INVESTIGATING ORGANIZATIONAL CULTURE IN SECRETARIAT GENERAL OF THE MINISTRY OF EDUCATION AND CULTURE OF INDONESIA

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ABSTRACT

Organizational culture is one of the important things in a government organization. A good organizational culture will have a positive impact on organizational sustainability and facilitate the achievement of organizational goals. Therefore, this study aims to analyze the organizational culture of employees of the general secretariat of the Ministry of Education and Culture of the Republic of Indonesia. The data were collected through a survey of 80 employees from the general bureau, planning, finance, staffing, law and organization. The instrument used takes the form of a questionnaire that describes the organizational culture of employees, which is divided into seven dimensions, namely Innovation and Risk Taking, Attention Details, Outcome Orientation, People Orientation, People Orientation, Team Orientation, Aggressiveness, and Stability. The results showed that each dimension of the organizational culture is of the high to very high categories, except Team Orientation, which is of the medium category. This means that the organizational culture in the secretariat general of the Ministry of Education and Culture of the Republic of Indonesia is able to reflect a good interaction between superiors (managers) and members (employees). The limitation in this study is in terms of data processing. For each characteristic or dimension, it has a range of different categories, so we cannot determine the prominent characteristics from the Ministry of Education and Culture employees.

KEYWORDS: Organizational Culture, Management, Survey Method

1. INTRODUCTION

There are various forms of organizations commonly found in social life (Ahmed & Shafiq, 2014; Mohajan, 2018; Wakefield et al., 2017) because the community does need an organization for various reasons, such as: the tasks of the organization will be easier if done together and the organization also facilitates its members with knowledge that is continuous and important for their career development (Dr. Pratima Sarangi & Dr. Bhagirathi Nayak, 2016; M. W. Khan & Altaf, 2015; N. Khan, 2013). There are many forms of organizations, but all have the same core, that is, the members work together to achieve the goals set (Al Khajeh, 2018). Therefore, management is needed to achieve organizational goals easily (Adam, 2018; Alami, Sohaei, Berneti, Younesi, & et al., 2015; Aslam, Aslam, Ali, & Habib, 2013).

Good management is an important competitive factor for an organization to have (Adman, Suwanto, & Yuniarsih, 2017; Hao & Yazdanifard, 2015; Palladan, Abdulkadir, & Chong, 2016). Management in an organization is the main activity that distinguishes an organization from others in providing services to the community. The success of an organization in achieving its goals and social responsibilities is largely determined by the role of managers of the organization (Cieślińska, 2007; Kane-Urrabazo, 2006; Kraut, Pedigo, Mckenna, & Dunnette, 2006). If a manager are able to carry out his/her duties properly, the organization is also expected to succeed in meeting its needs and goals.

The success of an organization in providing services can be observed and measured through its performance (Emezi, 2015; Pokorná & Cástek, 2013; Singh, Darwish, & Potočnik, 2016). A good performance of an organization is if the managerial performance and organizational performance can be combined (Giusti, Kustono, & Effendi, 2018). Managerial performance is a measure of the effectiveness and efficiency of a manager in carrying out his/her activities within the organization to help achieve its objectives (Nasution & Hermiyetti, 2017). Meanwhile, organizational performance measures the level of effectiveness and efficiency of the efforts made by the organization to achieve its goals (Sukmantari & Wirasedana, 2015).

One of the variables related to organizational work improvement is an organizational culture. This variable is quite difficult to decipher, but is important when associated with the organizational success. This variable is usually explained by employees in general forms that are believed by their members. Every organization has a different culture. The culture is explored, owned and, thus, adopted by the company members as a strategy that will affect the course of the company's business work. Robbins (1998) stated that there are seven characteristics of an organizational culture, namely innovation and risk taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness, and stability. Each characteristic is broken down into several indicators, which are outlined into questions in a questionnaire distributed in this study.

An organizational culture, according to Stephen Robbins (1998), refers to the system of shared meanings shared by members of the organization, which distinguishes the organization from others, so that the organizational culture grows and develops into the personality and strength of the organization.

There is no doubt that a culture plays an important role for the success and even survival of an organization (Ayah, 2018; Saad & Abbas, 2018; Zeyada, 2018). The key is to always adapt to changes in the company's external environment. Then, the next question is which culture is suitable for a company to apply, which cultural values are more important than others. For this reason, factors that need to be considered include the company's external environment, cultural values and organizational strategy.

The study of Wandrial (2012) shows that the organizational culture can be used as a source of organizational competitive advantages in the face of a changing environment. There are many examples of cases of the success or failure of a company that comes from the organizational culture that they apply. Enron is an example of a company that implements the wrong culture that forces it to close down. On one hand, Google is one example of a successful company because it adopts an adaptive culture in its organization. These examples should be replicated by other companies in order to survive in an environment that is constantly changing and to achieve their visions/missions in the future.

Previous studies have suggested the impact of the organizational culture on corporate earnings. Profit organization is an organization or company that provides products or services. The novelty of this study is the target of the organization to be examined in the organizational culture, namely within the scope of the performance of the Ministry of Education and Culture, which is a non-profit organization focusing on serving the Indonesian people.

2. METHOD

The purposive survey method was applied in this study (Ponto, 2015). The study was conducted at the Secretariat General of the Ministry of Education and Culture. The population members in this study were 80 people, consisting of echelon III and IV officials in the bureaus within the Secretariat General of the Ministry of Education and Culture. Due to this number, the census technique was used in collecting the respondents by involving all members of the population. The number of echelon III and IV officials in the bureaus at the Secretariat General is presented in Table 1. The questionnaire was used as an instrument to collect the data in this study. There are seven dimensions of organizational culture examined, namely the Innovation and Risk Taking, Attention Detail, Outcome Orientation, People Orientation, People Orientation, Team Orientation, Aggressiveness, and Stability. Those dimensions are adapted from Robbin (1994). The questionnaire draft used is presented in Table 2.

Table 1: Member of population

Nu	Work unit	Echelon III	Echelon IV	Total
1	General Bureau	4	12	16
2	Planning Bureau and KLN	4	12	16
3	Financial Bureau	4	12	16
4	Personnel Bureau	4	12	16
5	Law and Organization Bureau	4	12	16
	Total			80

Table 2: Operationalization of Organizational Culture Variables

Variable	Dimension	Indicator
Organizational culture Robbins (1994)	Innovation and Risk Taking	1. Opportunities to make new breakthroughs 2. Opportunities to carry out work plans; 3. Willingness to face and courage to take risks.
	Attention to Detail	1. Understanding the tasks in detail; 2. Performing tasks carefully; 3. Orderliness in reporting the execution of tasks.
	Outcome Orientation	1. Results-oriented leadership; 2. Freedom to determine priorities and work methods; 3. Standards of task success; 4. Supervision of the leadership.
	People Orientation	1. Opportunities to develop careers and income; 2. Opportunities to improve education and training; 3. Opportunities to convey ideas/suggestions and criticisms.
	Team Orientation	1. The leadership oriented to the work team; 2. Cooperation and togetherness; 3. External coordination between organizations; 4. Organizational internal communication and coordination opportunities; 5. Work team responsibilities.
	Aggressiveness	1. Service orientation; 2. work hard/aggressive and competitive; 3. High discipline & diligence.
	Stability	1. Loyalty to noble values & consistency in the vision and mission of the organization; 2. Physical and spiritual health of employees; 3. Orientation of organizational change.

The data collection aims to analyze the respondents' perceptions about the organizational culture. The questionnaire is arranged by answer variables that the respondent think the most appropriate by crossing (X) on the available answers. The scoring of the answer choices provided is as follows.

Table 3: Survey Scoring

Nu	Statements	Score	
		(+)	(-)
1.	Strongly Agree (SA)	5	1
2.	Agree (A)	4	2
3.	Neutral (N)	3	3
4.	Disagree (D)	2	4
5.	Strongly Disagree (SD)	1	5

After obtaining a score on each dimension, the score is categorized according to each dimension because it has a different statement item.

3. RESULT AND DISCUSSION

The organizational culture in the scope of work of the Ministry of Education and Culture of the Republic of Indonesia was analyzed using a questionnaire. This organizational culture consists of seven characteristics, each of which is represented by several indicators, which are further divided into a number of statement items.

To determine the implementation of the organizational culture variable, measurements were made using a questionnaire consisting of 24 statements. Each statement is accompanied by five possible answers that must be chosen and considered by the respondent. The table below is a recapitulation of the scores of each characteristic on the organizational culture variable.

Table 4: Survey result

Nu	Dimension	Score
1	Innovation and Risk Taking	913
2	Attention to Detail	999
3	Outcome Orientation	1284
4	People Orientation	1024
5	Team Orientation	1591
6	Aggressiveness	987
7	Stability	932

The score obtained for each dimension was then classified into five categories: very low, low, medium, high, and very high. Each dimension in the questionnaire has a different number of

indicators, so the range of category score for each dimension is also different. The range of scores is obtained by multiplying the number of respondents with five statements and then multiplied by the score of alternative answers, so that the score is obtained by the range of maximum and minimum answer scores. Based on the calculations, the range of categories for each dimension is obtained as follows.

Table 5: Dimension Category

Nu	Dimension	Category				
		Very Low	Low	Medium	High	Very High
1	Innovation and Risk Taking	0 – 240	241 – 480	481 – 720	721 – 960	961 – 1200
2	Attention to Detail	0 – 240	241 – 480	481 – 720	721 – 960	961 – 1200
3	Outcome Orientation	0 – 320	321 – 640	641 – 960	961 – 1280	1281 – 1600
4	People Orientation	0 – 240	241 – 480	481 – 720	721 – 960	961 – 1200
5	Team Orientation	0 – 400	401 – 800	801 – 1200	1201 – 1600	1601 – 2000
6	Aggressiveness	0 – 240	241 – 480	481 – 720	721 – 960	961 – 1200
7	Stability	0 – 240	241 – 480	481 – 720	721 – 960	961 – 1200

Innovation and Risk Taking

Innovation and risk taking is the first characteristic of the organizational culture, represented by three statements in the questionnaire given. These characteristic indicators include the efforts of employees or organizations to be innovative and ready to take risks (Robbin, 1998). A strategy in innovation refers to how an organization focuses on developing new products or technologies to survive rapid market changes (Shujian & Ya, 2018). In today's markets, organizations usually face the challenge of reconciling various resource requirements to respond to market changes and competition (Hongoh, 2016). Innovation strategies can help organizations determine the configuration of existing resources, products, processes and systems to adapt to the market. The previous study shows that there are proposals in accelerating and improving the quality of innovations so that organizational performance is more effective and efficient (Wang & Wang, 2012)

When filling in the survey, the employees were given the opportunity by their leader (superior) to make new breakthroughs in carrying out their tasks, where through the delegation of authority from the leader will grow the motivation of the staff and gradually reduce the risk of deviant behaviors (Hofstede, 1997)

Employees are given the opportunity by their leader to draw up an organization's work plan, according to new ideas (Robbin, 1994). These opportunities make use of the formation of the human character of the organization to a fair competition (Hofstede, 1997; Pettigrew, 1979)

Employees are ready to face risks in carrying out their duties Bruce W. Melville, (1997) This risk arises along with the discussion of cultures that occurs in the organization (Nasucha 2003), which encourages the introduction of complex risks in organizations (Siehl, Martin, and Joanne 1983)

It was found that the employees are able to take risks from the opportunities provided by their superiors for the achievement of work effectiveness in the Ministry of Education and Culture. This can be seen from the score of the Innovation and Risk-Taking dimension which is 913 included in the high category.

Attention to Detail
Attention to detail is the second characteristic in the organizational culture. Attention to detail refers to the extent to which organizational members demonstrate the precision and analysis in their daily activities (Palthe, 2014). The field of organizational culture has a relationship with innovations that help give birth to practical strategies for running an organization (Mom, Bosch, & Volberda, 2007; Morgan & Berthon, 2008). Attention to detail is represented by three statements in the questionnaire given.

Attention to detail has a score that is of the high range, which is 999. This shows that the members of the institution studied were of the view that the institutional culture emphasized the accuracy of employees and paid attention to details at work. It also shows that communication occurs well between superiors and subordinates (Amstrong, 2000) because subordinates pay attention to the order of reports submitted to their leader (Siagian, 1997).

Gray, Densten, & Sarros (2003) found an average score in the medium category for the attention to detail in their study on executive perceptions of the organizational culture in small, medium and large organizations in Australia. Wu, Chow, Mckinnon, & Harrison (2001) also argue that much of the time and effort in organizations is directed at innovations and aggressions, resulting in a lack of emphasis on the attention to detail. Despite the high average score of the attention to detail in this study, this is not consistent with previous studies. The results of this study are not surprising, given that the attention to details is one of the virtues expected of every higher academic educational institution.

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People orientation

People orientation characteristic is the fourth characteristic of the organizational culture, represented by three statements. The indicators include the extent to which the leader's management decisions in calculating the impact of results achieved for people employees in the organization (Robbin, 1998). Based on the results of data collection that refer to the questionnaire, the score obtained on this characteristic is 1024, included in the high category. This is not consistent with the findings of previous the study, which explained that the characteristic of people orientation is o the medium category (Muhyi & Raharja, 2017). In addition, the study of Habib, et al., 2014 shows that there is a direct correlation between people orientation and job satisfaction of members of the organization. This happens because if the leader of the organization makes a decision, the merits of it will be immediately felt by the members of the organization.

For example, the leader decides to provide the opportunity to attend education and training for the development of the employee's career. This agreement has a positive effect on the employee consistency in the future, so that through this effort, the employee career development can be mapped by the leader. The organization's leaders pay attention to suggestions and criticisms from their subordinates in order to improve the quality of work, taking into account the combination of the interests of the individuals, groups, and organization (Gibson & Donnely, 1997; Robbin, 1994).

This study found that the employees expect their leaders to provide opportunities to develop their careers and to be open for suggestions and criticisms from their subordinates in order to achieve the goals of democratic reforms in the Ministry of Education and Culture.

Team Orientation

Team orientation is the fifth characteristic of the organizational culture, represented by five statements. This characteristic indicator refers to the extent to which organizational programs and work activities are organized based on work teams, not based on individuals. The division of tasks, responsibilities and authority of the work team needs to be emphasized. The success and failure of a work team in achieving its goals is not individual success or failure, but rather the success or failure of the work team as a whole (Robbin, 1998). Based on the results of data collection referring to the questionnaire, the results of the questionnaire data analysis showed that the characteristic was of the high category. (Bechard,2000) This makes it easier for leaders to conduct oversight and decision making (Siagian, 1997).

The study of Gulam Mustafa (2017) shows that individual collectivist values on teamwork orientation tends to be influenced by differences in the value of other individual levels such as UA (Uncertainty Avoidance) and PD (Power Distance), which they believe can affect individual performance in an organization. In addition, this study confirms the previous statement that teamwork orientation encourages personal learning and further reveals that team-oriented members tend to improve their learning methods influenced by the problem of differences in values with other team members.

Cooperation and togetherness among employees in realizing bureaucratic reform has been carried out effectively in the overall organizational structure. This collaborative effort is still hindered by cultural patterns in each work unit so that in some parts there is still little time for togetherness. Coordination with other agencies in implementing bureaucratic reform has been established although it is still characterized by using meeting facilities. This is more effective through forums or lobbying (Suganda, 1985).

The findings of this study show that the cooperation and communication that exists between employees tends to be low even though the coordination with other institutions has been established. The employees tend to give up their responsibility for implementing bureaucratic reform to the teams that have been formed. The leader can supervise the subordinates continuously, especially in terms of team orientation. The work motivation of an organization member will increase if he/she can work well together in the organization's work team.

Aggressiveness

Aggressiveness is the sixth characteristic of the organizational culture, represented by three statements. The indicators of this characteristic include the attitudes of people in organizations that

are aggressive, hard-working, competitive; not work casually. High productivity can be generated if the performance of the employees can meet work standards, such as knowledge, authenticity, and experience (Robbin, 1998). Based on the data, this characteristic has a score of 987, which is of the high category. This is due to the effectiveness of the organizational performance carried out in the context of improving public services (Robbin, 1994). The service is carried out by making an effort to emphasize commitment to the task and by always looking for new breakthroughs and innovations (Linton, 2019)

The organization will run effectively if all its members are committed to their tasks and are aggressive in finding breakthroughs, both internally and among stakeholders (Dai, Maksimov, Gilbert, & Fernhaber, 2014; Robbin, 1994). The employees are required to be diligent and to have a high discipline attitude as a minimum standard for the state apparatus in carrying out their daily duties. If these qualifications have been met, then the physical endurance and aggressiveness of the employees are still needed in order to produce good performance.

It was found that the employees are aware of the attitudes needed to achieve the goals of bureaucratic reform in the Ministry of Education and Culture, including high commitment and discipline and being more active in finding new breakthroughs. This shows the work motivation provided by the leader gives positive results. The employee work motivation can be in the form of safeguards to employees, such as increased remuneration or other rewards in the form of nonmaterial, even if necessary, sanctions are applied

Stability

Stability is the seventh characteristic of the organizational culture and this characteristic is represented by three statements. The indicators of this dimension include organizational activities that emphasize the status quo and not on the organizational growth or change (Robbin, 1998). Based on the data, the stability characteristics obtain a score of 932, of the medium category. This is because the employees were given motivation to increase their loyalty and consistency with the organization's vision and mission. This motivation makes the organization healthy has and have the opportunity to develop tasks that are accompanied by better organizational change. However, this is not enough; good stability can be supported by physical and spiritual health.

Organizational leaders in carrying out their duties are oriented towards better organizational change, which is followed by measurable interventions from the leaders for a healthy organization (Bouckaert, 2004; Thoha, 2008).

This study found that the employees need motivations from the leader to remain consistent with the mission and vision of the organization. In addition, the leader is expected to be able to pay attention to the physical and spiritual health of the employees in order to create better organizational changes.

4. CONCLUSION

Organizational culture has been clearly described in this study. Each dimension of the organizational culture is of the high to very high categories, except Team orientation of the medium category. This means that the organizational culture in the general secretariat of the Ministry of Education and Culture of the Republic of Indonesia is able to reflect good interactions between superiors (managers) and members (employees). This climate is very important for the running of secretarial tasks as determined in advance. The limitations of this study is in terms of data processing. For each characteristic or dimension, it has a different range of categories. Therefore, we cannot determine the prominent characteristics of the Ministry of Education and Culture employees. It is suggested that future researchers identify the relationship between the organizational culture and performance because the two have interchangeable meanings, so there is a clear differentiator based on the characteristics of each.

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