

THE INFLUENCE OF EFFECTIVENESS IN CREATING DEVELOPMENT ON
ORGANIZATIONAL CULTURE

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ABSTRACT

Organizational culture is the values, norms, and beliefs that are embraced and practiced by members of the organization. Organizational effectiveness refers to the organization's ability to achieve a common goal that has been set. Organizational development is something that cannot be ignored, because if changes are not made, the company cannot continue to exist. The purpose of this study is to find out how significant the success of an effective organizational culture is in building healthy organizational development. The method used is a qualitative method using literature studies. Research shows that a strong organizational culture that conforms to desired values can increase organizational effectiveness. A culture that encourages innovation, collaboration, and high performance is likely to create a productive work environment. Thus, a positive organizational culture can be one of the keys to success in creating organizational development.

Keywords: Organizational Culture, Organizational Effectiveness, Organizational Development.

INTRODUCTION

Organizational effectiveness is an organization's ability to achieve its goals. The existence of a goal will provide motivation in carrying out their duties and responsibilities. However, not all organizational goals can be achieved effectively. Organizations often encounter obstacles, either internally or externally. An organization is said to be effective if it maintains and values the skills of resources from outside the organization, coordinates resources with employees' creative skills to innovate products and adapt to changing customer needs, and efficiently converts skills and resources into finished goods and services (Junedi, et al, 2021, Julianto, et al, 2021, Nisa, et al, 2021).

The development and change of an organization throughout the organization is an inevitable inevitability. An organization is obliged to adjust and anticipate factors that affect the development and change of the organization. The factors that affect the development and change of the organization can come from internal and external organizations. To factors that are sourced from within the organization, organizations are able to adapt using reactive changes &/or planned *changes* (Hardiyansyah & Ade Firmansyah, 2017).

In the context of organizational development, understanding the meaning of culture in organizational life is believed to be very relevant. Organizational culture is believed to be an asset. At least organizational culture plays a role as a sense to carry out internal interpretation

The tendency of organizations in facing world competition must be addressed properly, because it will has an effect on the company's culture. Changes in management and organizational structure will have an effect in changing the company's culture and conversely, changes in restructuring management will not bring optimal output if it is not accompanied by using a culture that is conducive to such changes.

Based on the description above, organizational effectiveness is the success of the organization in achieving the goals and objectives of the organization that have been set by

utilizing all the resources it has to achieve organizational goals according to the target. This research journal was created with the aim of measuring how much impact the success of organizational culture to shape organizational development in a positive direction by paying attention to organizational effectiveness. With the hope that the organization will pay more attention to the culture created between employees and superiors so that it has a good effect on the sustainability of the organization.

DISCUSSION

A. The Concept of Organizational Effectiveness

Effectiveness is the accuracy of the goals of a process that takes place to achieve a predetermined goal. Meanwhile, what is meant by organizational effectiveness is the accuracy of the goals of a process that occurs in formal institutions that organize a cooperation with components that are coordinated with each other to achieve goals. The formulation of this definition is used as a basis for understanding the meaning of organizational effectiveness in the next discussion.

Organizations in the process of achieving goals are influenced by various determining factors. These determining factors include the leadership process, motivation, communication system, influence process- interactions, decision-making processes, goal formulation and achievement, and control processes (Hoy & Miskel, 2001).

Steers, (1985) stated that to research organizational effectiveness includes three main dimensions that must be considered, namely: (1) goal grouping, (2) systematic perspective and (3) pressure in terms of human relations in the organizational structure that develops in it.

Kreitner and Kinicki (1992) mentioned four multidimensional approaches in measuring organizational effectiveness. That approach is goal achievement, resource availability, internal processes, and member satisfaction. A goal-achieving approach is suitable if "the goals are clear, the results are agreed, the deadlines are clear, and they are measurable" (Cameron, 1986).

The approach to resource availability is appropriate if the input has a lasting impact on the outcome or output. An internal process approach is suitable if the organization's performance is strongly influenced by specific processes. The specific process in question can be in the form of a leadership process, a process of mutual influence between people, a communication process, a decision-making process, and so on. A strategic subordinate satisfaction approach is suitable if the leader is strong and can significantly benefit the organization.

The discussion of organizational effectiveness cannot be separated from its management, where management is the science and art of regulating the process of utilizing human resources and other resources effectively and efficiently to achieve a certain goal (Hasibuan, 2005). The word effective has a connotation or is related to the number of results achieved, so effective or effectiveness can be interpreted as the level or degree of achievement that is expected. The greater the results it can achieve, the more effective it becomes. Effective also means that the goals that have been set can be achieved optimally, regardless of cost or The approach to resource availability is appropriate if the input has a lasting impact on the outcome or output. An internal process approach is suitable if the organization's performance is strongly influenced by specific processes. The specific process in question can be in the form of a leadership process, a process of mutual influence between people, a communication process, a decision-making process, and so on. A strategic subordinate satisfaction approach is suitable if the leader is strong and can significantly benefit the organization.

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The study raised in this study is related to the effectiveness of organizations in higher education institutions. Educational institutions are generally non-profit organizations. The characteristics of non-profit organizations in general aim not solely to seek profit, but the evaluation of the effectiveness of non-profit organizations is still carried out in order to be able to maintain the existence and survival of the organization in an effective and efficient way. Effective in the sense of being able to achieve the goals that have been set, namely providing services, both to the community at large and to internal parties of the organization. Efficient means using the available resources to be able to produce maximum output.

B. Definition of Culture and Concept of Organizational Culture

According to Edward Burnett Tylor, culture is a complex holistic one, containing knowledge, beliefs, arts, morals, laws, customs, and other abilities acquired from a person becoming a member of society. According to Selo Soemardjan, & Soelaiman Soemardi, culture is a vehicle for the output of works, tastes, and creations of society. Meanwhile, Herskovits, views culture as something hereditary based on one generation to another, then claims to be superorganic (Agung Wahyu Handaru, 2011).

The definition of an organization is often formulated to be in sync with the interests and objectives of the research and depends on the scientific context and perspective. There are dozens or maybe even more about the definition of an organization. For example, here are some definitions of organizations cited according to several writings. In the book Erni Rernawan (2011: 15), the definition of organization according to Mathis and Jackson is as follows: "Organization is a social unit according to a group of people interacting with each other from an exclusive pattern as a result of which each member of the organization has its own functions and duties, to a unit with an exclusive purpose and has clear boundaries, as a result it can be separated". Louis A. Allen: "Organization is the process of determining and grouping work to be done, deciding and delegating authority and responsibility using purpose to enable people to work together effectively in achieving goals" (Effendhie, 2011).

In John M. Ivancevich reveals the definition of Organizational Culture based on Edgar H. Schein. Organizational culture is a basic pattern created, discovered, or developed by the exclusive group when learning to deal with cases of external adaptation and internal integration has gone relatively well to be believed to be valid and therefore, to be taught to new members becomes a way of perceiving, thinking and feeling in relation to using the case they are facing (Hasanah & Aima, 2018). Susanto (1997) defines organizational culture as a value as a handle for the origin of human power in carrying out obligations and also behavior in the organization.

Matsumoto (1996), revealed that organizational culture is a set of attitudes, values, beliefs and behaviors held by individuals or groups of people that are communicated from one generation to the next.

C. Benefits of Organizational Culture

The sustainable development of a company will depend heavily on the company's culture. Susanto (1997), stated that the culture of a company can be used as a mainstay of a company's competitiveness in facing changes and challenges. Organizational culture can be used as a binding chain to equalize the perception or direction of the organization's members against a fight as a result will be a force to achieve a goal. Some of the benefits of organizational culture are put forward by Robins (1993):

1. A role that distinguishes one organization from another. Each organization plays a unique role, so deep cultural roots in the processes and activities that exist within the company are essential.
2. Give the organization's members a sense of belonging. Organizational members will have an identity that is a hallmark of an organization if they have a strong organizational culture.
3. Prioritizing the purpose of society over individual interests.
4. Keep everything organized. The state of the organization will be quite stable because of the unity of components or organizations that are united by the same cultural understanding.

D. Organizational Development

Every organization, whether private, public or public, is basically always in ever-changing conditions. Organizations face a lot of challenges both from the organization and according to the environment so that it is the cause of the organization to change (Sutarto, 2002:414). McGill (1982:3) stated that organizational development is a conscious and periodic process to share the capabilities of an organization, as a form of effort to achieve and maintain organizational goals (Sartika & Pragiwani, 2020). Organizational development is a process that aims to maximize the potential of the organization so that it does not experience stagnation in achieving its goals. Organizational development is a planned effort undertaken at the organizational level to increase effectiveness and/or enable the organization to achieve strategic objectives. Organizational Development is a process that involves a series of systematic change planning carried out continuously by an organization, situational or contingency approach to improve organizational effectiveness. Organizational development places more emphasis on systems as the target of change. Some of the goals of organizational development include:

1. To enable organizations to better respond and adapt to changes or demands
2. Creating a harmonious working relationship between leaders and members of the organization
3. Creating the ability to solve organizational problems more openly
4. Creating openness in communicating
5. Improve the morale of the organisation's members and the ability to control themselves

RESEARCH METHODS

The type of method used in this study is a qualitative research approach. This method is a method or research procedure with data results in the form of writing sourced from observations on a behavior.

Data processing begins with searching for data and after collecting data according to the research topic, the researcher analyzes the data obtained from various sources, including journals, books, media, and other sources.

In making articles, it is important to find in advance topics that are interesting to discuss for researchers and that are being discussed by the public, so it is necessary to search for data with the literature study will be a reference that will be developed by researchers and then written in the form of articles. Searches in digital media from published journal search sites such as Garuda, Google Scholar, books become a forum for researchers.

DISCUSSION & RESULTS

From the results of research on organizational culture and its effectiveness, it can be concluded that organizational development is something that cannot be ignored because if changes are not made, the company cannot continue to exist. In order to have a beneficial

impact, it is crucial to continue to make the right improvements by engaging the culture in the organization. Because the existence of organizational culture can be considered to greatly affect changes so that it becomes a driving factor for organizational development. Therefore, the purpose of this study is to find out how effective the success of the organizational culture is in building healthy organizational development.

CONCLUSIONS

Conclusion: organizational development is something that cannot be ignored, because if changes are not made, the company cannot continue to exist. A culture that encourages innovation, collaboration, and high performance is likely to create a productive work environment. Organizations often encounter obstacles, either internally or externally. An organization is said to be effective if it maintains and values the skills of resources from outside the organization, coordinates resources with the creative skills of employees to innovate products and adapt to changing customer needs, and efficiently converts skills and resources into finished goods and services. Development Organizations place more emphasis on systems as the target of change.

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