually faced with the problem siri ‘ is upheld by men, but all of them can be lost when is pervasive pacce taste in women (especially mothers) which in turn influence the men (often happens between husband and wife). Pacce could not be removed in the office or on the practice activity of an organization. For an organization led by a woman in the organization or in the number of women more than men, then this policy decision or determination may be based on the culture pacce. Pacce decision for cultural reasons often conflict with rational logic so as to violate SOPs or duties that should be a reference for decision making.

3. Barani (brave). Barani in Makassar culture often ignores clear thinking. Idiom pa'bambangan na tolo (quick to anger without thinking smart) was born out of a sense of Barani is not based on common sense and a clear heart. Takalar society in culture conditions that seem irrational Barani, slowly changing due to the influence of democracy, the high sense of community, and an increase in education.

Takalar society, in terms of Barani had known well how to conduct a demonstration as an expression of courage expressing opinions. Distribution was quite dignified and not anarchists. They were peacefully protesting through their representatives in the Parliament office. Within an organization to bear the risk of daring attitude of decision-making is a vital element. Even in the theory and practice of decision-making is said that it is better to make ten decisions and six of them did not make any of the decisions at all. This means that the wrong decision was not a problem than no decision at all.

The negative side of this Barani culture can also be called careless actions Barani gau (too boldly, ignoring risks, and are not responsible). Because Barani gau was then one by one public official in Takalar then tangled case of corruption.

a. Innovation and risk-taking
Innovation and risk-taking in question in this research is the extent of the employees either leaders or subordinates are encouraged to innovate and readiness to accept the risk of the innovation action. Innovation is an act that should be done to speed up a target or goal. In a bureaucratic organization that is bound by a uniform rule, innovations tend to have a narrow space. One reason is routine work that has been set in the duties as well as standard operating procedures (SOP). Both of these things if it is translated operationally capable then an employee is considered to have a conversation. Within the scope of local government Takalar, innovation has been done. Although still limited in scale but has shown encouraging results. An example is the improvement of public service systems and an increase in HR competencies.

1) Public Service System Innovation. Innovation systems that exist in the public service is a public service system Takalar first in Indonesia to coincide with one district in the province of Yogyakarta Special Region. This system is known by the acronym SIMTAP (one-stop service system) that was shocking even national radio reported by one of the BBC’s International in England. One of the services that are considered extraordinary at that time was a KTP (identity card) that can be completed in a matter of minutes. The BBC even reported that this ID card service is the fastest
service in the world. In addition to ID cards, other public services such as a business license is also served in the Simtap. Simtap is located in an office environment Takalar Regents.

2) Innovation in human resource development. Innovation in human resource development includes many programs. The first is the BALL PICK program. The government policy is technically operated by the Department of Education, Youth and Sports. This program was conducted to provide an opportunity to the best sons and daughters Takalar to study at leading universities at the local and national level. The second is a long-running and still continue to this day, namely the completion of the study aid for the children to study completion Takalar both S1, S2, and S3. The third is to give an opportunity to the private sector to establish universities that can accommodate the needs of higher education to society Takalar.

b. Attention to Detail
Attention to detail is meant a level where the employees (leaders and subordinates) shows the expected accuracy (precision), analysis and attention to detail. At the leadership level efforts to involve all of the components have not seen seriously. The component consists of two components, namely the narrow scale and broad-scale components. Small-scale components is an employee who is the lead actors organizational performance. Component in a broader scope is the entire community that is resident Takalar area. Evidence of lack of seriousness in the attention to detail is that the leadership level not seen doing a real effort to always remind to all parties about what the vision and mission of the internal (within the scope SKPDs), as well as the vision and mission within the scope of the government Takalar. Local Government Takalar party to disseminate the vision and mission of the reference performance through websites or online channels.

c. Outcome Orientation
Orientation intended outcome is the degree to which management focuses on results rather than on the techniques and processes used to achieve results. Judging from the results of the orientation characteristics, the general Government Takalar can not yet be regarded as an organization that has a strong culture. Simple indicator, from age Takalar already stepping 53 years has not been able to support himself independently. In the sense that the synergy of all components in the local government organization is not empowered optimal overall. However, although in general so if examined one by one (each on education for example) then among them we will find the results are encouraging. Encouraging things like that have been raised in the previous characteristics. In addition to the real sector, the local government has made a success Takalar with some icons. Takalar as local watermelon, Takalar as corn area, even Takalar is a supplier of fruit commodities between regions such as watermelon and cantaloupe are sold in traditional and modern markets.

d. Orientation In Humans (People Orientation)
Orientation in humans is meant is the degree to which management decisions take into account the effect on the results of the organization's members. Within the scope of local government organizations Takalar. Characteristics of people orientation has two opposite sides. The first is the empowering side, and the second is the side that gudgeon. Empower side is when the local government provides opportunities and innovate Takalar members the opportunity to develop the potential of knowledge and experience through education and training both regular and non-regular. Deceptive side is, when people orientation is littered with attempts holders the authority to take action that is not fair to excuse irrational, disproportionate, and professional.

e. Team Orientation
Team orientation intended in this analysis is the degree to which work activities are organized around teams rather than individuals. Within the scope of government Takalar (in this case 4 is a locus of research on education), characteristics of team orientation clearly been enacted and has even become entrenched routines in the form of field division or section is set through the basic tasks and functions.
are abbreviated with duties. Each field or part of a team that is given the authority to handle the technical operations. The division of tasks or job distribution can bring the perpetrators are not soluble in varied routines. Team orientation is a commitment that must exist in every organization. Therefore, in every activity of the consolidated organization is a good leader should always be reminded and aware of how important team members a solid team towards achieving the vision and mission (goals).

f. Aggressiveness
Aggressiveness is intended in this study is a degree to which an employee (member of organizations) that have an aggressive and competitive nature and relax instead. Within the scope of local government as an organization, aggressiveness is not as prominent character that characterizes the life of the bureaucracy. Some causes are confined to the involvement of employees based on entanglement routine duties. Moreover, the existence of the complexity of the job that is not challenging. Coupled with the creation of an atmosphere that can trigger and stimulate aggressiveness is not used as a tradition, as well as monthly gift, a bonus in effect on corporate organization.

g. Stability
Stability is meant in this analysis is the degree to which organizational activities emphasize the maintenance of the status quo rather than growth. Stability is a specific characteristic of a culture. Within the scope of Takalar government, as well as local governments elsewhere have a system which aims to maintain the status quo. The system is known to the regeneration system. Regeneration can be taken regularly performed or conducted through a natural process. Regular cadre is done through training, in this case specifically addressed by BKD (Agency Personnel and Training). Whereas natural regeneration through senior care inculcate ideals, moral values, and skills to the juniors. Natural regeneration is often done by the helm. As in Takalar, in the ranks of government characterized by a tradition of using a system of dynastic succession planning. Staff recruitment and promotion is done by giving priority to direct descendants or relations with the family. All of them are aimed at maintaining the status quo.

CONCLUSION
Broadly speaking there are two factors that strongly contribute to organizational culture and organizational performance of Takalar government, namely: (1) local knowledge factor (Makassar culture), and (2) factors rulers policy (policy).

Indigenous factors and policy factors that strengthen existing authorities and existing organizational culture that is precisely undermine organizational culture within local government Takalar. Based on the conceptual characteristics of organizational culture (Robbins, 2010), organizational culture adopted by the Local Government Takalar have the following characteristics: (1) weak on character and courage to take risks innovation (innovation and risk-taking), (2) weak on character attention to detail, (3) weak on character-oriented outcomes (outcome orientation), (4) strong on character oriented to humans (people orientation), (5) strong on character -team orientation), (6) weak on aggressive character (aggressiveness), and (7) the strong stable character (stability).

REFERENCES


