



Analysis of Organizational Culture in Improving the Performance of Educators and Educational Staff at Tanggamus Islamic Education College

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Abstract

This study aims to implement an organizational culture to support the achievement of set goals. Specifically, the study aims to analyze how implementing organizational culture enhances performance, as well as identify the factors that support and hinder this process. The research approach used in this study is descriptive qualitative. Collecting data from field studies is a crucial part of every research project. Data for the study was gathered through interviews, documentation, and observation. Educators and education staff may benefit from examining corporate culture, according to the study's findings. To be responsible, one must be free and independent, and one must also comprehend the duties of one another. Leadership: The organization's objectives and standards are laid out in a clear and concise manner. Incentives like pay raises and promotions are part of the reward system. How much horizontal or vertical communication there is depends on the communication system. The results of this study point to the importance of leadership in raising the efficiency and effectiveness of school staff and teachers. As a theoretical framework or point of reference, the results of this study can be used by universities to improve the performance of education workers and instructors. Furthermore, the researcher found that to establish a higher education institution operating in the Islamic field, universities must overcome both supportive and inhibiting factors. They also need the assistance of competent teaching and education personnel to implement quality enhancements, thereby creating a superior higher education institution.

Keywords: *Organizational Culture, Performance, Education, Study, Islamic.*

1. Introduction

Organizational culture is the characteristics and guidelines followed by members of a particular organization or business group. Understanding this culture is critical for promoting and improving performance effectiveness, both short- and long-term. Cooperation, not individual differences for individual interests or satisfaction alone, is the strength of the organization [1]. As a multicultural organization, it requires its diverse members to live in groups within society and collaborate in accordance with their respective levels of culture and civilization. Regular collaboration not only facilitates goal achievement but also meets needs, enabling effective and productive work. People in a company might be motivated to carry out their work duties by an invisible social force known as organizational culture, according to Sutrisno [2]. Human resources represent the untapped potential of human thought and labor, requiring nurturing, exploration, development, and optimal utilization to ensure the well-being of human existence [3]. Humans possess potential abilities that include thinking, acting, communicating, and being morally capable of carrying out technical or managerial tasks. Individually and collectively, the possessed abilities can influence human behavior and attitudes towards achieving life goals, as well as contribute to society by producing goods or services [4].

Organizational efforts to achieve the goals desired by members always face obstacles, both internal and external, as a result of the influence of the environment around the organization [5][6]. We can divide organizational challenges into two parts: internal and external challenges. Internal challenges include employee and development changes, while external challenges include economic changes, policy



changes, and tight competition [7]. Naturally, these obstacles can make it harder for the company to reach its objectives. The health of an organization's human resources determines the efficacy of its management [8]. Personnel who work in educational institutions are known as human resources; they are also called educators or education personnel. Teachers and other school staff are vital in every endeavor since they are the ones who ultimately decide whether or not the educational institution succeeds in its aims [9]. However, managing them can be challenging and complex due to their diverse thoughts, statuses, desires, feelings, and needs that they bring into the institution. Sedarmayanti explains that management must be able to create very favorable working conditions so that employees will voluntarily carry out their obligations as well as possible. They perceive this task as a source of personal fulfillment [10]. The organizational culture already exists, and numerous activities can foster and fortify its existence [11]. The organization's efforts to achieve the goals desired by members always experience obstacles, both from within the organization and from outside the organization, as a result of the influence of the environment around the organization [12]. This challenge can, of course, make it difficult to achieve the organization's goals. This school also faces stiff competition from other colleges, which serve as benchmarks for students' progress or interests.

2. Research Method

Located in Lampung Province, STIT Tanggamus was the site of our investigation. In order to provide a clear image, this study used a descriptive qualitative approach. The principal, teachers, and support personnel of STIT Tanggamus were the subjects of our in-depth interviews, classroom observations, and written records. In order to get credible results from our research, we need to adhere to all relevant laws and regulations. A scientific approach to gathering information for a specific purpose is known as the research method. Research activities are grounded in scientific traits, such as rationality, systematization, and empirical evidence, according to the scientific method. For scientific endeavors to be considered rational, they must make intuitive sense and be amenable to human thinking. "Empirical" means that other people can see and learn about the procedures utilized since they are observable by humans. The study procedure was systematic since it followed a predetermined set of procedures. The researcher settled on STIT Tanggamus in Lampung Province as the site of the study after considering the previously communicated scientific feasibility. In order to paint a clear image, this research relies on a qualitative descriptive approach. Interviews, observations, and documentation were the methods employed to gather data. Which is directed toward the principal, teachers, and staff of STIT TANGGAMUS.

3. Result And Discussions

Research on organizational culture at STIT Tanggamus identified several important features that form the basis of differences with other organizations. One of the main features analyzed is individual initiative, which measures the extent to which employees have freedom and independence in carrying out tasks. An organizational culture that supports individual initiative usually allows employees to take on greater responsibility and actively contribute to decision-making. This initiative is important for encouraging innovation and individual growth in the organization. Furthermore, organizational direction is important because it determines the clarity of goals and performance expectations for each employee. A clear direction guarantees that every member of the organization comprehends the priorities and goals they need to accomplish. Setting clear targets and measurable performance criteria reveals these expectations, providing employees with proper guidance to meet organizational expectations. This creates consistency in achieving common goals. Finally, the reward system and communication patterns also play an important role in reflecting organizational culture. Employee performance measures the reward system by determining the distribution of rewards like salary increases or promotions. The formal authority hierarchy influences internal communication through both horizontal and vertical communication patterns. This communication pattern measures the extent to which openness and collaboration occur among members of the organization, as well as how formal structures affect the flow of information within it.

The following is a presentation of detailed findings from interviews between researchers and informants on organizational culture characteristics:

a. Responsibility

Responsibility, as an acknowledgement of one's behavior or actions, whether intentional or not, reflects a deep understanding of individual commitment. Physical actions taken as a manifestation of this understanding demonstrate how responsibility involves not only self-awareness but also real actions in fulfilling obligations. Nurdin, Pettalongi, Askar, and Hamka (202), assert that responsibility is an inherent human trait. Consequently, each person essentially fulfills their individual responsibilities, and when an individual declines their responsibilities, it forces others to take on the task. In an organization, refusing to accept responsibility can create additional burdens for other team members. The researcher conducted an interview with a functional official to understand his approach to managing tasks that fall outside his purview. The official explained that even though the task was not his responsibility, he would still complete it if it was urgent, but he would first consult with his superiors and the party who had the main responsibility for the work. The functional official's statement shows a proactive attitude in maintaining the smooth running of tasks in the organization while emphasizing the importance of communication and coordination in handling responsibilities outside the scope of individual duties. This approach reflects a collaborative work culture where every member of the organization is willing to help complete tasks to achieve common goals while still paying attention to the limitations and consultations needed.

The head of general and academic affairs at STIT Tanggamus emphasized the importance of contributing to completing tasks for the sake of service. In his statement, he emphasized the importance of completing urgent tasks promptly and without delay. This statement illustrates a high level of responsibility and commitment to ensuring smooth operations in the institution, even though the task may be outside the scope of his formal responsibilities. Based on the researcher's observations and in-depth interviews, it appears that the teaching and education staff at the institution tend to take the initiative to complete work even though it is not entirely their responsibility. The organizational culture fosters a proactive and collaborative attitude, motivating employees to ensure the proper completion of important tasks. The study found that overall, the level of responsibility is good. Positive and efficient work culture is shown in the initiative demonstrated by the teaching and education staff and in leadership that encourages task completion on time. The need of personal accountability and teamwork in achieving organizational goals is further emphasized by this.

b. Direction

In this study, organizational direction refers to an institution's ability to clearly identify and communicate its desired goals and expectations. An institution must clearly communicate its vision, mission, and objectives to ensure stakeholders understand their expectations. According to Ilham, Suwijana, and Nurdin this situation will have a direct impact on the overall performance of the organization. One good indicator of organizational direction is the extent to which the institution sets performance goals and expectations that are measurable and relevant to employee performance. An effort to improve tarbiyah science education was the impetus for the 2019 Decree of the Minister of Religion of the Republic of Indonesia, number 292. STIT Tanggamus was founded with this goal in mind. Establishing clear targets is crucial to ensure adherence to established standards by educators and education personnel, and to ensure a shared understanding of the desired outcomes within the organization. Clarity in setting performance goals and expectations serves as a guideline that helps focus the efforts of all elements of the organization in achieving institutional goals. This also ensures that there is alignment between the long-term vision of the organization and the actions taken by each individual in it, so that it can ultimately improve overall performance and meet stakeholder expectations.

The development of STIT Tanggamus is guided by its vision, which is to "Become a Superior Islamic Education College in Producing Graduates with an Edu-preneurship Spirit by 2044".

To implement the vision above, STIT Tanggamus formulates its mission as follows:

1. We are implementing education in the field of Islamic education with an entrepreneurial spirit.
2. Conducting research on Islamic education from an edu-preneurship perspective.
3. Providing community service in Islamic education from an edu-preneurship perspective.
4. Establishing cooperation in Islamic education from an edu-preneurship perspective.

Every organization that wants to achieve success must set realistic goals, both in general and specific contexts, and include both short and long terms. These goals become a clear roadmap for the organization to achieve its vision and mission. The success of goal setting heavily relies on aligning these goals with the organization's desired direction. In setting goals, it is important for organizations to focus not only on formal aspects but also on the drive and creativity of each individual involved. Personal creativity aids in the search for innovative solutions and new approaches that can increase the effectiveness of goal achievement. Personal drive is also important because high motivation and work spirit allow the organization to move faster and more efficiently towards success. Overall, the synergy between realistic goals and consistency in achieving them, coupled with individual drive and creativity, are key factors in ensuring that the organization can continue to grow and achieve success in the short and long term.

STIT Tanggamus has the following objectives:

1. Producing graduates of Islamic education who have an edu-preneurship spirit.
2. Producing research in Islamic education from an edu-preneurship perspective.
3. The realization of an educated society.
4. The realization of cooperation with various parties in the development of Islamic education with an edu-preneurship perspective.

To achieve organizational goals as planned, innovation is an important factor. Innovation allows organizations to grow, learn, and improve performance, especially in an environment that has a strong and positive organizational culture. In a culture like this, individuals feel inspired to contribute new ideas, take initiatives, and continuously improve their work results. As a result, innovation not only supports goal achievement but also drives long-term growth throughout the organization. A leader plays a crucial role in ensuring the timely achievement of organizational goals and alignment with the desired vision. A responsible leader will monitor, evaluate, and ensure that every step taken is in line with the organization's strategic goals. Leaders must also guarantee the realistic achievement of the set goals using the available resources. Therefore, effective leadership is key to achieving alignment between strategy and implementation. We highly expect a leader to improve performance by effectively communicating, managing, delegating, building teams, and approaching educators and education personnel. These skills enable a leader to effectively mobilize the entire team, create a collaborative work environment, and encourage improved performance. With competent leaders and strong managerial skills, the organization will have a greater chance of achieving its stated goals.

The researcher highly emphasized the importance of leadership in providing direction to members of the organization in an interview with one of the functional planning officers. The officer stated, "Because the organization must have ideals, the leader's responsibility is to provide guidance to its members." This confirms that the role of the leader is not only to set the vision and goals, but also to direct and support members of the organization in achieving those goals. The officer also highlighted that although the ideals of the STIT Tanggamus organization are clear, they will not succeed without the support of all parties involved. This shows that collaboration and involvement of all components of the organization are essential to realizing the expected vision. Without collective support, the organization's ideals would remain mere declarations, lacking actual implementation. In addition, the functional planning officer emphasized that the decisions taken in his work are always based on the results that the college wants to achieve. The hope is that it can continue to develop in a more constructive direction, reflecting that the main focus in every leadership action is the progress and improvement of the organization as a whole.

c. Reward System

The reward or incentive system is a key component in motivating individuals to work optimally in an organization or company. This study highlights the significance of designing an incentive system that aligns with the organization's goals and strategies. Correctly set incentives can effectively enhance employee performance and aid the organization in achieving its objectives. Thus, the right incentives can create a more productive and efficient work environment. The organization's incentive system must focus on achieving its goals and strategies so that the distribution of incentives can stimulate employees to work according to expectations. Incentives such as salary increases and promotions become important when based on clear and fair employee performance criteria. When employees receive appropriate compensation for their efforts, they become more motivated to make maximum contributions to the organization. However, it is crucial to apply the reward system objectively, avoiding elements of seniority, favoritism, or other

subjective factors that could impede performance and fairness within the organization. By focusing on clear and measurable performance criteria, the reward system can encourage increased productivity while ensuring that all employees feel treated fairly and valued based on their contributions.

One of the main goals of an incentive system is to encourage educators or education personnel to achieve goals that benefit the organization. We expect a clear reward system to boost employee motivation and enthusiasm in their duties. This incentive not only provides recognition for good performance but also creates a conducive work environment for increasing professionalism and productivity. In this study, we discuss the incentive system that allocates rewards like pay increases and promotions based on objective performance criteria. Rewarding good performance proportionally is crucial to motivate employees to continuously innovate and enhance the quality of their work. Organizations can ensure that those who truly contribute significantly to achieving organizational goals receive rewards by setting clear and measurable criteria. Conversely, it is important to avoid allocating rewards based on non-performance factors, such as seniority or favoritism, which can create dissatisfaction among employees. Injustice in the reward system can lead to decreased motivation and performance, thus hindering the achievement of organizational goals. As a result, implementing a fair and transparent incentive system is critical to improving the work spirit and performance of educators and education personnel.

d. Communication System

In the context of communication, two or more individuals build relationships and exchange information. Organizations generally divide various communication patterns into two categories: formal and informal communication. Formal communication occurs within the framework of a defined organizational structure, often limited by a hierarchy of authority. In contrast, informal communication can occur outside the official structure and is more spontaneous. Organizations categorize communication patterns into two types: horizontal and vertical. Horizontal communication is the exchange of messages between individuals with equal standing in the organization. This type of communication allows for a more egalitarian and collaborative exchange of information, where coworkers can coordinate with each other, ask for help, and share ideas. Horizontal communication is important for creating synergy between teams as well as increasing efficiency and productivity at every level of the organization. This study demonstrates that work unit colleagues can communicate both formally and informally, depending on the type of message they wish to convey. Formal communication typically involves sending official notes or written documents to other parties, ensuring thorough documentation of the conveyed information. By combining formal and informal communication, organizations can effectively convey information and strengthen team relationships, thereby contributing to the achievement of organizational goals.

In an organization or group, vertical communication is a form of communication that takes place from one level to another, either from superiors to subordinates or vice versa. All levels of the organization rely on this reciprocal communication to clearly convey information and instructions [13]. The head of general and academic affairs stated, "When interacting with superiors, you can use various communication tools, including not only telephones but also written words. Official records can facilitate communication between superiors and subordinates, in addition to direct communication. This demonstrates how an organization can enhance relationships and ensure the most effective delivery of messages by utilizing various communication channels. Organizational culture extends beyond internal communication to the surrounding environment through various social activities. The organization demonstrates its commitment to cultivating an inclusive and community-oriented culture through its involvement in social services, Islamic holiday celebrations, and other community-related activities [14]. Carrying out these activities not only contributes to community development but also strengthens relationships with the surrounding community. This creates a positive synergy between the organization and its social environment, as well as strengthening the image and role of the school as an educational institution that cares about the community [15]. The development of an organizational culture that involves the community is one strategy to create a positive and harmonious climate. Involvement in social activities and cultural celebrations can increase a sense of togetherness and solidarity among members of the organization, as well as create trust from the community [16]. Thus, it can be an example of an educational institution that not only focuses on academic development but also on broader social and cultural responsibilities.

At STIT Tanggamus, there are several supporting factors that strengthen organizational culture. First, the high sense of solidarity among members of the organization creates a strong bond and supports cooperation in achieving common goals. Second, adequate human resources play an important role in supporting organizational activities and ensuring that each individual can contribute optimally. In addition, activities held to support organizational culture, such as training and social events, further strengthen relationships between members. Fourth, adapting and coordinating with other members helps create a harmonious work environment, while a sense of belonging to the organization encourages individual commitment and responsibility. Finally, an inclusive community typology is also an important factor in supporting organizational culture activities, allowing for broader participation from all members. However, behind these supporting factors, there are several inhibiting factors that can interfere with the development of organizational culture at STIT Tanggamus. One of the main challenges is the varying character of individuals; each person may have a different view of organizational culture, making it difficult to accept input from others. In addition, the lack of a positive work ethic in some individuals can be a barrier to creating a productive and collaborative environment. This demonstrates that although organizational culture holds immense potential, it requires continuous efforts to surmount these obstacles and effectively accomplish its goals and vision. By understanding and addressing these enablers and inhibitors, it can continue to develop its organizational culture to be stronger and more adaptive, thus supporting the growth and success of the institution as a whole.

4. Conclusion

The organizational culture of STIT Tanggamus encompasses the behaviors and habits that individuals or groups adopt to align with their values and beliefs, with the aim of achieving organizational success. If people believe in their ability to meet organizational goals, then the organizational culture will be strong. Individuals within an organization possess the ability to think creatively and generate ideas related to the institution's goals, which helps to plan and direct human resources towards achieving the organization's vision, intentions, and goals. The research findings and interview results indicate that the organization has guided educators and education personnel in their efforts to achieve success. Analysis of organizational culture in improving the performance of educators and education personnel

refers to a system of roles, activity flows, and processes (work relationship patterns) involving several people as task executors who work together to achieve common goals. We attempt to run organizational operations smoothly. Despite a clear separation of responsibilities, workers sometimes have to perform tasks they are not responsible for, as the institution cannot afford to postpone them. Educators and educational staff believe that organizational output is the most important thing. Additionally, they continue to coordinate with direct leaders to adhere to the agency's existing system and rules.

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