Application of Organizational Culture at the Civil Service Police Unit

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ABSTRACT

This study aims to explore the implementation of organizational culture at the Office of the Civil Service Police Unit in Pohuwato Regency. Employing a qualitative-descriptive method, this study was conducted at the Office of the Civil Service Police Unit in Pohuwato Regency. The results shows that organizational culture in the Civil Service Police Unit of Pohuwato regencies based on seven characteristics of organizational culture has shown differences in each characteristic. The strength of organizational culture is seen in four characteristics, namely innovation and risk-taking, attention to detail, results orientation, and individual orientation. Three characteristics, namely team orientation, aggressiveness, and stability, are still not implemented properly. It is also found that work activities are organized into teams rather than individuals, but conflicts are still found in the formed work teams. On the characteristics of aggressiveness, the culture developed has encouraged employees to act aggressively in order to achieve optimal work results, but there are still members of the organization who do not understand the goals, vision, and mission of the aforementioned office. In terms of stability characteristics, technological developments in addition to having an impact on the development of the office, also often bring instability in the office environment.

Keywords: Organizational Culture; Civil Service Police Unit Office; Office Environment; Office Development.

INTRODUCTION

Every organization has long-term goals based on various motives to generate added value and economic benefits for stakeholders (shareholders, employees, partners) and the general public. For this reason, a planned, focused, and sustainable vision, mission, strategy, work program is needed by a company or organization in realizing this. In addition, human resources who have a more strategic central position are needed to provide certainty for the achievement of these long-term goals. Stoner et al. (1994) states that being a member or employee of an organization means being part of its culture. In other words, the culture of an organization is implemented through the interactions of the people in it which are based on the values they create and share together. Organizational culture is intended as the relationship between the organization and the environment, technology and tasks, as well as strategy by determining the design of the organizational structure, including the coordination between activities and motivation. For this reason, organizational culture is seen as important for an organization.

Organizational culture is a pattern of basic assumptions found or developed by a group of people that is carried out consistently as they understand organizational culture and improve company performance, solve problems, adapt to the external environment, and integrate with the internal environment (Sathe, 1985; Davis & Newstrom, 1993; Robbins, 1996; Owens, 1998; Deal & Kennedy, 2000; Schein, 2010). These basic assumptions have been proven to be well applied

to solve the problems they face and are considered valid. Therefore, it is taught to new members as the right way to perceive, think, and have a strong understanding of the relationship between these problems.

Furthermore, George and Jones (2011) state the concept of an organizational culture is the informality of the unit of values and norms as a control tool for employees and their groups within the organization to interact aggressively, quickly and easily with others, as well as with others outside the organization. . Tosi et al. (1994) added that organizational culture is ways of thinking, feeling and reacting based on certain patterns that exist within the organization or those in parts of the organization. Meanwhile, according to Fred Luthans (2011) organizational culture is a set of values & norms that guide the behavior of organizational ranks.

From the definitions above, there are several elements contained in organizational culture, namely basic assumptions, beliefs held, leaders, leaders/groups creating organizations, guidelines, sharing values, inheritance (through the learning process), and adjustment (adaptation). Generally, an organizational culture is strongly influenced by the external environment of the organization. Each employee has the characteristics and characteristics of each culture, so there may be employees who do not like it, but there are also those who like it. Every organization has an organizational culture that affects all aspects of the organization and the behavior of its members individually and in groups.

In accordance with article 10 of government regulations No. 41 of 2007, the regional secretariat as an organization that carries out the functions of formulating regional government policies, coordinating the implementation of the duties of regional offices and regional technical institutions and fostering administration and government officials. Therefore, it is very important for state apparatus organizations to conduct performance appraisals as an effort to improve organizational performance in the future. The purpose of the job appraisal for the apparatus is to assess the quality, quantity and efficiency of services, motivation and to adjust the organization's budget. Managerial performance measurement reflects how the implementation of public services in the field. To measure performance, the government requires accounting information, especially to determine performance indicators that can be financial or non-financial. Based on the explanation above, this study aims to see the application of organizational culture so that the theoretical framework can be described as follows:
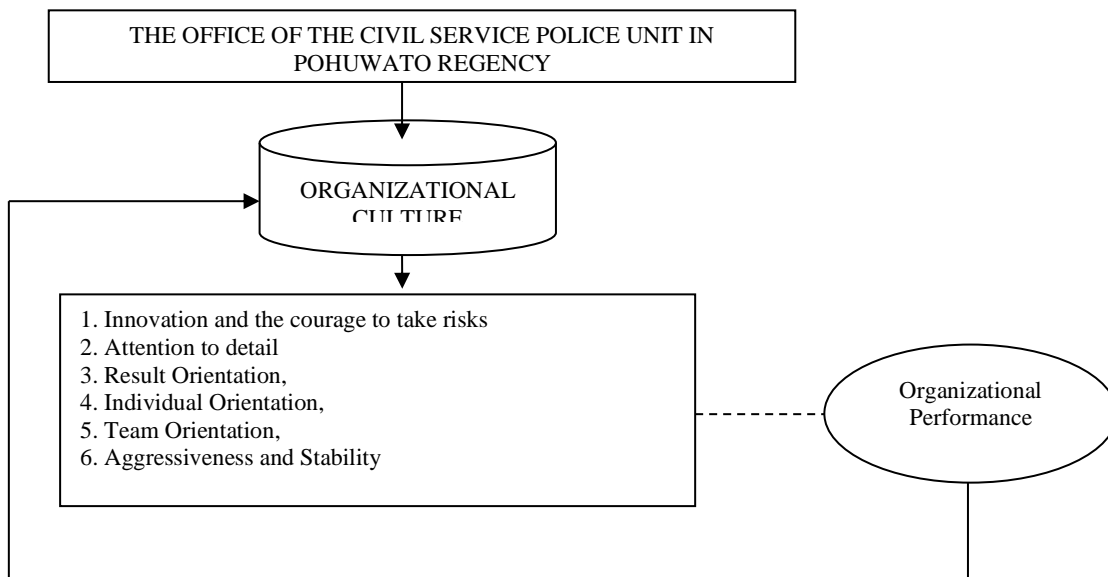
Figure 1. Theoretical Framework for the Application of Organizational Culture at the Civil Service Police Unit Office, Pohuwato Regency

METHOD

This study uses a qualitative approach, namely to process data in the form of words, sentences, schemes, and images obtained from the research location. This is intended to make it easier for the author to obtain objective data in order to know and understand the application of organizational culture in the Civil Service Police Unit Office of Pohuwato Regency.

The object of this research is the Office of the Civil Service Police Unit, Pohuwato Regency with the consideration that the researcher is one of the employees in the office, and the location is not too far from the researcher's residence so that in terms of cost and time it is very easy to collect research data. obtained.

The type of research used is descriptive research, which is to find out or describe the reality of the events being studied or research conducted on independent or single variables, namely without making comparisons or connecting with other variables.

RESULTS AND DISCUSSION

Organizational culture is the norms, values, assumptions, beliefs, philosophies, organizational habits, developed over a long time by members of the organization that are socialized and taught to new members and applied in organizational activities so that they affect the mindset, attitudes, and behavior of organizational members. in producing products, serving customers, and achieving organizational goals. Organizational culture is a characteristic of the

organization, not the individual organization. If the organization is equated with humans, then organizational culture is the personality or personality of the organization.

However, organizational culture shapes the behavior of its members, not even the behavior of organizational members as individuals. In essence, organizational culture is needed to change individual behavior to organizational behavior. Analyzing an organizational culture means trying to learn and understand the culture adopted by an organization. Analysis is a description of the subject matter of the parts and the relationship between the parts to get the right understanding with the overall understanding.

Based on the results of research conducted by researchers on indicators of organizational culture at the Office of the Civil Service Police Unit, Pohuwato Regency, it can be described the results of interviews from several informants as follows: 1. Innovation and the courage to take risks. Based on the results of an interview with one of the staff of the Pohuwato Regency Satpol PP Office, one of the informants on behalf of S. K stated about innovation and the courage to take risks in carrying out their duties as staff at the office. towards office work so that they always have innovation in the context of the development and success of their respective duties without having to be given instructions repeatedly by the leadership, as well as employees are always motivated to have the courage to carry out their respective jobs, for example me as a provost staff Invading without having to be directed always in arranging incoming mail does not look chaotic on the table.

Thus, employees at the Pohuwato Regency Satpol PP Office have shown innovative work and have the courage and are responsible for every task and responsibility mandated to the employee while still in line with the existing rules at the Satpol-PP office. There has never been an employee of the Satpol PP Office who has made an innovation that is contrary to the rules that apply to the agency. So that employees often get praise from their leaders. The statement above shows that the leadership gives freedom to employees to develop creative ideas and there is confidence in employees to be innovative and dare to take risks in carrying out their work.

Good employees are employees who are able to contribute to the organization where they work, not only limited to energy but also thoughts, ideas, improvements so that everything they do can get maximum results both in terms of quality, quantity and time efficiency. The results of the interview with the Head of Regional Legislation Enforcement, BP, stated that: on 19 September. 2016 states that: "The organization gives us the flexibility to be innovative. We can contribute creative ideas through ideas that can be submitted individually or in groups.

The ideas are presented hierarchically, and once approved, we are given time to implement them." (interview on 19 Sept. 2016) The innovations that have been developed by the Pohuwato District Police Satpol Office include the following: 1. New innovations in the field of financial services with the Online Payment Point System (SOPP) 2. Customer service innovations in terms of This is the community, through smiles, greetings and greetings, as well as the 5 R's work attitude (Concise, neat, clean, caring and diligent). In acting innovatively, employees are encouraged and directed to be able to produce and implement new things that are useful at the organizational level, but decision making or policies must be consulted with superiors to minimize

errors in these actions. The same thing was stated by a trantib staff, MR, who said that: "employees should be able to position themselves, be able to study the situation and conditions that occur to solve a problem with common sense, employees must also approach and be able to communicate about problems that happened. Then a statement from one of the implementing staff.

TH stated that: "As part of the organization, we are given the freedom to inspire and provide input for the organization. Regarding risk taking, every job has risks but this can be minimized, even innovating in work has been done by the employees here." (interview on 19 Sept. 2016) Regarding the courage to take risks, the Pohuwato District Civil Service Police Unit has provided opportunities for employees who can take the initiative and innovate in carrying out the work assigned by the agency.

In encouraging employees to be innovative and dare to take risks, not only freedom is needed by employees, but there is an increase in employee knowledge and skills in increasing their capacity and work productivity. In this case, it is necessary to increase the competence of human resources through training and career development of employees. The reason for the need for training and development programs in an organization is because it involves resources in training activities only if it is the best decision of the leadership. Training is expected to achieve results rather than modify employee behavior.

It also gets organizational support in achieving organizational goals, so that service quality can be realized, reducing operational costs, and making personal and group relationships more effective. The Head of Personnel, AM as one of the informants stated that: "Employee training is carried out to support increasing work productivity. The training is carried out in stages, starting from ordinary staff to field supervisor training. There are various forms of training, such as service training, performance training or supervisory training. (Interview on 19 Sept. 2016)

In increasing the capacity of employees as resources at the Civil Service Police Unit Office, Pohuwato Regency, training is defined as a short-term educational process that uses systematic and organized procedures in which non-managerial employees learn technical knowledge and skills for limited purposes. In addition to increasing work productivity, training is also aimed at the effectiveness and efficiency of an organization's work in order to create the required attitude of loyalty and cooperation, help understand organizational culture and fulfill the need for planning the required resources. Based on the results of the interviews above, it can be concluded that the organizational culture carried out in the Pohuwato Regency Civil Service Unit office is quite strong in terms of managerial policies in encouraging employees to be innovative and dare to take risks.

This is supported by the training carried out by the agency to support the ability of employees to generate creative and innovative ideas in achieving the vision and mission of the Pohuwato Regency Civil Service Police Unit. 2. Attention to detail Paying attention to every problem in detail in doing work, will describe the thoroughness and accuracy of employees in carrying out their duties. Such an attitude will describe the high level of quality of work carried out by each employee, which in turn can create high quality work and optimal service to the

community.

In analyzing organizational culture on these characteristics, three sub-variables are used as indicators, namely attention to tasks in detail and detail, how to analyze work problems, and whether the completion of work refers to standard operating office procedures. Based on the results of interviews with several informants who were considered able to provide explanations, stated that attention to the task in detail and in detail was very much considered by the leadership. The results of the interview with the Head of the Satpol PP of Pohuwato Regency, Z. M stated that: "Attention to the duties and details of our work pays close attention to this Office.

The form of orders to staff in each work unit, for example, is documented in a letter disposition. The disposition of the letter is then inputted into the office's database so that it can be requested if needed at any time." In line with what was stated by the Head of Regional Law Enforcement, BP stated that: "In our work unit, there are two staff tasked with handling problems. administration of employee scripts. With this system, the availability of employee data, the accuracy of manuscript storage and the accuracy of presenting employee data can be carried out properly. (interview on 19 Sept. 2016)

This was confirmed by one of the Heads of Administration at the Satpol PP Office, AM A, stating that: "As ordered by my superiors, I am tasked with recording every incident, whether related to letters that come in and go out every day or every day. other problems that are addressed to our leadership and organization, we do this so that everything can be accounted for if at any time data related to problems that enter us is urgently needed.Based on the results of research conducted by researchers through the distribution of interview lists from seven indicators of organizational culture described by informants' statements at the research locus, namely the employees of the Civil Service Police Unit, Pohuwato Regency, it can be explained as follows. Regarding innovation and the courage to take risks, the leadership together with officials in the environment have the ability to innovate in the context of carrying out tasks at the Pohuwato District Civil Service Police Unit, for example in controlling sex workers in certain cafes that were raided. innovations to the handlers of this problem where initially they were subject to raids were collected at the Satpol PP Office to be given guidance and direction by the head of the office, especially those related to the problem then returned to their original place, but a few months later they returned to action in cafes so that they have no deterrent effect on the case. However, recently innovation has been carried out in handling this problem, namely there has been a synergy in handling this problem through cross-institutional, namely the Social Service, the Manpower Service so that PSKs are entrusted to the Social Service and are equipped with various skills so that after having their skills they are returned to their families in their hopes. have been able to take advantage of the knowledge and skills they have acquired from the service that has nurtured them while they were there.

To motivate employees to be innovative and dare to take risks, not only freedom is needed by employees, but it is necessary to increase the knowledge and skills as well as the ability of employees to do new things as long as they do not conflict with applicable regulations. Therefore, it is necessary to be equipped with sufficient skills and competencies so as to avoid making wrong

decisions. In this case, leadership efforts need to be made in order to improve human resources through training and career development of employees. The reason for the need for employee training and development programs in an organization is because available resources are always involved in activities related to their competencies so that it is the best decision of the organization and the leadership in the office environment.

Training is expected to support success rather than modify employee behavior. It has also received organizational support and goals, such as more efficient service, reduced operating costs, improved quality, and more effective personal relationships.

CONCLUSION

The organizational culture at the Civil Service Police Unit Office of Pohuwato Regency based on the seven characteristics of organizational culture according to Stephen P. Robbins shows differences in each characteristic. The strength of organizational culture is seen in four characteristics, namely innovation and courage to take risks, attention to detail, results orientation, and individual orientation. The three characteristics, namely team orientation, aggressiveness, and stability are still not well implemented. From the results of the study, it was found that work activities were organized into teams rather than individuals, but conflicts were still found in the work teams that were formed.

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