ORGANIZATIONAL CULTURE, ORGANIZATIONAL CLIMATE AND EMPLOYEE ACHIEVEMENT AT SENIOR HIGH SCHOOL IN MINAHASA

BUDAYA ORGANISASI, IKLIM ORGANISASI DAN PENCAPAIAN KARYAWAN DI SEKOLAH MENENGAH ATAS DI MINAHASA

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Abstract: The development of the world of education is still running relatively slowly in Indonesia, there are still many obstacles and challenges for teaching staff or in this case teachers, have difficulty in developing their potential. Because lack of support to increase their potential and it has an effect on their achievement, to see how the circumstances affect teacher performance and motivation is interesting topic. In this research, is used qualitative analysis, in which the method is to explain and describe about the employee achievement based on their surrounding which is organizational culture, and organizational climate. In this study obtained conclusion, that employee achievement is based on the environment around the school, such as facilities provided by the school, affordable access to schools and the cooperation formed within the school environment are some of the things that have an influence on the level of employee achievement. Collaboration between fellow teachers needs to be further improved in order to achieve the common goal of improving school quality.

Keywords: _organizational culture, organizational climate, employee achievement_

Abstrak: _Perkembangan dunia pendidikan masih berjalan relatif lambat di Indonesia, masih banyak kendala dan tantangan bagi staf pengajar atau dalam hal ini guru, mengalami kesulitan dalam mengembangkan potensi mereka. Karena kurangnya dukungan untuk meningkatkan potensi mereka dan itu berpengaruh pada prestasi mereka, untuk melihat bagaimana keadaan mempengaruhi kinerja dan motivasi guru adalah topik yang menarik. Dalam penelitian ini, digunakan analisis kualitatif, di mana metode yang digunakan adalah menjelaskan dan mendeskripsikan tentang prestasi kerja karyawan berdasarkan lingkungannya yaitu budaya organisasi, dan iklim organisasi. Dalam penelitian ini diperoleh kesimpulan, bahwa prestasi kerja karyawan didasarkan pada lingkungan di sekitar sekolah, seperti fasilitas yang disediakan oleh sekolah, akses yang terjangkau ke sekolah dan kerja sama yang terbentuk dalam lingkungan sekolah adalah beberapa hal yang memiliki pengaruh pada tingkat prestasi karyawan. Kolaborasi antara sesama guru perlu ditingkatkan lebih lanjut untuk mencapai tujuan bersama yaitu meningkatkan kualitas sekolah._

Kata kunci: _budaya organisasi, iklim organisasi, pencapaian karyawan_

INTRODUCTION

Research Background

Achievements are the building blocks that enable someone to construct a sense of themselves as a success. The achievements that matter most combine to form a version of success that has meaning and substance for the individual. Achievements also provide tangible evidence that colleagues, competitors and the wider world use to judge a person as more or less successful.

Self-motivation for achievement or achievement motivation of employees is generally assumed to have important impact on their performance and satisfaction. Therefore, the employees who possess higher self-motivation for achievement will tend to great satisfaction in the job. Due to this nature, the selection of the right persons for a job is decisive for the success of a business, as it determines the working performance of the employees and largely their job satisfaction, motivation and commitment. Education is the major sector employed large number of human resources among the all government sector as well as private sector organizations at senior high schools in Minahasa. Today, people must understand why they're working hard. Every individual in an organization is motivated by some different way. Employee motivation is very important for organizations as every concern requires physical, financial and human resources to accomplish the goals. It is through motivation that the human resources can be utilized by making full use of it.

Organizational culture is your identity as a company. It's your values and the norms that have arisen organically over time. A traditional bank, for example, is by necessity a structured environment, as the banking industry is heavily regulated by well-established laws. Banking is an old industry, which suggests the culture has had a long time to develop and is firmly ensconced. It follows that you'd probably find a culture where people are expected to follow proper channels and defer to the chain of command where being too "entrepreneurial" in your methods and practices would be frowned upon and where staff members present a calm, courteous face to the customer so as to convey trust and reliability.

Organizational climate deals with how people are experiencing the work environment at any given moment. What is it like to work there and to operate in that culture? How are business conditions and management decisions and actions affecting the general mood? When you consider the collective experience of all the talent in the organization, you're evaluating climate. Revenue swings, for example, can affect climate without changing the culture. If you work for a freight-transport company built around a culture of process and efficiency, and then revenue drops, you'd probably double down on improving processes and efficiencies; you're not likely to abandon them.

THEORETICAL REVIEW

Theories
Employee Achievement

G. Mahmoudi (2017), achievement motivation shows individuals' interest in better working, effectively organizing work place, solving work-related problems, increasing work amount and job quality and competing for better choices. In other words, it manifests itself in interest in doing better and effective work than ever. Achievement normally means something that has been accomplished and shows the efforts putting in it. Employee achievement has been defined as the positive result while the staff finishing particular goal in a task or being beneficial to the company that his or her effort will be praised or certain status will be built by the company and themselves. Several factors in below are under the achievement aspect that affecting the employee satisfaction level or even the turnover.

Organizational Culture

Cancialosi, C (2017), organizational culture is defined as the underlying beliefs, assumptions, values and ways of interacting that contribute to the unique social and psychological environment of an organization. Organizational culture includes an organization's expectations, experiences, philosophy, as well as the values that guide member behavior, and is expressed in member self-image, inner workings, interactions with the outside world, and future expectations. Culture is based on shared attitudes, beliefs, customs, and written and unwritten rules that have been developed over time and are considered valid. While the above definitions of culture express how the construct plays out in the workplace, other definitions stress employee behavioral components, and how organizational culture directly influences the behaviors of employees within an organization.

Organizational Climate

Lawrance. R (2002), explains organizational climate is a concept that has academic meaning in the fields of organizational behavior and psychology as well as practical meaning in the business world. There is continued scholarly debate about the exact definition of organizational climate for the purposes of scientific study. Employees' collective appraisal of the organizational work environment takes into account many dimensions of the situation as well as the psychological impact of the environment. For instance, job-specific properties such as role clarity, workload and other aspects unique to a person's specific job have a psychological impact that can be agreed upon by members of the organization.

Work group or team cooperation and effectiveness as well as leadership and organizational support are other dimensions of shared experience that factor into organizational climate. Surveys are the most common way of quantifying organizational climate. Aspects of climate that influence performance of specific sets of behaviors and outcomes can be measured, such as the climate for safety and the climate for innovation.

Human Resources Management

Human resource management is the strategic approach to the effective management of people in an organization so that they help the business to gain a competitive advantage. It is designed to maximize employee performance in service of an employer's strategic objectives. Human Resources is primarily concerned with the management of people within organizations, focusing on policies and on systems. Human resource management is defined as a strategic approach and coherent for the management of the organization's most valuable assets the people who work there individually and collectively contribute on achieving goals. A.F. Stoner (1995), said that human resource management is an ongoing procedure that aims to supply an organization or company with the right people to be placed in the right positions and positions when the organization needs it.

Organizational Behavior

Carol. M (2019), explains organizational behaviour is the academic study of the ways people act within groups. Its principles are applied primarily in attempts to make businesses operate more effectively. The study of organizational behavior includes areas of research dedicated to improving job performance, increasing job satisfaction, promoting innovation, and encouraging leadership. Each has its own recommended actions, such as reorganizing groups, modifying compensation structures, or changing methods of performance evaluation.

Empirical Studies

Alajmi (2016), the purpose of this study is to explore organizational climate as a predictor of job satisfaction of employees from Kuwaiti industrial companies. The results indicate that there is a significant positive relationship between organizational climate and job satisfaction among employees in these companies. The study concludes with limitations and future research suggestions to enhance organizational climate in public and private organizations in Kuwait.

Supramono, Hardhienata and Sunaryo (2015), the aim of this study is to examine the influence of organizational culture, personality and motivation on Teachers' Organizational Commitment either individually or jointly.

Hadian (2017), this study was conducted to contribute in cultural studies' organizations and organizational commitment to public service. The results showed that organizational culture and organizational commitment significantly influence the quality of public services. This suggests that policy makers in Bandung local government, Indonesia should be able to improve organizational culture and organizational commitment to public service that is accepted by society can run optimally.

Ahmed and Shafiq (2014), this study is conducted in different Bahawalpur based franchises of telecom companies. The purpose of this study is to determine the impact of organizational culture on organizational performance in order to know that how culture of an organization assist in enhancing the organizational performance. The findings indicate that all the dimension of the culture influence the different perspective of organizational performance.

Bateman (2012)**,** the underlying theme of this paper is to determine whether managerial perceptions of important organizational processes and competitive situations are based in fact or fiction. Additional findings, limitations, and implications for research and practice are discussed.

Shahzadi at al (2014), main purpose of this study is to inquire that what kind of factors influence employ motivation in Pakistan and finding up to which extent motivation affects the employ performance. The results of

this study show that significant and positive relationship exists between employee motivation and employee performance.

Elqadri and Priyono (2015), this research aims to know and test the influence of organizational culture, organizational climate, and the promotion of the position of job satisfaction in PT. Surabaya Graphics Media Temprina. The results of this research is that hypotheses which reads the organizational culture, organizational climate, and the promotion of the position effect on job satisfaction of employees.

Reyesa and Zapata (2014), this study aimed at identifying the relation of organizational climate and its dimensions from the PMCO measuring test for organizational climate, the results showed that in all public universities (including level of work, which got the lowest relation) these are statistically significant to 99.9%. In the private university only a relation to the personal growth dimension of 95% was found.

Shantz at al (2015), the present study examined a potential mediator of the job design-performance relationship, namely, employee engagement. The results reveal that employees who hold jobs that offer high levels of autonomy, task variety, task significance and feedback are more highly engaged and, in consequence, receive higher performance ratings from their supervisors, enact more organizational citizenship behaviors, and engage in fewer deviant behaviors.

Saharuddin and Sulaiman (2016), current study examines job satisfaction and morale as a mediator of the relationship between the promotion and compensation with productivity as well as reviewing the moderating effect of job satisfaction and morale variable. The results show that the variables of promotion and compensation have significant and positive impact on job satisfaction, morale and work productivity; job satisfaction has significant and positive impact on work productivity; and morale has significant and positive impact on work productivity.

Osabiya andJoseph (2015), the study seeks to unravel the factors that affect construction workers' motivation and the corresponding effect of the identified motivational factors on workers' performance and overall productivity. The survey revealed that, among the top ten critical factors had great effect on motivation as well as impact on productivity. More so communication, love and belongingness, opportunity to undertake challenging task, identification with goal and overtime were among the critical factors.

Conceptual Framework

Figure 1. Conceptual Framework
Source: data processed 2019

RESEARCH METHOD

Type of Research

This research using qualitative method that will describe and explore the organizational culture, organizational climate and employee achievement at senior high school in Minahasa.

Population and Sample
Population
Sugiyono (20013:117) said population that consists of aspects place, actor, and activity. A place is any physical setting where people are engaged in social activities. For example, streets, offices, or villages can all be seen as places. Obviously, these same people may take on a different role when they are engaged in a different activity in another place.

Sample
In this research sample is necessary if it is not possible to cover the entire population, in this study the population is numerous, therefore the sample is used. Sugiyono (2013:86) said that sample is a part of the number and characteristics owned by the population. The sample in this research is consisting of 15 informants.

Sampling Techniques
Purposive Sampling
Sugiyono (2013) said purposive sampling is a technique of sampling the source data with certain considerations. In this study I as a researcher used purposive sampling because in order to get data I had to take samples from the employees who met the requirements, informants selected in accordance with characteristics that meet the criteria in the study. Informants were selected in this study are related to be, Employees working at Senior High Schools in Minahasa (SMA N 1 Tondano, SMA N 1 Langowan, SMA N 1 Kakas).

Data Collection Method
Primary data
Primary data is one source of data obtained with the purpose for a research, and will be managed to get results. Hair (2006:112) said primary data are the result of conducting some type. The data needed for this research were gathered through interview and observation in the social situation. Primary Data also mean data in the form of verbal or spoken words orally, gestures or behaviors performed by a reliable subject, the subject of research or informants concerning the variables studied or data obtained from respondents directly (Arikunto, 2010:172).

Observation
Observation is one way to get data, beside of the interviews, Margono in Zuriah (2009:173) explained that the observation is interpreted as a systematic observation and recording of the symptoms that appear on the object of research. This observation and recording are performed on the object in the event or event.
Unstructured observation is a non-observation that systematically prepared on what to observe. This is done because researchers do not know exactly what to be observed. In observing the researchers did not use standard instruments, but only signs Observation.

Instrument Testing
Sugiyono (2013:146) explains the instrument of the choice in naturalistic inquiry is the human. We shall see that other forms of instrumentation may be used in later phases of the inquiry, but the human is the initial and continuing mainstay. But if the human instrument has been used extensively in earlier stages of inquiry, so that an instrument can be constructed that is grounded in the data that the human instrument has product.

Data Analysis Method
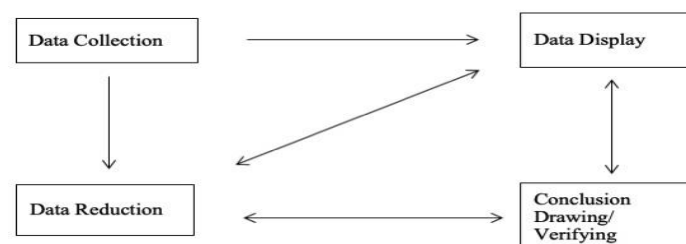
Figure 2. Steps in Qualitative Data Analysis
Source: Research Methods for Business 2007

1. Data Collection, is the process where the researcher found information or data from any kind of source such as books, internet website and gather deeper information from the informant.
2. Data Reduction, involves selecting, simplifying and transforming the data to make it more manageable and understandable.
3. Data Display, helps qualitative researches to organize information and view it in a way that enables them to identify linkages and develop explanations that relate their findings to existing theories.
4. Drawing and Verifying Conclusion, drawing conclusion involves deciding what the identified themes and patterns and how they help to answer the research question. Verification involves checking and re-checking the data ensure the initial conclusions are realistic, supportable and valid.

Validity
        Validity refers to how well a test measure compare to the research purpose. Creswell (2007:124-130) defined validity as validation in qualitative research to be an attempt to assess the "accuracy" of the findings, as best described by the researcher and the participants. Validation as a distinct strength of qualitative research in that the account made through extensive time spent in the field, the detailed thick description, and the closeness of the researcher to participants in the study all add to the value or accuracy of a study test the validity of data in research is often only emphasized on the validity and reliability test. Validity and reliability in qualitative research have a slightly different meaning in qualitative research in comparison to quantitative research (Sekaran and Bougie, 2009).

Reliability
        Reliability is a tool to produces stable and consistent result. In qualitative research, "reliability" often refers to the stability of responses to multiple coders of data sets. Reliability can be enhanced if this study obtains detailed field-notes by employing a good-quality tape for recording and by transcribing the tape (Creswell, 2007:124-130).

RESULT & DISCUSSION

        This chapter contains informants profile, discussion and result of interview. The results show an explanation of the organizational culture, organizational climate and employee achievement at senior high school in Minahasa. The case of qualitative research, observation and interviews is used as a tool to collect data and information from informants and social situations around.

Description of Research Variable
        In this research three variables were used to analyse employee achievement at senior high school in Minahasa, which is organizational culture and organizational climate affect and to find out the employee achievement, there are several traits that employee must feel or have towards an organization culture, psychological environment, value, rules, organization climate, leadership, cooperation, motivates, and security.

Result
Data Analysis
        From 15 informants stated that organizational culture and organizational climate have a good and positive effect because it has an impact on motivation, morale and job satisfaction of teachers. There are also factors that influence that organizational culture and organizational climate have a good effect on teacher. The teacher has more time with the other teachers, the relationships of other teachers improved, the communication and relationships between the teacher and the principal also got better, more assertive when giving sanctions, the employee gets the right according to the rules and accuracy and there is no intervention from other parties so that teachers can work better and more comfortably.
        The results of interviews that have been conducted to 15 informants show that all informants argued that organizational culture and organizational climate has a good impact on the school environment and in the environment between teachers, they also have their own reasons regarding the impact of organizational culture and organizational climate.
        Most of the informants said that organizational culture and organizational climate at their school has been going well, it also gives a good influence on the social and psychology in school. 3 of 15 informants were the

principals, and they said that organizational culture and organizational climate is the keys in shaping social psychology in schools. They said that by cultivating something positive at school then will directly or indirectly have a social impact on the development of the school itself.

Discussion

Based on the results of interviews with 15 teachers and principals at Langowan, Kakas, and Tondano high schools, the results show that organizational culture and climate is very influential on the psychology and social aspects of every teacher in carrying out teaching activities every day, and on average this good organizational culture is the main value considered can distinguish with other schools and this will either directly or indirectly have a positive effect on teacher behavior, and in the interview results it is known that each teacher is expected to give positive results on improving school quality.

With a well-organized organizational culture and climate, interactions between teachers can be well established, this good interaction is expected to have a positive impact on the school too, because through good interaction will make fellow teachers know each other's strengths and weaknesses, so that can complement each other's shortcomings of their coworkers. This organizational culture also needs to be supported by both written and unwritten school rules, although according to the testimonies of some respondents there are rules that still need to be improved or improved by considering the development of an increasingly modern era.

According to informants the organizational climate needs to be maintained with good leadership, based on the results of interviews the respondents revealed that the leadership in each school is sufficient, despite the emergent problems that arise unexpected but so far it can still be handled well. It also requires good coordination and cooperation within the scope of the organization, because as acknowledged by the respondents that the key to being more advanced is good cooperation between teachers and leaders, even all parties involved. In addition, teachers as instructors also need to know well the roles and responsibilities they have in order to work well, which of course needs to be supported by good security within the school's organizational environment. With the security maintained in the school environment, the teaching and learning process will also run well.

The comfort factor also contributes greatly in the organizational climate, teaching staff who carry out their activities comfortably will have a positive impact on the school environment, this will also provide more motivation for teachers to be more creative in carrying out teaching activities, and even to innovate new innovations that may have never been done before. An understanding of roles and responsibilities must also be a serious concern, because a teacher who truly understands the roles and responsibilities he has will focus more on his roles and responsibilities. This can have a negative effect if a teacher does not understand very well about his duties and responsibilities so that what is being shared with the school has already been realized.

Furthermore, the informants said, workplace conditions have a very big influence on the achievement of the teaching staff, as stated by some respondents that the availability of average facilities in their workplaces or their schools is still inadequate, with the lack of adequate facilities it is difficult for the student's respondents to develop the knowledge they have or apply the knowledge they have. Professional integrity, behavior is the main component that must be possessed by every teacher or in this case a teacher, with these components it is expected that the teacher can also work optimally, especially if the teacher has good work behavior, good social skills it will further support in carrying out the duties and responsibilities possessed, because it is recognized by the teacher respondents have a very vital and positive role in the development of existing school organizations.

When I asked about why choosing a profession as a teacher, most respondents claimed to undergo the teaching profession because it had become a passion and a call to serve the country, even though they did not deny that income was also a consideration in choosing this profession.

CONCLUSION AND SUGGESTION

Conclusion

This chapter contains conclusions which presented based on the interview, observation, analysis of the problems, results, and discussion. The recommendation is the suggestions, advices and solutions offered regarding the topic and objectives of this research.

Most of the teachers think that organizational culture and organizational climate has a positive effect and deeply involved in the learning and teaching process in the school. They said that organizational culture is affected in social and psychological environment. The positive values that they got in school are distinguish their school

from the other schools. They also insisted that the effects of the written and written rules in their school help discipline their works, which will help them to maintain a more professional and orderly arrangement.

A good interaction between teachers at school is helpful for letting them communicate well, they communicate about their job and their personal life, and good interaction also help their job easier because with a good communication they also have good relationships and would help each other get along on the job. The role of principle is no less important, a good and better leaderships they will work better, disciplined and a good leader will make the teachers and students disciplined and good too, because everything is going to negatively affect the schools, both inside and outside of the school. And no less important is facilities, comforts and security that exist in school, it had a profound effect on how teachers worked to become professional teachers.

All the teachers have sorts of opinions as to why they work better. They don't expect to get anything in return and so on, they said that being a better and more professional teachers, improve schools and educate students to be better was their goals, the salary they received was a later affair.

Suggestion

This research has been conducted to find out whether organizational culture and organizational climate affect the employee achievement on senior high school in Minahasa. The following are some of the suggestions proposed and found in this study for teachers, governments and future researchers.
1. Teachers should look for more values that can be raised in their school.
2. Provision of a comfortable and safe work environment so that teachers can provide maximum performance in carrying out their duties.
3. Providing facilities needed by schools to develop better, such as providing access to a wider technology.
4. Collaboration between fellow teachers needs to be further improved in order to achieve the common goal of improving school quality.

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