

WHAT IS ORGANISATIONAL CULTURE AND HOW CAN IT BE MANAGED EFFECTIVELY

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Abstraksi

Budaya organisasi merupakan salah satu faktor penting yang menentukan kesuksesan suatu organisasi dan memiliki dampak jangka panjang terhadap kinerja organisasi tersebut. Nilai, cerita dan pahlawan merupakan elemen-elemen yang saling berkaitan dalam membentuk budaya suatu organisasi. Budaya organisasi yang kuat bisa menjadi kekuatan penggerak sekaligus bisa meningkatkan motivasi karyawan-karyawan sehingga mereka akan memiliki persepsi dan sikap yang sama dalam mencapai tujuan organisasi. Dengan demikian, karyawan akan memiliki komitmen yang tinggi terhadap organisasi tersebut. Oleh sebab itu, suatu organisasi harus mampu mengelola budaya organisasinya dengan efektif sehingga tujuan organisasi bisa tercapai dengan sukses.

Keywords : culture, commitment, motivation, performance

A. Introduction

One of the most important factors that influence an organisation in achieving its goal successfully is organisational culture. It is claimed that organisational culture determines the success or failure of organisations and has a long-term impact on their performance (Deal and Kennedy, 1982; Rashid, Sambasivan, and Johari, 2003; van der Post, de Coning, and Smit, 1998).

Organisational culture is defined as “the pattern of beliefs, values, and learned ways of coping with experience that have developed during the course of an organisation’s history, and which tend to be manifested in its material arrangements and in the behaviours of its members” (Brown, 1998, p.9). Indeed, it is the implicit, invisible, informal and intrinsic form of companies’ awareness that guide and shape employees’ behaviour (Rashid *et al.*, 2003).

Each organisation has its own culture that is different from other organisations. Adler claimed that “diversity exists within and among cultures” (1991, p.17). Furthermore, organisational culture is also influenced by national culture (Earley and Singh, 1995; Holmquist and Boter, 2004; Karahanna, Evaristo, and Srite, 2005; Sackmann and Phillips, 2004; Soeters and Schreuder, 1988; Yousef, 2000). As a result, organisations have manifold cultures which are linked with geographic sites and different working groups. A small sub-division in companies may even have multiple and conflicting subcultures (Kotter and Heskett, 1992).

Organisational culture has different impacts on employees in the workplace (Lok and Crawford, 2001). On the other hand, organisational culture is also influenced by employees’ cultures because each employee

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