Strengthening Organizational Culture For Teachers Of Sasmita Jaya 2 Vocational School

Penguatan Budaya Organisasi Bagi Guru SMK Sasmita Jaya 2

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A B S T R A C T :

Sasmita Jaya 2 Vocational School is an educational institution under the auspices of the Sasmita Jaya Foundation. In the last few years, this vocational school has experienced changes in a quite good direction with the change of leadership of a new principal, however there are several problems, especially the organizational culture which has not been optimally internalized among the teachers and the teacher commitment which can be said to be not yet optimal. Because of this, the research team, armed with the results of research related to organizational culture and professional commitment, offered to provide a workshop on strengthening organizational culture for teachers at SMK Sasmita Jaya 2. In detail, the team found various things that made SMK Sasmita Jaya 2 not optimal in internalizing organizational culture among the teachers, these include: 1) the lack of symbols that are not yet visible; 2) organizational culture rituals that have not yet been formed; 3) a reward and punishment system that has not been implemented optimally 4) lack of equal teacher participation in school activities. Solutions that can be offered to Sasmita Jaya Vocational School are: (1) Providing FGDs with the school principal regarding how to build organizational culture, (2) Conducting sharing sessions and (3) providing examples of organizational culture.

ABSTRAK

SMK Sasmita Jaya 2 merupakan lembaga pendidikan yang berada dibawah naungan Yayasan Sasmita Jaya. Beberapa tahun terakhir SMK ini mengalami perubahan ke arah yang cukup baik dengan adanya pergantian kepemimpinan kepala sekolah yang baru, namun terdapat beberapa permasalahan khususnya budaya organisasi yang belum terinternalisasi secara maksimal di kalangan guru dan komitmen guru. yang bisa dikatakan belum optimal. Oleh karena itu, tim peneliti berbekal hasil penelitian terkait budaya organisasi dan komitmen profesional, menawarkan untuk memberikan workshop penguatan budaya organisasi pada guru SMK Sasmita Jaya 2. Secara detail, tim menemukan berbagai hal yang menjadikan SMK Sasmita Jaya 2 belum maksimal dalam menginternalisasikan budaya organisasi di kalangan guru, hal ini antara lain: 1) belum adanya simbol-simbol yang terlihat; 2) ritual budaya organisasi yang belum terbentuk; 3) belum diterapkannya sistem reward dan punishment secara maksimal 4) kurang meratanya partisipasi guru dalam kegiatan sekolah. Solusi yang dapat ditawarkan kepada SMK Sasmita Jaya adalah: (1) Memberikan FGD kepada kepala sekolah mengenai cara membangun budaya organisasi, (2) Melakukan sharing session dan (3) memberikan contoh budaya organisasi.

Kata Kunci: Budaya Organisasi, Guru SMK

INTRODUCTION

Schools are one of the sub-systems in society where within the school there is a belief that is held together and binds all members of the organization so as to create a conducive atmosphere both in work and in teaching and learning activities. This belief is usually in a

theory of organizational behavior in educational management where it is associated with organizational culture. Organizational culture itself is briefly defined as philosophy, ideology, values, assumptions, beliefs, hopes, attitudes and norms that explain an organization and accommodate all differences or pluralism. Basically, the definition of organizational culture is the characteristics that exist within a group and are used as a guide in its behavior and differentiate it from other groups. This means that organizational culture is the standards and values of behavior that must be understood and followed by members of the group that adheres to it, usually involving all experiences, philosophies, experience, expectations, and all its internal values. Therefore, this organizational culture will be reflected through their daily activities, starting from interactions with other people, ways of working, and hopes for the future. Organizational culture has a role in encouraging and improving the effectiveness of organizational work both in the short and long term. Apart from that, it is also useful as a tool for determining the direction of the organization and directing what can be done and what should not be done. Without a good and strong organizational culture. the performance of its members will not run optimally. That is why organizational culture is crucial for every organization, especially in schools

Culture in schools is very important to build. However, schools often have a weak organizational culture. In fact, a culture that is not strong enough is thought to be able to make the school atmosphere less good, which has an impact on teachers who tend to be less productive in their work. It cannot be denied that there is a bad work culture or an unhealthy work culture such as competition for money, an office atmosphere that seems gloomy, teachers who often blame their colleagues, and so on. When faced with such conditions, the school principal must of course be able to take quick and appropriate action. Don't wait until school performance declines. For this reason, a change needs to be made. Real changes are needed at all levels of work so that the problem can be resolved as a whole. For example, by changing rules, or changing old habits or by holding workshops related to strengthening organizational culture.

Organizational culture can be briefly defined as a set of beliefs and organizational culture can be briefly defined as a set of beliefs and behaviors that are reflected through interactions between members within an organization. Organizational culture is also defined as the totality of beliefs, feelings, behaviors and symbols that characterize an organization. More specifically, organizational culture is defined as various philosophies, ideologies, beliefs, feelings, assumptions, hopes, attitudes, norms and values. Organizational culture is what is perceived by employees and how this perception creates patterns of beliefs, values, and expectations.

Organizational culture has the following indicators (a) Symbols; an object that shows different things but still has meaning for members of the organization, (b) Heroes; is a member of the organization who has succeeded in achieving the highest achievements and can motivate other members, (c) Rituals; are activities carried out by an organization to improve relations between members within the organization so that good relationships are created, and (d) Value; are values that are recognized collectively within an organization which are often linked to ethics and moral identity. Meanwhile, the function of organizational culture itself is several things, namely: 1) Increasing awareness to foster good social relations between fellow members, so that they can maintain a good work chain. ideal among teachers in every position and position. With an ideal work chain, the relationship will continue and will create harmony between members. 2) A superior organizational culture will create a sense of pride among teachers in the school. That way, teachers can work comfortably and satisfied. Because by creating a sense of comfort from the teachers, it will have positive outcomes for the school in the future.

According to Siagian (2002: 198), experts define the essence as: a. To what extent will management encourage its employees to work innovatively and dare to take risks. b. Organizational culture must also provide guidance as to whether employees are expected to work with a high level of accuracy, carry out analysis and pay attention to details, or whether they are allowed to work with results that simply meet minimum requirements. c. The organizational culture must reflect management's views on whether employees are expected to prioritize results orientation, or prioritize compliance with work processes and procedures. d. Organizational culture must reflect management's view of the importance of human resources as the most strategic element in the organization, no matter how important it is to adhere to precision and standard work procedures. e. Organizational culture should place a strong emphasis on the importance of cooperation and the ability to work in teams and not emphasize individual excellence, although of course individual abilities must still be taken into account.

By referring to the thoughts of several experts (Suryanti, 2023) describes the characteristics of organizational culture in schools, namely regarding (1) observed behavioral regularities; (2) norms; (3) dominant value. (4) philosophy; (5) rules and (6) organizational climate. 1. Observed behavioral regularities Organizational culture in schools is characterized by regularities in the way all members of the school act that can be observed. 2. Norms Organizational culture in schools is also characterized by the existence of norms which contain standards of behavior for school members, both for students and teachers. These behavioral standards can be based on the school's own internal policies as well as regional and central

government policies. Student behavior standards are mainly related to the achievement of student learning outcomes, which will determine whether a student can be declared a graduate/promoter or not. Student behavior standards do not only relate to cognitive or academic aspects but also relate to all aspects of personality. 3. Dominant values If related to the challenges of Indonesian education today, namely achieving quality education, then organizational culture in schools should be placed within the framework of achieving quality education in schools. Values and beliefs in achieving quality education in schools should be the main thing for all school members.

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IMPLEMENTATION AND METHODS

Community Service with the theme "Strengthening Organizational Culture for Teachers at SMK Sasmita Jaya 2" will be carried out on 5-7 September 2023. This PKM will be carried out by 3 lecturers, 5 students and 52 teachers at SMK Sasmita Jaya 2. This PKM will be carried out offline at SMK Sasmita Jaya 2 by implementing health protocols in accordance with applicable regulations.

This PKM begins with a field observation process, in this case the PKM team carries out initial coordination at SMK Sasmita Jaya 2, then the team conducts an FGD with the Head of SMK Sasmita Jaya 2 to discuss and collaborate to determine what training should be carried out to strengthen organizational culture. Focus group discussion is a technique used by researchers to gather a group and discuss a specific topic. From the large number of selected groups, researchers will generally draw a conclusion from opinions based on the specified

topic. Later, this discussion will be led by one person and will generally take place in a relaxed and informal manner, so that none of the participants will feel pressured in expressing their opinions. Focus Group Discussion (FGD) is a focused discussion group with 5 participants and led by a moderator. The initial discussion will begin with questions from the moderator, then responded to and discussed with the participants. In this case, the moderator plays an important role in producing a useful discussion within a certain amount of time. Discussions can also be held in a relaxed manner, so that participants can express their opinions and ideas without pressure. What are the conditions for selecting candidates. Determining candidates is based on various considerations. If the aim is to conduct market research, the company should look for candidates who match the target demographic. For example, analysis of characteristics for groups of individuals which are usually determined based on gender, race and general.

The aim of FGD is to equate responses or perceptions of a particular topic, issue or interest in the world of work. It is hoped that this discussion will give birth to new understanding and agreement regarding the topic being discussed. After conducting the FGD, an agenda for a workshop on strengthening organizational culture was drawn up in 3 days, in which organizational culture can be briefly defined as a set of beliefs and organizational culture can be briefly defined as a set of beliefs and behaviors that are reflected through interactions between members within an organization. . Organizational culture has the following indicators (a) Symbols; an object that shows different things but still has meaning for members of the organization, (b) Heroes; is a member of the organization who has succeeded in achieving the highest achievements and can motivate other members, (c) Rituals; are activities carried out by an organization to improve relations between members within the organization so that good relationships are created, and (d) Value; are values that are collectively recognized within an organization that are often linked to ethics and moral identity.

RESULTS AND DISCUSSION

This Community Service activity was carried out over 3 working days starting from 5 September 2023 to 7 September 2023 where all teachers at SMK Sasmita Jaya 2 participated in this PKM activity. On the first day there was a strengthening of organizational culture with the theme One of the Organizational Cultures. Steps to Increase Teacher Professional Commitment. The first day was a presentation as well as a form of implementation of the PKM team's research in the previous year with the title "The influence of quality of work life and organizational culture on commitment to the profession" as well as implementation of Dr. Dr. Saiful Anwar, M.Pd. In this workshop, it was explained how an organization in a school is able

to significantly increase a teacher's professional commitment, this is because organizational culture contains and internalizes good cultures that are able to encourage a teacher's creativity and innovation which leads to a teacher's professional commitment. . Schools with a strong and good organizational culture are able to create a good work climate where this work climate is able to create a sense of comfort in a teacher's work, this feeling of comfort and satisfaction is what encourages a teacher to continue to be committed to the profession he/she is involved in.

The first day also explained what components of an organizational culture are capable of creating high professional commitment. The organizational culture components presented on the first day include the following (a) Symbols; an object that shows different things but still has meaning for members of the organization. In the discussion regarding symbols, the PKM team explains the meaning of the symbols from SMK Sasmita Jaya 2 and also the symbols from the Sasmita Jaya Foundation (b) Heroes; is a member of the organization who has succeeded in achieving the highest achievements and can motivate other members. In the heroes section, the PKM team reviews and gives an example of the founder of SMK Sasmita Jata 2, namely Mr. DR. Drs. Darsono and discusses all the good things that all teachers at Sasmita Jaya Vocational School 2 (c) Rituals can imitate and emulate; is an activity carried out by an organization to improve relations between members within the organization so that good relationships are created. In this section, an example is shown of how the culture of eating together and the culture of reciting the Koran together on Fridays are examples of organizational culture that is able to increase commitment to the profession and (d) Value; are values that are collectively recognized within an organization which are often linked to ethics and moral identity. In this section, it is explained how humanist values and religious values are able to give color to organizational culture in all business units under the auspices of the Sasmita Jaya Foundation. Organizational culture can be measured in two ways, namely the thickness of culture which is measured by the level of understanding of all components within it and secondly, the level of togetherness (extent of sharing) or shared beliefs.

On the second day, there was a presentation regarding Organizational Culture as a Foundation for achieving optimal Teacher Performance. On the second day, it was explained how organizational culture can improve teacher performance. Performance is the result of an activity, with the criteria being whether the result can be said to be efficient and effective. One performance indicator is the citizenship behavior of an organization which is formed from organizational culture. On the second day, the findings of Mrs. Siti Zubaidah's dissertation regarding organizational culture were presented. According to his explanation, organizational culture is an important factor that can support not only teacher performance but also the quality

of service from the school itself. On the second day, teachers were divided into several groups to discuss and explain the organizational culture at SMK Sasmita Jaya 2 by providing reviews regarding whether they agreed or disagreed with the existing culture as well as explaining future hopes.

On the third day, the strengths and weaknesses of organizational culture and the function of organizational culture were explained. There are several functions of organizational culture, namely: 1) Increasing awareness to foster good social relations between fellow members, so that they can maintain an ideal work chain between teachers in every position and position. With an ideal work chain, the relationship will continue and will create harmony between members. 2) A superior organizational culture will create a sense of pride among teachers in the school. That way, teachers can work comfortably and satisfied. Because by creating a sense of comfort from the teachers, it will have positive outcomes for the school in the future.

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