

# Corporate Culture in Developing Professionalism of Human Resources in LEMHANNAS RI

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## ABSTRACT

Based on a case study by Lemhannas RI, this work attempts to discuss the relation of professionalism of human resources and corporate culture. The change and growth of corporate culture in an organization requires strong commitment from those involved in it. Corporate culture should be continually developed through a persistent socialization, partnership and supervision programs. The right management of human resources, which follows the basis of management, will give a great contribution when applied well. In addition, policy evaluation on corporate culture should include structural and cultural aspects and be conducted in several steps, including identification of goals and ways of completing them, measurement of relevant information activities, analysis of data for a conclusion and recommendation. The recommendation is a crucial step that needs a special attention for the restructurization of culture for better results. This study concludes that interaction between structure and culture is a key and pre-condition for the growth of a better and conducive corporate culture for accomplishing the goals of organization.

Keyword : Corporate culture, Professionalism, Lemhannas

## ABSTRAK

Tulisan ini membahas tentang hubungan antara profesionalisme SDM dan corporate culture yang didasarkan pada penelitian di Lemhannas RI. Perubahan dan tumbuhnya corporate culture dalam sebuah organisasi menuntut komitmen yang tinggi dari semua pihak yang terlibat. Corporate culture harus dibangun secara berkelanjutan melalui program sosialisasi, pendampingan dan pengawasan yang terus-menerus. Manajemen sumber daya manusia yang tepat dan taat pada asas-asas manajemen memiliki kontribusi yang luar biasa jika diterapkan dengan baik. Selain itu, evaluasi kebijakan mengenai corporate culture seyogyanya meliputi aspek struktur dan kultur dan dilaksanakan dalam beberapa tahapan. Tahapan-tahapan tersebut antara lain adalah identifikasi tujuan dan cara melaksanakan, pengukuran aktivitas informasi yang relevan, analisis data-data untuk menarik sebuah kesimpulan dan rekomendasi. Tahapan rekomendasi diperlukan dan menjadi pertimbangan khusus oleh lembaga untuk merestrukturisasi kultur agar lebih maksimal. Studi ini menyimpulkan bahwa interaksi antara struktur dan kultur merupakan prasyarat bagi tumbuhnya suatu corporate culture yang kondusif bagi pencapaian tujuan organisasi.

Kata Kunci: Corporate culture, Profesionalisme, Lemhannas

## INTRODUCTION

National Resilience Institute of the Republic of Indonesia (Lemhannas RI) is one of non-ministry government institutes, which was basically formed as an effort to save and preserve independence proclamation goals and Indonesian nation goals, and to ensure the nation's survival. The birth of Lemhannas is the answer to international, national, and regional strategic developments, which demand good and dynamic collaboration and integration among civil apparatus, Indonesian National Force (TNI), Indonesian Republic Police (Polri), National Private Leaders, Political Organization Leaders, and Community Organization leaders, in running the state's government (Profile and Directory of Lemhannas RI, 2011).

One of the emphases stated by President Soekarno in the formation of Lemhanna RI on May 20, 1965 was national defense establishment governed by the nation's characteristics. At that time, Lemhannas was directly under the President and assigned to help and give advices on defense and safety matters. In its development, Lemhannas RI had experienced several changes based in line with the strategic development it faced. Several management revalidations had been executed based on the job demands, and from here, Presidential Decree No. 67 Year 2006 on National Resilience Institute of the Republic of Indonesia was then assigned. These changes were followed by the changes in the structure,

assignments, and the functions of the organization, which were made based on the development of national, regional, and global strategic environments without abandoning the main ideas that became the basis of what earlier leaders, who founded Lemhannas, had done.

Based on its main duty stated above, Lemhannas RI is not only a non-ministry government institute, but it is also the only strategic national education and study institute that has a central role in developing doctrines of the concepts of nationalism and in preparing the cadres of national leaders, who are reliable and advanced in protecting the state integrity of NKRI. However, this big hope on Lemhannas seemed to be still far from expectation. This far, Lemhannas RI had not shown any efficient and effective performance. Evaluations had shown that the key problem is the human resource, which was not supportive to the visions and the missions of the institute.

The role of Human Resource (HR) is crucial to create a supporting value by ensuring that all employees have high motivation and eligible competency for the organization's needs. Accommodative infrastructure and supra-structure are crucial to support a government that has the values of good governance. Because of the dynamic changes of environment, a human is demanded to possess intellectuality to produce knowledge suitable with his duty. The environment here includes internal and external environments of the organization (Ambar, 2012: 47). Internal environment of an organization does not only involve physical condition, but also matters inexplicitly visible but giving influence to internal environment condition such as working culture or more commonly known as corporate culture. Susanto (2008) states that with that assumption, this writing emphasizes that Human Resource's professionalism can be improved if there is a corporate culture that grows and develops along with clear values. The relationship between corporate culture and HR professionalism has been the main discussion especially to see available opportunities for the development of the institute in the future. Therefore, this writing pictured the objective condition of Human Resource and corporate culture in Lemhannas RI and analyzes how that corporate culture was reflected in organizational symbols.

## THEORETICAL FRAMEWORK

Human Resource (HR) is a vital part of an organization. HR is the power source of an organization (Dharma, 2009:231). Therefore, the success of an organization is decided by the quality of the people working within. The rapid changes demand their ability to capture the phenomenon of changes, to analyze its effects to the organization, and to prepare the steps to face that condition.

HR is the main variable in creating a business opportunity. In addition, in the context of HR empowerment, to create a professional employee with high moral integrity, the organization should have one applied standard reference. The standard reference is the culture of the organization, which systematically guides the members of the organization to improve their performance commitment (Moeljono, 2005). The culture of an organization is commonly a philosophical statement and can be used as the demand to bind the members because it can be formulated formally in the applied regulations. Consequently, its leader and its members will indirectly be bound and will form an attitude/behavior corresponding to the visions and missions, and the strategy of the organization (Kadarmanta, 2007).

Considering this reality, the role of Human Resource management is then not only administrative, but also leading to how an institute can develop the potentials of its human resource to be creative and innovative. In other words, all human resources in any level in an organization should decide the mission and the value, develop strategic plan, and implement the plan in line with the vision and mission that become its foundation. They have to realize and feel having moral obligation to improve the efficiency and effectiveness of the organization, to think, and then to change the way they conduct the institute's duty as a mandate, to solve problems together, and to find innovative solutions for them.

According to Surya Dharma (2009), performance achievement in organization level is related to the effort to actualize the vision of the organization. Considering that *raison d'être* of an organization is to reach a certain goal set previously, hence, information about the performance of an organization is very important. This information can be used to evaluate whether the working process conducted by this organization

has been running as expected in the goal or not.

In line with the above statement, Lemhannas RI, as an institute with employees from many resources, is demanded to have integrity. There are supposed to be integrity and cooperation among Civil Apparatus, Indonesian National Force (TNI), Indonesian Republic Police (Polri), National Private Leaders, Political Organization Leaders, and Community Organization leaders, in running the state's government. The involvement of multi-stakeholder is one of the challenges it has to face, not to mention its organization structural relationship. However, it must be noted that performance is translated as the result achieved from the behavior of organization members (Gibson, 1998: 179). Hence, the performance of an organization or an institute is something that it expects from the behaviors of its Human Resources involved within as the motor to bring the institute to its prospective destination through its potential resource. HR is the central factor of an organization. Regardless its form and its goal, an organization is built based on its vision for human's interest and its mission which is also managed and handled by humans. Accordingly, human is the strategic factor in an institute's or an organization's activities.

## **RESEARCH METHODS**

This research was conducted in Lemhannas RI. The data used were the ones taken in the period of 2000-2011. The reason to choose this particular period was that there was no personnel coaching in TNI and Polri at this period of time. The data collecting was conducted by open interviews (direct interview or in-depth interview), focus group discussion (FGD), and closed questionnaires. This data collection resulted in documents in the forms of documentation archives, statistical data, photographs, important scripts related to the problem of the research i. e., the characteristics of Lemhannas RI employees, the leadership pattern, or anything related to the commitment and the performance of the institute. This was the easiest method to collect reliable and authentic data.

Meanwhile, this research analyzed the data by qualitative technique. Whitney, cited by Nazir (1998), states that a descriptive research studies a phenomenon in the life of a society related to its situation and condi-

tion, problems, views, policies, manners, and rules applied that become the base of the employee's activities and the processes in the institute. The process of data analysis consisted of data reduction, data presentation, and conclusion/ verification.

## **RESULT AND ANALYSIS**

### **1. Strategic Role of Human Resource (HR) in Lemhanas RI**

The role of HR in Lemhannas RI can be elaborated from the resource theory. In this matter, the function of Lemhannas was to assemble its entire resources or internal ability to face the strategic environment interest as the main external factor. The resource mentioned above is the strategic Human Resource that gives added value as the benchmark of the success of Lemhannas RI. The ability of this HR was a competitive advantage for the institute. Thus, from the resource side, the strategy of the institute is to get a maximum added value to optimize its competitive advantage. The developing process of performance management, in this case, needs to be evaluated regularly with optimum target direction, including the evaluation on its entire process and its contribution to the whole performance to find a proof of a change and development (Dharma, 2009).

The involvement of HR determines the improvement of organization performance because HR is an important subject that will conduct the process of change and the result of its planned change. To support the performance improvement, integrating HR functions through HR practices in organization strategies is necessary. The HR participating significantly in the operational activity of an organization in planning the set strategy determines the right strategy and the right implementation. The integration of HR functions in organization strategy planning is meant to empower the available HR in organizing working units in the organization to create an effective and efficient process of managing resources.

The organization effectiveness and efficiency can be reached by increasing the quality of HR performance by improving ability and skills to prepare HR in career promotion and in solving existing problems in the organization. The performance improvement can be done through educating, training, and developing HR. Unfortunately, Lemhannas RI did

not make the policies to support this. Thus, HR improvement to support the performance was nearly impossible to do. This could be seen from the result of evaluation process conducted to training participants concerning Counselor/*Tajar/Taji*/Tutor/Supervisor. In this matter, the participants evaluated the supervisor and stated that:

*“The Tutors have no big role. They should have the same perception on the assignment on making the thinking plot of KKK, KKA, or Taskap. They need regeneration or cadres of educators/tutors to make this continuous. All tutors should have the same perceptions, especially on the forms of writings provided for the participants. The participants need refreshment and more additional insights or advanced references on the materials. The tutors need to be more creative in giving questions in the chatting so that the participants should promptly think and do not only count on the previous chatting by other groups. It is suggested that all tutors improve their methods in delivering the materials so that there will be no wrong perception or inappropriate impression, as the parties given authority by the government to teach the candidates of nation leaders.”*

Muladi (2005) states similarly that professionalism (expertise, responsibility, and corporateness) improvement of educators still needs to be afforded. The above condition showed that the failure to improve performance was due to the lack of built corporate culture that then obstructed the efforts to develop the organization. Various evaluations showed that the main problem Lemhannas RI faced was the professionalism of its Human Resource, which had not supported the vision and mission of this institute. This was described in the accumulation of valuation on the entire performance management components in the environment of Lemhannas as below:

*a. Performance Planning*

Lemhannas RI had implemented performance planning in AKIP System framework in the level of institute and its working units by constructing documents of Strategic Planning (Renstra), Annual Performance Planning (RKT), and Performance Determination (PK). There were several shortcomings needing more attention. Firstly, the performance indicator formulation in Renstra, RKT, and PK in the level of institute and working unit was still inconsistent and was still not measured well. Secondly, the document of RKT was not yet utilized to organize Budget Perfor-

mance Planning (RKA), especially in the part of performance indicator and performance target. Another issue was that the document of performance determination was not yet markedly used to direct/organize program and activity implementation and to measure the success of organization units.

*b. Performance Measurement*

National Resilience Institute of the Republic of Indonesia had conducted performance measurement in the level of ministry and working units by Performance Indicator. The weaknesses were in its quality and its usage. First of all, the quality of Key Performance Indicator (IKU) applied in the level of institute had not yet met the criteria of good performance indicator. The criteria were specified in the Regulation of the Minister of State for Administrative Reform No. 9/2007 and Regulation of the Minister of State for Administrative Reform No. 20/2008 on the Guidelines for Key Performance Indicators. Secondly, the collecting system of performance data did not give accurate and quick information on organization performance, especially in the part of Key Performance Indicator. Lastly, the performance measurement could not yet be utilized to control and supervise the performance regularly.

*c. Performance Report*

National Resilience Institute of the Republic of Indonesia had applied the performance in the framework of AKIP system in the level of institute and its working units by composing Performance Accountability Reports of Government Agency (LAKIP) in the level of institute and its working units. The LAKIP of Lemhannas RI year 2009 was reported to the president through Minister of State for Administrative Reform and Bureaucratic Reform on time. The shortcomings of that needed an attention were in its quality and its usage. Firstly, the performance information presentation in LAKIP did not inform well the achievement of key performance indicator and the performance determination that had been determined and its achievement analysis. It also did not present adequate comparative data between target achievement realization this year and the realization in the previous year, and between the achievement realiza-



tion up to this year and the plan up to this year. Finally, LAKIP was not ready yet to be optimally used to measure and revise the program implementation and organization activities or to value the performance.

*d. Performance Evaluation*

National Resilience Institute of the Republic of Indonesia had conducted an evaluation on the performance accountability in its working units. The weaknesses in this evaluation were in its quality and usage. The evaluation of performance accountability did not refer completely to the Regulation of Minister of State for Administrative Reform and Bureaucratic Reform No 13/2010, and it had not been utilized optimally to measure the success of working units and to improve the application of performance management markedly and continuously.

## **2. The Portrait of Corporate Culture in Lemhannas RI**

An organization or an institute is founded the place to reach a certain goal. Thus, this organization should be able to manage its activities to reach the set goal. These activities are conducted based on a set of rules and human beings are the actors or participants in the organization who will conduct them. Automatically, the performance of the organization depends on the behavior of human beings in that organization.

In line with the statements above, Geertz (1973) states that behavior depends on the culture configuring it. The culture, with its values growing within an organization, becomes the base of expected and unexpected behaviors. Gibson (1996: 76) mentions that 'culture consists of patterns, explicit and implicit, of and for behavior acquired and transmitted by symbols, constituting the distinctive achievement of human groups, including their embodiment in artifact.'

The report of the result of the discussion on the preparation of Human Resource Mapping to create a world-class Lemhannas RI on September 9, 2011, stated that Lemhannas RI had no good or standardized corporate culture. This was indicated by the suggestions and inputs from the head of the institute and the trainees in Lemhannas RI. These criticisms can be the foundation for the development of the institute in the future because criticisms are clues that can be followed. The criticisms

found in the FGD data collected on January 24, 2012 in Lemhannas were as follows:

- a. The performance of Lemhannas, so far only included output and did not reach the outcome.
- b. Work completion in 2011 was centered in the end of the year and received a lot of tolerance from the head of the institute so that the budget could be disbursed. This was due to the inability of the leader and his/her staffs to work based on the DIPA plan. In addition, the employees in Lemhannas were difficult to change their mindset, to learn to do well-conducted, efficient, and effective works.
- c. If there was a mistake in accomplishing a work, the work could finish in 2 to 3 weeks while it could finish in one week. There was no responsibility from each official to work carefully. This was proven by the fact that almost each work should be rechecked by Roren and returned to working units in Lemhannas. The available Human Resource did not comprehend or and did not want to complete the works based on the provided SOP.
- d. The study conducted in Lemhannas was just the repetition of the previous study. There was no effort to make something new based on its main duty.

Concerning the FGD result, it is necessary to implement several steps. Winarno, (2012) states that the stages of area to analyze to create a policy start from policy agenda, policy formulation, policy implementation, to policy evaluation so that the institute can create the performance quality it expects.

Consequently, after gaining information from the FGD findings, the next step to take is policy evaluation, which includes measuring, collecting information, and analyzes its result. This process involving information gained from participants is one of the forms of information usage for the sake of analysis and evaluation process in Lemhannas RI. This is the result of evaluation concerning measurement, specialization, analysis, and recommendation (Winarno, 2012: 230). This is in line with the opinion on the information usage that includes interactions among the policy analysis, policy maker, and stakeholders, gained from the participants (Dunn, 1998: 627).

### **3. The Reflection of Corporate Culture in Symbols**

Indonesia had experienced significant changes in politics and constitution, where democracy became the main subject concerning the implementation of transparency, accountability, and independence in any field. Society expected that changes in both fields became a good start to change the formation of bureaucracy in the government. The government system and its institutes in Indonesia also experienced the same thing. Cultural and structural identifications in these institutes gave their own mapping comprehension in viewing or evaluating existing policies.

Procedure renewal, workflow, and bureaucracy structure will form well if they provide service renewal to the society more responsively that leads to bureaucracy reformation. This change is made by comprehending and implementing corporate culture well, which is actually has been a part of daily work order long known. This already familiar corporate culture should be implemented more optimally based on the existing values implied in its definitions. First, corporate culture is a regulation system. Second, corporate culture is more beneficial and better way and sense of work. Third, corporate culture is the competence to find the power related to different situations. In conclusion, corporate culture is defined as the attitude and behavior of individuals and groups based on values whose truth is believed and has become the characteristic and habit in completing daily tasks.

The implementation of corporate culture using the ideal ways should be directed to create professional, having-good-moral and responsible officials who have right perception on their job. Thus, the officials will always work based on the belief to do the best, to work in the eligible manner, and to produce the best work. Therefore, the officials believe that corporate culture will benefit themselves and their organization, and they will accomplish their works willingly that it will enable them to make self-actualization, to take a part, and to make an achievement, which all of these will influence the work improvement of the group or the organization.

EB Taylor conveys similarly that culture is a set of knowledge, beliefs, laws, arts, customs, capability, and habits conducted by an individual as a part of a certain group or community (Sutanto dan Wijayanto, 2008: 3).

The reality in the corporate culture in Lemhannas was also related to the behaviors of the organization that became the culture within.

A work implementation with good performance values is the first step to choose in the effort of a full reformation to be an efficient and effective organization, which then create clean, transparent, and professional employees. Lemhannas RI is a non-ministry government institute positioned directly under the president. However, in reality on the field, personnel coachings for TNI and Polri are not easy to conduct and to handle. For example, the case about suggested position, rank raise, and education for TNI and Polri personnel conducted by Lemhannas was not necessarily approved by the TNI Commander and the Head of Polri.

Because of this, a lot of people occupy positions not based on their competency. Moreover, in Lemhannas RI, there were unproductive obedience in between high-rank officials and the lower-rank officials, merely formal and ceremonial work ethos that was not based on corps or institute's interest. Based on the existing corporate culture, a paradigm is described as follow:

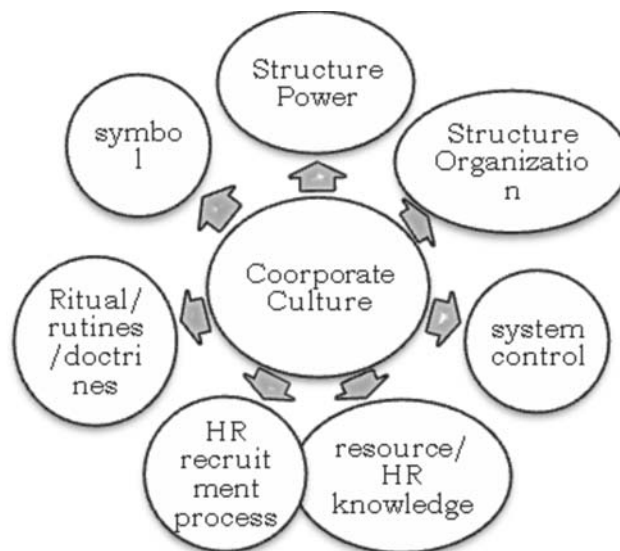


FIGURE PARADIGM SCHEME OF CORPORATE CULTURE

The picture shows that elements formed in a cultural condition in an institute become the factors to form the climate of an institute. These elements can be significant in reforming a corporate culture because reforming those influencing elements means reforming the corporate cul-

ture easily and directly apply that reformation to any party. This corporate culture formed in the body of Lemhannas RI can be restructurized through the above elements concerning its input and its output. The key motor of an institute is its members, in which the right HR placement will support the formation of an institute that can reach a superior performance. Thus, “the right man and the right place” becomes the main focus in positioning and managing the right HR in that institute.

In the above scheme, the writer tried to formulate the seven elements as the ones influencing corporate culture as an input and output in the institute. Firstly, structure power, which is an important element or component to empower the performance of an institute through its HR. The limitation and weakness of an institute will be able to boost the working motivation to develop the institute honestly for the sake of moral responsibility to proof the love for the institute. Secondly, structure organization, which deals with efficient and effective personnel positioning based on the necessary operational standard. With the right positioning, the leader does not need to concern about the members because each of them has comprehended his/her duty and function well and with full responsibility as stated in the ethic code of the institute.

Thirdly, system control here means how the leader runs his/her duty as a good controller who works on his/her leadership management principle based on the unanimous vision and the mission of the institute. Fourthly, resource or HR knowledge, which is related to the quality of HR in the institute based on the operational standard of the institute. this can be very influential to the result of the institute’s performance and the corporate culture formed in that institute. Fifthly, the process of recruitment is as important in forming corporate culture in an institute. Sixthly, the symbol, which means that the reflection of the culture of the institute is transmitted into the existing symbols.

The role of symbols here becomes the focus of interest in this main discussion. The symbols existing in the culture of the institute are reflected or shown in the logos worn by the apparatus and officials of Lemhannas, that become the pride of its members because of their conception that the institute is something holding high reputation. The symbols of Lemhannas become the foundation of corporate culture in build-

ing sense of belonging to the institute. From here, the conception that Lemhannas is a prestigious institute will be formed from the commitment to support the vision and mission of the institute. Seventhly, the rituals or routines dominated by certain culture are often in line with the vision of the organization. This condition is conducive to meet the vision and mission of the institute.

### **CONCLUSION AND SUGGESTIONS**

Since 2001, based on Presidential Decree No. 42 and 43/2001, starting from March 27, 2001, Lemhannas was no longer under the order of TNI Commander, but directly under the President's order. Therefore, the change of corporate culture within should pay attention to the relevant or irrelevant values and good customs to determine the strategic steps to accomplish the corporate culture changes.

The growing corporate culture cannot be separated from the commitment of an institute because this corporate culture is defined in the rules of the institute. Corporate culture must be built continuously through socialization programs, supervision programs, and continuous control. The right human resource management, which obeys the principles of management, will give a great contribution. In leadership management, a leader should give a contribution to policy, wisdom, and decisions, as a good decision maker. Being form in action gives certain spirit in leading an organization.

Other than that, in evaluating the policy concerning corporate culture in Lemhannas RI, the structure and its culture must include specialization that involves purpose identification and criteria of which the policy is applied. The next step is related to measurement activity, which includes information measurement relevant to the object evaluated in Lemhannas. Subsequently, an analysis is conducted to the operational data arranged to draw a conclusion. The fourth step is recommendation, which determines the advices or critical solutions that will be conducted in the future. This recommendation step is the one an institute needs to get special considerations from the institute to restructurize the existing culture to be a more maximal culture. This is to gain result in line with the mission of the institute and in line with the employment ethic code

of the institute, which will be the doctrine or guideline for system operation of Human Resources that work on building a conducive and prospective culture that is mature in offering suggestions to NKRI.

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