THE DYNAMICS OF HIGH SCHOOL TEACHER CULTURAL ORGANIZATION IN MEDAN CITY

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Abstract: This study aims to look at the extent of organizational culture that runs in Senior High Schools in the city of Medan; The aspects seen are discipline enforcement, togetherness, appreciation for work and communication. This study also looks at the supporting and inhibiting factors in creating a good organizational culture. This Study used descriptive approach. The population of the study was Public Senior High School teachers in Medan City, comprised of 1417 teachers. Purposive cluster sampling technique was applied with a total sample of 303 teachers at the sample. The research instrument was Interview and a questionnaire with Likert scale model. The research data were processed and analyzed by descriptive statistics The results of his research revealed that there were 163 teachers or 36.96% of respondents included in the low group; as many as 66 teachers or 21.78% of respondents fall into the medium group; as many as 125 teachers or 41.25% of the respondents belong to the high group. The dominant supporting factors for the creation of a good organization culture are twofold, first, fair leadership; and secondly teacher awareness of their duties and functions as professional educators. While the inhibiting factor is leadership that is not going well and individualistic teachers

Keyword: Dynamics, Organizational Climate, State Senior High School.

INTRODUCTION

Organizational culture is an invisible social force that can move people in an organization to carry out work activities. Every person in an organization will consciously or unconsciously learn the culture prevailing in the organization. For example, a new teacher who is accepted into a school, he will try to learn what is required and what is prohibited, what is good and what is bad, what should be done and what should not be done. Culture in which there is a social system or organization can influence the attitudes and behavior of members of the organization which then determine the performance of members and organization. The organization will be able to operate efficiently if there is shared value among its employees. Organizational culture not only unites, but also facilitates the commitment of organizational members to the organization and its work groups. An organizational culture that is conducive develops a sense of belonging and high commitment to the organization and its work groups.

Syauta, Jack Henry (2012)[1], conducted a study with the title: The Influence of Organizational Culture, Organizational Commitment to Job Satisfaction and Employee Performance (Study at Municipal Waterworks of Jayapura, Papua Indonesia). This study provides findings that: (1) organizational culture does not significantly influence employee performance. This means, even though the organizational culture is over, it cannot improve employee performance, because the organizational culture values including (bureaucratic, innovative and supportive) must be first socialized to employees in each employee's work so that organizational culture can be instilled in every employee so they can work more good for the company, (2) organizational commitment significantly influence employee performance. This means that the higher organizational commitment that employees have, the higher employee performance. Employees with high commitment will devote all their thoughts, abilities and skills to the progress of the company, (3) job satisfaction is able to mediate organizational culture with employee performance. This means a stronger organization is able to increase job satisfaction, so that employees will perform their duties and responsibilities properly. Job satisfaction is able to mediate organizational commitment to employee performance, (4) the higher the organizational commitment the higher job satisfaction and performance. Based on this background, researchers want to know the climate of the organization that runs in Senior high schools in the city of Medan.

THEORITICAL REVIEW

Every individual has something that psychologists call personality. A person's personality consists of a series of characteristics that are relatively fixed and steady. When describing someone as a person who is warm, innovative, relaxed, or conservative, then that is a picture of personality traits. Likewise, the organization also has a personality aspect, which is called culture.

Organizational culture is a general perception held by members of an organization where everyone in the organization develops the intended perception (Fred Luthans (1995:498)[2]. Robbins (1994:479)[3] , explained that organizational culture refers to a system of understanding that is shared. In every organization there are patterns regarding beliefs, rituals, myths and practices that have developed over a long time. Overall, this in

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[1] Syauta, Jack Henry (2012), *The Influence of Organizational Culture, Organizational Commitment to Job Satisfaction and Employee Performance (Study at Municipal Waterworks of Jayapura, Papua Indonesia).* Dalam International Journal of Business and Management Invention ISSN (Online): 2319 – 8028, ISSN (Print): 2319 – 801X www.ijbmi.org Volume 1Issue 1 |||| December. 2012 PP.69-76

[2] Fred Luthans.(1995). *Organizational Behavior*. New York: McGraw-Hill Book Company, p. 498.

[3] Robbins, Stephen P., (1994). *Teori Organisasi: Struktur, Desain dan Aplikasi*, Alih Bahasa Jusuf Udaya, Jakarta, Arcan. p. 205.

turn creates a common understanding among members about how the organization really is and how its members should behave. It is emphasized again that organizational culture is a general perception that is believed by members of the organization.

Organizational culture is the values that hold human resources in carrying out their obligations and whose behavior in the organization. While the operational definition, organizational culture is a value that guides human resources to deal with external problems and efforts to adjust integration into an organization, so that each member of the organization must understand the values that exist and develop, and how they should act or should behave (Susanto, A. B. 1997:3)[4].

The above understanding illustrates that organizational culture is a general perception of the values, norms, practices, and so on which become the handle of every member of the organization in behaving and behaving. These values and norms are believed and accepted together as a standard for carrying out tasks.

Robbins and Coulter (1999:76)[5], explained that organizational culture is a system of shared meanings shared by members that distinguishes these organizations from other organizations. The meaning represents a shared perception shared by members of the organization. Every organization has a culture that determines how its members must behave. In every organization, there are systems or patterns of values, symbols, rituals, myths, and practices that have developed over time. These shared values determine to a high degree what employees see and how they respond to their world. When faced with a problem, the organizational culture limits what employees can do by suggesting the right way for us to do everything here to initiate, formulate, analyze, and describe the problem.

The above definition illustrates several things, firstly culture is a perception. Individuals absorb the culture of the organization based on what they see or hear in the organization. Although individuals may have different backgrounds or work at different levels in the organization, they tend to describe the culture of the organization in the same terms. That is the joint aspect of the culture. Second, organizational culture is a descriptive term. The culture is about how members see the organization, not whether they like it or not. This means that culture is descriptive and not judgmental.

Most definitions of organizational culture consider the use of words of values, symbols, and other factors that further communicate culture to employees. So that organizational culture is a collection of values that are understood by employees of the

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[4] Susanto, A. B. 1997. *Manajemen dan Persaingan Bisnis: Budaya Perusahaan.* Jakarta: Elex Media Komputindo, hlm. 3.

[5] Robbins and Coulter (1999), *Management.* New York: Prentice Hall. p.76.

organization about the actions that are permissible and acceptable and which are not acceptable (Gregory Moorhead dan Ricky W. Griffin; 1993:510-514).[6] Whereas Greenberg and Baron explained that organizational culture is a cognitive framework consisting of attitudes, values, norms of behavior, and expectations shared by members of the organization (Jerald Greenberg dan Robert A. Baron.1995:539)[7].

Culture itself can be defined as philosophy, ideology, values, assumptions, beliefs, hopes, attitudes, and norms that are knitted together with a community (Robert G. Owens. 1995:82)[8]. In the context of the educational organization community and all are interconnected with qualities that express implicit or explicit agreement between teachers, administrators, and other participants how to approach problems and decisions: "the way things are done around here". In this regard, Owens further explained that defining organizational culture can be referred to two general themes, namely norms and assumptions.

Based on the above understanding, it can be formulated important characteristics of organizational culture, among which can be generally accepted, namely: (1) observed behavioral rules, i.e. when organizational followers integrate with each other, they use common language, terminology and ritual ceremonies that are related to attitudes and respect, (2) norms as standards of behavior that exist including guidelines for work, (3) dominant values that require members to participate such as product quality, efficiency, (4) philosophy governing organizational trust about how to treat employees, (5) rules namely firm instructions relating to how to act in the organization, and (6) organizational climate, namely the overall feeling shown by physical structuring, how members interact and how members behave with customers and others.

Related to organizational culture, Hervey & Brown uses the term corporate culture, namely a system of shared values and beliefs which interacts with an organization's structure, and the system to produce behavior norms (Donald F. Hervey dan Donald R. Brown. 1992:88).[9] The definition above illustrates that organizational culture is a system that is divided into values and beliefs that are associated with organizational structures and systems to produce norms of behavior.

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[6] Gregory Moorhead dan Ricky W. Griffin. (1993). *Organizational Behavior: Managing People and Organization.* Boston, Allyn and Bacon, hlm. 510-514.

[7] Jerald Greenberg dan Robert A. Baron. (1995). *Behavior in Organizations: Understanding and Managing the Human Side of Work.* Fifth Edition. New Jersey: Prentice-Hall Inc, hlm. 539.

[8] Robert G. Owens. 1995. *Organizational Behavior in Education.* Boston: Allyn and Bacon, hlm. 82.

[9] *Brown*, *Donald R.* and *Harvey* (1992). *An Experiential Approach to Organization Development* (7TH Edition). New Delhi: Pearson. p. 88.

Organizational culture does not just appear, once formed, it does not just disappear. The habits, traditions, and general ways of doing things in an organization that are in effect now generally arise by what has been done before and the level of success of the efforts that have been made. The original source of organizational culture usually reflects the vision or mission of the founders of the organization. The founders established early culture by projecting a picture of how the organization would become.

In connection with the emergence of Greenberg and Baron's organizational culture, explaining the factors that influence it, namely: (1) organizational culture is influenced by the founders of the organization, (2) organizational culture develops due to the influence of organizational experience with the external environment, and (3) organizational culture develops because relationships between groups of individuals in the organization (Greenberg, Jerald and Robert A. Baron: 1995:542).[10]

Organizational culture has seven dimensions, namely: (1) innovation and taking risks. The degree to which employees are encouraged to be innovative and take risks, (2) attention to detail. The degree to which the works are expected to display accuracy, analysis, and attention to detail, (3) results orientation. The degree to which managers focus on results rather than on the techniques and processes used to achieve those results, (4) human orientation. The degree to which work activities are arranged around teams rather than individuals, (5) team orientation. The degree to which work activities are arranged around teams rather than individuals, (6) aggressiveness. The degree to which people are aggressive and competitive rather than friendly and cooperative, and (7) stability. A level at which the organization's activities emphasize efforts to maintain the status quo not growth (Stephen P. Robbins and Mary Coulter: 1999:76-77)[11].

With the culture of the organization will give the organization how to do, what is done, and where the priority in doing work. Culture also helps members fulfill the gap between formal instructions and how to do actual work. In connection with the explanation above, Greenberg and Baron explain the role of culture in organizations, namely (1) a sense of identity, (2) commitment to the organization's mission, and (3) clarify and reinforce the standards of behavior.

Based on several definitions as stated by the experts above, it can be concluded that organizational culture is a norm that is believed to be used as a reference for behavior in

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[10] Greenberg, Jerald dan Robert A. Baron. 1995. *Behavior in Organizations: Understanding and Managing The Human Side of Work.* London : Prentice-Hall Int

[11] Stephen P. Robbins dan Mary Coulter. 1999. Manajemen. Diterjemahkan ke dalam bahasa Indonesia oleh T. Hermaya. Jakarta: Prenhallindo, hlm. 76-77.

organizations so as to facilitate the achievement of organizational goals effectively, with indicators: (1) good discipline enforcement, (2) there is togetherness, and (3) work and communication awards.

METHODOLOGY

This Study used describtive approach. The population of the study was Public Senior High School teachers in Medan City, comprised of 1417 teachers. Purposive cluster sampling technique was applied with a total sample of 303 teachers at the sample. The research instrument were Interview and a questionnaire with Likert scale model. The research data were processed and analyzed by describtive statistics.

RESULTS AND DISCUSSION

Description of Organizational Culture

Theoretically, organizational culture is formed from indicators: the establishment of good discipline, the presence of togetherness, appreciation for work and communication. After the score is compiled, the lowest score is 84, the highest score is 165, the mean is 125.99, the median is 127, the mode is 112, the variance is 289.95, the standard deviation is 17.02.

The results of the calculation of the mean, median and mode score show values that are not much different or the difference between the three values does not exceed the standard deviation. This indicates that the distribution of organizational culture data tends to form a normal/symmetrical curve. The distribution of organizational culture variable data is presented in Table 1 below:

Tabel 1 Frequency Distribution of Organizational Culture

No	Organizational Culture			
	Interval Class	Frequency	Percentage	Cumulative Percentage
1	2	3	4	1
1	80 - 89	3	0.99	0.99
2	90 - 99	12	3.96	4.95
3	100 - 109	43	14.19	19.14
4	110 - 119	54	17.82	36.96
5	120 - 129	66	21.78	58.75
6	130 - 139	54	17.82	76.57
7	140 - 149	42	13.86	90.43
8	150 - 159	23	7.59	98.02
9	160 - 169	6	1.98	100.00
	Total	303	100.00	-

Table 1: as presented above shows that the frequency distribution of organizational culture variables with indicators of good discipline enforcement, the presence of togetherness, and work and communication rewards tend to form normal/symmetrical curves. This is indicated by median prices and modes that are close to the mean.

Descriptive analysis results   show that there were 163 teachers or 36.96% of respondents included in the low group. This means that the teacher feels that organizational culture is still low which is carried out by indicators of good discipline enforcement, the presence of togetherness, appreciation for work, and communication are still unable to be carried out by the leader to his subordinates..

Furthermore, there are 66 teachers or 21.78% of respondents included in the medium group, which means that teachers feel the organizational culture that is carried out from indicators of conformity, trust in the organization, and loyalty to the organization capable of being carried out by the leader in a good way. While as many as 125 teachers or 41.25% of respondents belong to high groups, which means that teachers feel the organizational culture that is carried out by indicators of good discipline enforcement, togetherness, appreciation of work and communication by leaders to their subordinates is very good.

The level of trend in organizational culture variables can be clearly seen in Table 2 below.

Table 2 Levels of Organizational Culture Trends

Organisazional Culture	Frequency	Percentage	Cumulative Percentage
1	2	3	4
Low Group (*mean* - 1 Sd)	56	18.5	18.5
Mean - 1Sd < Average Group < *mean* + 1Sd	203	67.0	85.5
Higher group (*mean* - 1Sd)	44	14.5	100.0
Total	303	100.0	-

 The distribution of the scores on the scores of organizational culture is presented in Histogram Figure 1 below:
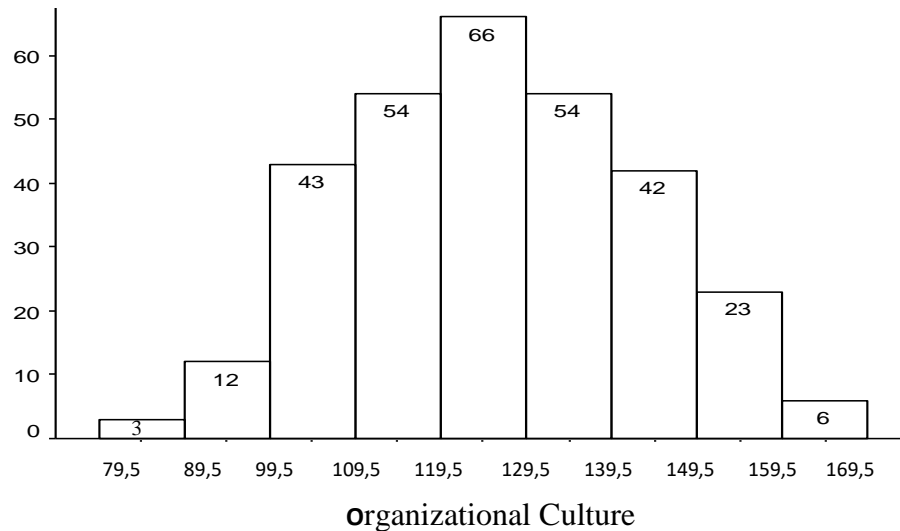
Figure 1 Histogram of Organizational Culture

The histogram above shows that 80-89 class intervals are 3 people, 90-99 are 12 people, 100-109 are 43 people, 110-119 are 54 people, 120-129 are 66 people, 130-139 are 54 people, 140-149 as many as 42 people, 150-159 as many as 23 people, and 160-169 as many as 6 people. Thus that the score of the organizational Culture with the frequency / highest number of respondents was in the fifth class interval ranging from 120 to 129 as many as 66 respondents or equal to 21.78%.

Organizational culture that runs in Medan City Senior High School is supported by two factors, first, fair leadership; and secondly teacher awareness of their duties and functions as professional educators. While the inhibiting factor is leadership that is not going well and individualistic teachers.

Organizational culture is considered as a gentle or unconscious force, but is easily disseminated, its presence is not realized by members but obeyed by its members. Generally, culture is under the threshold of awareness, because it involves assumptions that are taken for granted assumptions about how a person can see, think, act and feel and react with his environment. The point is that in an organization there is something that is unconsciously an inexorable subject, rarely discussed, believed to be true, accepted as true and non-negotiable, that is the culture of the organization.

Organizational culture is a norm in the organization, is informal, unwritten, but has a significant influence in shaping the behavior of members of the organization, and arises directly from the assumptions mentioned earlier.

Experts according to Greenberg state organizational culture as "a cognitive framework consisting of assumptions and values shared by organization members,"

(cognitive framework consisting of assumptions and shared values by members of the organization). Organizational culture in some people in organizations who feel that they are not considered to be toxic, but for others who feel comfortable with the culture in an organization, consider organizational culture as healthful organizational cultures.

Furthermore, according to Kreitner, states that organizational culture is a form of assumption that is owned, implicitly accepted by the group and determines how the group feels, thinks, and reacts to its diverse environment.[12] Organizational culture is given to new employees through a process of socialization, organizational culture influences our behavior in the workplace, and organizational culture applies at two different levels. Each level varies in relation to the outlook and the ability to withstand changes.

CLOSING

Based on the explanation above organizational culture is very important role in supporting the creation of an effective organization. Basically, to build a strong organizational culture requires quite a long and gradual time. It may be that in the journey will experience ups and downs that are different from time to time.

The explanations above can be drawn red thread that if the norms and values that exist in the culture of the organization can be implemented properly, it can be ascertained that it will have a positive impact on the organization as empirically proven in this study.

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