

ORGANIZATIONAL CULTURE : ARE YOU REALLY THE ONE ?

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Abstract

The condition of a healthy organization cannot be determined solely by the condition of its assets or the appearance of its resources. There are numerous factors that owners and potential investors must take into account. There are often hidden aspects that should be of concern to both owners and external parties interested in becoming investors. In the service sector, the key factors for growth and development are the quality of service provided and the capabilities of the human resources. However, the financial aspect also plays a significant role in the growth and development of a service organization. This qualitative article aims to provide concrete evidence that service organizations face challenges in their growth and development when their service activities fail to meet consumer expectations or even harm them. Consumers act as unpaid marketers for organizations engaged in service activities. Once an organization disappoints its consumers, news of the poor service spreads quickly in the market. Consequently, it is inevitable that the organization will experience a decline in its market share in the near future.

Keywords: Culture, Organization, Services, Consumers

1. INTRODUCTION

An organization and its culture are two things that are very closely related apart from many other areas that support an organization. An organization and its work culture are ultimately important for the organization itself (Zhang & Li, 2016). However, many organizations tend to forget about a positive work culture for the growth and development of an organization. A positive work culture is actually the result of a leader's good and correct leadership process (Afsar & Umrani, 2020).

A positive organizational work culture is certain to be able to change an organization for the better and better (Shivers-Blackwell, 2006). The internal side of an organization is the main part of an organization whose performance must be maintained. This includes human resources that are capable of carrying out their respective duties. The tasks carried out by each human resource will produce maximum performance outcomes, if carried out in accordance with the established operational standards of organizational performance procedures (Bolton & Drew, 1992).

Standard operating procedures in each organization can certainly be different, depending on the field the owner chooses to work in. Each selected sector has its own objectives and standard operating procedures, in accordance with the results of internal meetings with its owners and investors. All forms of rules in standard operating procedures owned by each type of organization must be implemented properly in order to achieve the shared goals of the organization that have been set (Calciolari et al., 2018). To carry it out, it requires cooperation from all human resources in an organization, starting from leaders to employees (Artz et al., 2010).

Good cooperation by all human resources in an organization reflects the positive nature of the work culture within it (Zhang & Li, 2016). Because the visible results will be very different when collaboration between human resources does not run well and as it should. The results achieved by the organization are also not optimal, even the work rhythm is not as effective and efficient as expected. All of this can be initiated by a supervisory process by a leader who is not good, and cannot work together with all employees in the organization (Afsar & Umrani, 2020).

A good collaboration process between human resources will produce synergy in the service process to service users, if the organization runs a business in the service sector (Cameron & Freeman, 1985). Organizations operating in the service sector will really need positive cooperation or synergy from all divisions. The synergy of all divisions owned by a service sector organization needs to always be maintained in order to provide the best service for its users. The best service process is the key for an organization to develop its business and user market (Shivers-Blackwell, 2006).

2. LITERATURE REVIEW

2.1. Culture

Culture in an organization is usually associated with the work styles and processes of human resources and standard operating procedures that are determined jointly by all organizational leaders (Cameron & Freeman, 1985). The work style and processes of an organization are influenced by the work style of human resources who carry out assigned tasks (Eisingerich et al., 2009). Every task that has been assigned to every human resource in each division is not a decision without proper thought. So that every employee has the same obligations, namely carrying out their duties in accordance with the organization's standard operating procedures.

Employee work styles and processes will indirectly symbolize or describe the work culture of an organization or company (Jamrog et al., 2006). In general, the culture of an organization or company is influenced by the leadership and the goals set by all company leaders (Afsar & Umrani, 2020). All human resources or employees in it are generally guaranteed to follow the pattern that has been formed. However, it does not rule out the possibility that there are some employees who do not have the same thoughts, in other words they will still try to carry out their duties and work rhythm well and positively (Wang & Hsieh, 2013).

A good and positive work rhythm or culture for employees and leaders who understand the goals of the organization or company that have been set for the common good (Hult et al., 2004). Work culture in a service sector organization is the starting point for the growth and development process of an organization or company operating in the service sector (Greising, 1994). The growth and development referred to in general is the increase in the number of users of services offered by organizations or companies in the service sector. When the number of users or service user market becomes wider, that is when the company can be sure of experiencing positive development (Rust & Zahorik, 1993).

2.2. Organization

Organizations are institutions that have various forms in reality and development (Kraśnicka et al., 2018). Each organization also has a different perspective, because the

fields chosen are also different. These different perspectives are produced by the different perspectives of each leader of an organization regarding the market. Because every organizational leader also has a perspective based on past and future records (Afsar & Umrani, 2020).

But in general, every organization operating in the service sector will have the same thought, that their service users are a priority. Service users of organizations or service companies are a priority for the growth of the organization. As a priority, the leadership and all employees of an organization are obliged to provide excellent service (Jensen et al., 2007). Excellent service for organizational service users is the obligation of all lines within the organization in order to obtain maximum assessment (Eisingerich et al., 2009).

Based on past records regarding the field chosen by an organization and the long-term goals that have been set, progress in many business fields is also the basis of an organization's thinking (Hult et al., 2004). Apart from maximizing the assessment of an organization's service users, a leader is also required to have a creative way of thinking. Along with advances in technology, a creative mindset will produce something better. A creative service sector organization is a solution for service users who also have creative thinking patterns (Artz et al., 2010).

2.3. Service

The service sector is an interesting field for many entrepreneurs who have a creative perspective (Arad et al., 1997). In general, the service sector will require two other fields as support, namely human resources and technology. Services are something that many people really need at this time. There are many needs that can be accommodated by companies or organizations operating in the service sector today. Modern progress increasingly means that people everywhere need the work of companies or organizations that run businesses in the service sector (Jensen et al., 2007). Companies or organizations that choose to run their business in the service sector should pay primary attention to the service process (Jamrog et al., 2006). The service process to service users is the key to the success of a service business. This process requires human resources who are able to provide the best service for service users. Even though standard operational service procedures have been set in such a way, if the employees on duty are unable to carry out their duties well, it is certain that service users will choose other services even though the prices are more expensive (Zhang & Li, 2016).

Serving service users well is the best way to increase the number of users and expand the user market. Appearance and intelligence can be processed through training activities or sustainable human resource empowerment (Kraśnicka et al., 2018). Continuous training or empowerment will later become an effort to increase employee capabilities. When employee abilities become better, the user assessment will automatically be better for the company and the employees themselves (McLean, 2005).

2.4. Consumer

Consumers are people who use the production products of companies or institutions that are needed. Sometimes, consumers are also referred to as users of production results or users of services produced by companies or institutions operating in the service sector (Richins, 1983). The increasing number of service users nowadays means that the number of companies or institutions providing services has also increased (Reichheld & Sasser,

1990). Currently, companies or service provider institutions are competing to provide the best for their users in order to maintain the market (Martins & Terblanche, 2003).

Maintaining the market is something that must be done by service providers in order to maintain the income and survival of the institution and its employees (Mumford, 2000). The income and continuity of service providing institutions is something that should be safeguarded by the owners, leaders and employees. Apart from that, the rights of consumers or service users are also the duties and obligations of the owners of service providing institutions (Phillips et al., 1983). When the rights of service users are accommodated, the promotion process automatically occurs, and is carried out by service users to people they know (Rust & Zahorik, 1993).

Service users or consumers are one part of the promotion chain in the growth and development process of service providing institutions (Padilla-Meléndez & Garrido-Moreno, 2012). They are promotional media that are not paid for by service provider institutions. Acting as an unpaid promotional media, consumers are able to become media that can attract new consumers and even become loyal consumers. Loyal consumers will be the biggest contributor to improving the income of service providing institutions (Martins & Terblanche, 2003).

3. RESEARCH METHODS

This article is a qualitative form of writing that describes the conditions related to the growth and development of service providing institutions, which can also be caused by internal and external matters of the institution, especially the service process and good cooperation within the institution.

4. RESULTS AND DISCUSSION

An organization or institution has a culture that grows by itself. The culture that grows in it is caused by many things (Chan et al., 2004). One of the things that influences the culture of an organization or institution is the behavior of its leader. The leader or person chosen as a leader is the person who will more or less "build" the culture of an organization or institution (Madlock & Kennedy-Lightsey, 2010).

For this reason, in an institution or company it is necessary to choose a leader who is able to bring positive change not only to himself, but also to the people around him (Wang & Hsieh, 2013). Leaders who have a broad and positive perspective are certain to be able to shape the work environment and other people or employees to be better than before (Mumford, 2000). Better working environment and employee conditions will continue to shape the internal culture of the company or institution. These conditions include conditions that are able to accept differences and changes or progress in many fields in the digital era (Reichheld & Sasser, 1990).

Progress in many fields, including advances in technology, has become one of the supports needed by companies or institutions in the current era (McLean, 2005). A leader must be an example for employees in terms of accepting and trying to learn many new things at work (Xu & Thomas, 2011). Providing examples and providing support for employees to become better individuals in mastering new things. Because learning for one's own good will also have a positive impact on the results of independent and collaborative work (Phillips et al., 1983).

The results of independent work and positive results of joint work become the foundation for an institution or company to progress and develop (Agbényiga, 2011). The process of learning new things in the process of working within an institution or company is something that should be done without having to be given orders. Every person within a company or institution should have an open and far-sighted mindset for their own progress. Once each individual understands the meaning of progress for themselves, it is certain that positive motivation will influence their work environment as well (Juaneda-Ayensa et al., 2017).

The more positive a leader's profile is for an organization or institution, the better and more positive the culture of that organization or institution will be (Madlock & Kennedy-Lightsey, 2010). A positive organizational or institutional culture is certain to be able to change everything in the activities of an organization or institution to become better and better in the long term. In the short term, what happens, among other things, is the process of learning and imitation of good things that can be seen at any time by all human resources owned by the company or institution (Miron et al., 2004). In a longer or longer period of time, more aspects of the company or institution will change to become better in their performance, including the field of human resources.

The field of human resources or employee management is the most important side of an institution or company. In this aspect, there will be a lot that can be discussed in terms of developing employee capabilities for the development process of an institution or organization in the short and long term (Arad et al., 1997). Activities to develop the capabilities of employees of an institution or organization must be a regular activity schedule, so that employees' abilities in service activities become better and more optimal. When employee abilities become better, it will automatically bring the institution or organization to a better level in many fields (Jiménez-Jiménez & Sanz-Valle, 2011).

Employee capability development activities through ongoing training programs for the continuity of the development process of an institution or service provider organization must be considered for the development of human resources with character (Xu & Thomas, 2011). The more optimal the capabilities and performance of human resources are, the more existing markets or service users will increase (Deshpandé & Farley, 2004). Due to the growth in the number of institutions or service providing organizations which are becoming more competitive than in the past, the value or branding of institutions or organizations must be increased as best as possible (Artz et al., 2010). So that organizations or companies or service providing institutions are able to compete in their service capabilities with other institutions in order to maintain the market or service users.

The service system carried out by the service provider institution through its employees is the main key for the institution to be good or vice versa (Arad et al., 1997). A service pattern that is in accordance with the institution's standard operating procedures that have been established will certainly be able to bring the service provider institution to a positive growth and development process in the future. A good service system by all employees who have received training in order to improve their abilities will contribute to positive value in the market (Jiménez-Jiménez & Sanz-Valle, 2011). Because users of services provided by institutions will return to "enjoy" the service products provided by these institutions without having to be influenced by anyone (Zaltman, Gerald, Robert Duncan, Jonny, 1973).

However, if the process is carried out the other way around by all or some of the institution's employees towards service users, then what happens is something that the organization really does not expect. Once standard operational procedures for services are carried out that are not in accordance with the provisions of the service provider institution, it is certain that the institution's brand will receive an unfavorable assessment by users (Juaneda-Ayensa et al., 2017). An institution's brand is a price that must be maintained by all its leaders and employees with all their abilities and thoughts for the future of the institution or organization or company (Agbényiga, 2011). Users of services provided by institutions or companies are one of the keys to the development of an institution in the future or vice versa, depending on their assessment of the service process they receive.

Service users or consumers who use services are unpaid marketing for every institution providing services or other products anywhere. They will convey or provide minimal information to those closest to them about what they received and how they feel about the services they received (Miron et al., 2004). The effect felt by the user of the service product becomes the "tip of the arrow" which will point to the side that is relevant to the effect on consumers. In a short time, information about poor service will be bad news for an institution's brand (Richins, 1983).

After news or information regarding a service system that is not good for product users, within a short time the negative effects can be ascertained (Richins, 1983). One of the negative effects that is certain to occur in a short time is a decrease in the number of users of the services produced. The number of users of the resulting service products will decrease, especially loyal users or consumers may change their perspective, so that they no longer influence other consumers to be loyal (Greising, 1994). Even loyal consumers are able to "prevent" potential new consumers from using the products produced by the service provider, because they think it will be detrimental in the future (Deshpandé & Farley, 2004).

The decrease in the number of consumers or users of service products produced by service providing institutions will have many negative effects for institutions in the short and long term (Chan et al., 2004). All these negative effects will not be felt directly in a short time, because the news that arises will affect the institution's brand in a bad way. Negative effects in a short time include a weak market response to brands and products marketed by institutions, no longer as enthusiastic as at the beginning of the institution's brand introduction. In the long term, it will be seen that the number of interested users of service products produced by institutions tends to decrease drastically, so that the income earned will also certainly experience a very clear decline compared to previous years (Beenen & Pichler, 2016).

Organizations or service providing institutions in today's digital era are required to carry out branding, including updating all matters related to the institution's capabilities (Coyné, 1989). Branding activities for institutions or service provider organizations really need to be carried out in order to attract the service user market and also as a medium for the institution's existence (Artz et al., 2010). Media for the existence of institutions can not only be done through digital media, non-digital media must also pay attention to activities to update institutional data or service products owned or provided to service users. Updating data and service products owned by the institution will also be able to attract users of the services it has, which should be carried out in promotional activities at the exhibitions that are attended (Coyné, 1989).

The large number of service providers of the same type is actually not an obstacle for a provider agency to develop and grow. Competitors are not an obstacle to growth and development, but are a trigger to further improve the institution's capabilities in the many fields it has (Beenen & Pichler, 2016). Because each institution has unique characteristics that other institutions do not have, even though they operate in the same field and this is something that every institution that has the aim of becoming more advanced in the future must have. These characteristics will be added value for the institution in the eyes of consumers or users of the service products produced, so that service users are sure to become more loyal consumers (Brown et al., 1993).

5. CONCLUSION

An institution or organization operating in the service sector requires leaders who are able to build an organizational culture that has positive values. So that the institution he leads is able to survive forever as long as the institution is established, grows and develops. A good and wise leader will be able to accept any thoughts or opinions of all human resources owned by the institution with an open mind. The more open the perspective and mindset of an institution leader, the faster the institution's ability to grow and develop.

Organizational culture or positive work culture of an institution is the starting point for building that institution into an organization or institution that has added value. A work culture that starts with establishing the best service operational standards in order to respect users of the products and services produced. Rewarding service users produced by institutions is one of the important efforts to strengthen the added value of institutions. When a service provider institution respects service users through the best service, this is the same as respecting itself.

The more aspirational a leader of an institution is, the more creative the institution he leads will be. Apart from improving service, the institution he leads will also be more creative. The human resources side will further improve the institution's performance by establishing a regular and scheduled training schedule to increase human resource capabilities.

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