

Building A Work Culture Through The Models of Improving The Quality of Human Resource

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Abstract

Human resource has a very strategic position and it is a prerequisite in building a work culture in an organization or institution. Building a work culture requires professional human resources with integrity, commitment, discipline and responsibility, and exemplary of good behavior. This research aims to describe the creation of a work culture through the models of improving the quality of human resource. The method of the study was a qualitative method with descriptive approach through library research by collecting and analyzing data from various literatures related to work culture and human resources. Based on the results of discussion, it shows that building a work culture should develop the quality of human resources through the various models of enhancing professionalism, integrity, discipline and responsibility, and good exemplary behavior of the employee. The results of this discussion could be a recommendation for all leaders of organizations or institutions and other stakeholders, so that improving the quality of human resources would be helpful for building a work culture.

Keywords: Work Culture, Model, Human Resources.

Abstrak

Sumber daya manusia memiliki posisi yang sangat strategis dan merupakan prasyarat dalam membangun budaya kerja di suatu organisasi atau lembaga. Membangun budaya kerja membutuhkan sumber daya manusia yang profesional dengan integritas, komitmen, disiplin dan tanggung jawab, serta keteladanan dalam berperilaku baik. Penelitian ini bertujuan untuk mendeskripsikan penciptaan budaya kerja melalui model peningkatan kualitas sumber daya manusia. Metode penelitian yang digunakan adalah metode kualitatif dengan pendekatan deskriptif melalui studi pustaka dengan mengumpulkan dan menganalisis data dari berbagai literatur yang berkaitan dengan budaya kerja dan sumber daya manusia. Berdasarkan hasil pembahasan menunjukkan bahwa membangun budaya kerja harus mengembangkan kualitas sumber daya manusia

melalui berbagai model peningkatan profesionalisme, integritas, disiplin dan tanggung jawab, serta perilaku keteladanan yang baik dari pegawai. Hasil pembahasan ini dapat menjadi rekomendasi bagi seluruh pimpinan organisasi atau lembaga dan stakeholders lainnya, sehingga peningkatan kualitas sumber daya manusia akan bermanfaat untuk membangun budaya kerja.

Kata Kunci: Budaya Kerja, Model, Sumber Daya Manusia

INTRODUCTION

An organization or institution can develop progressively if it is supported by the quality of human resources who have a good performance (Krismiayti, 2017: 44). Human resource is the most important assets in an organization or institution. It is as a driving force in building a work culture (Paulus Sugiyo Pranoto, 2014: 1492). Work culture is a set of thoughts and norms that can lead employees to the realization of good cooperation with all elements and ensure that tasks and jobs are carried out effectively and efficiency to achieve the goals (Taliziduhu Ndraha, 2003: 80).

The success of building a work culture in an organization or institution is highly dependent on the readiness, availability and ability of human resource management. "Human resource management is a factor that greatly determines the process of developing a work culture in an organization or institution" (Dahlan, et al: 2017: 72). Human resources are employees who have knowledge, attitudes and behaviors as well as skills in the field of work that they are assigned to. If the human resources are qualified, they would be capable of building a work culture in the organization or institution.

All employees involved in an organization or institution have the same role in giving their contribution in the form of knowledge, experience, skills, personality, feelings, and willingness to realize the vision, mission and goals (Paulus Sugiyo Pranoto, 2014). Contributions of the members in the organization or institution can give a new innovation to the work culture and it can lead to carry out daily tasks and work in a productive, most effective, and smooth manner. "A work culture that is built on good values, traits and habits becomes a driving force for employees to improve their performance (Triguno, 2001: 13)

In building a work culture, human resources are the main control holders in maintaining the continuity, credibility and branding of an organization or institution in public (Roosje Kalangi, 2015: 2). The quality of human resource is as

a reflection of the attitudes and behavior of employees when they carry out their daily tasks and jobs. "The reflection of these attitudes and behaviors becomes a work culture that is built on the basis of a person's knowledge, skills and attitudes in developing his career" (Krismiyati, 2017: 44).

The problem that arises today is that in building a work culture, it does not affect the quality of human resources in the form of knowledge, skills, and behavior of the employee, but it is very dominantly influenced by the previous organizational culture. "A strong organizational culture (dominant culture) will more easily influence the behavior of employees in an organization, and it would be very difficult to change even though the work culture is less profitable for the organization or institution. The other work cultures that are developed (sub-culture) can still be defeated by a dominant culture even though they are good and supported by high quality resources (Rosidah, 2004: 53-54).

Based on the views above, the researcher is very interested in discussing about several things that can be used as a model for improving the quality of human resources and build a good work culture by focusing on building a work culture through a model of improving the professionalism, integrity, discipline, responsibilities, and exemplary behavior.

RESEARCH METHOD

This research used a qualitative method with descriptive approach through the type of research library research, by reading a variety of literature related to work culture and human resources, obtained from books, journals, magazines, bulletin, newspapers, the internet, seminar results and other data sources related to the formulated problems (Kartini Kartono, 1996: 6). Data analysis techniques were by conducting studies of various interrelated and complementary literature so it can describe how to build a work culture through a model of human resource enhancement (Nazir Mohammad, 1988: 202).

RESEARCH FINDINGS AND DISCUSSION

Concept of Work Culture

Work culture is all attitudes and behaviors of an individual in an organization or institution. "Work culture is also referred to a habit that is carried out repeatedly by an employee and if it violates the habit even though it does not receive strict and severe sanctions, but morally the employee has agreed that they

must be obeyed in carrying out their duties and daily work (Hadari Nawawi, 2003: 65).

Work culture is part of a commitment to create human resources. This can be seen from the process of developing and utilizing human resources in an organization or institution. Work culture can describe the quality of work in the form of attitudes and behavior of the employees. In working, it must have elements of a work culture that bind different ways of working and values that could be taken in the organizational framework (Triguno Prasetya, 2001: 57).

A positive work culture is important to create a good environment. It includes: 1) the ability to apply discipline in enforcing the rules and norms that are applied inside and outside the organization or institution, 2) mutual openness in providing and receiving information for the benefit of the organization or institution, 3) respect for fellow members of the organization or institution, and 4) cooperation in contributing to the progress of the organization or institution (Moekijat, 2006: 53).

Building a culture of cooperation is the same as building human resources, because building a work culture is part of an effort to make a person aware and have a close, important and collective role in an organization or institution. A positive work culture continues to change traditional communication into modern management behavior to instill trust, to build discipline and to grow a high spirit of cooperation in realizing the goals.

A positive work culture certainly does not appear without making an effort, without involving all elements of management, such as human resources, a set of systems, tools and other supporting techniques and without making changes from old values to new innovative values. According to Taliziduhu Ndraha, work culture can be divided into two elements, namely: 1) the attitude of accepting work, such as love of work, desire to do the tasks and avoid unimportant matters, 2) behavior when doing work, such as being diligent, obedient, dedicated, responsible, careful, a strong desire to learn about their duties and obligations, like to fellow employees, or vice versa (Taliziduhu Ndraha, 2003: 81).

Discussing the indicators of organizational work culture, it can be explained as follows: 1) awareness arises because there are rights and obligations, as well as individual and group authority and responsibility within the scope of the work environment, 2) regulations create provisions that must be obeyed by

employees as a consequence of applicable regulations, and 3) values describe what is more important or less important, what is better or less good, and what is more true or less true (Taliziduhu Ndraha, 2003: 25).

Concept of Human Resources (HR)

Human resources are available tools or materials that have potency and desire to achieve certain goals (Suprihatin, 1993: 4). Human resources include energy, skills, talents, and knowledge of the human that are potentially used for the purpose of production and useful services (Munandar, 1981: 9). Human resources are also the strength or ability that a person has in the form of thinking power, creativity, initiative and work to develop into useful resources in accordance with the desires.

Human resource development is an effort to improve current and future work implementation by providing information, influencing attitudes, and efforts to increase skills of working (Moekijat, 1991: 8). Human resource development includes activities and programs that can increase knowledge, skills and change behavior in a better and perfect direction.

The principles of human resource development include motivation, progress reports, reinforcements, practices, and individual differences (Hani T. Handoko, 1996: 82). Motivation is used as the main principle in human resource development, while progress reports are needed to see the work that has been carried out. Reinforcement needs to do to encourage employee to be active and disciplined at work. These principles can be put into practice in training, mentoring and coaching employee so that they can work in accordance with applicable regulations.

Quality of human resources are all the potentials or abilities in carrying out a job properly and correctly which can produce adequate provisions according to the pre-programmed plan. Every organization or institution must be able to improve the quality of the employee through education, training and coaching either directly or indirectly.

The characteristics of the quality of human resources include: 1) added values, expertise, and professional, 2) abstraction system thinking, which is the ability to think rationally, abstracting a problem systematically through an objective scientific approach, 3) experimentation and test, which is the ability to think behind the data by looking at various angles, and 4) collaboration, namely

the ability to work together, synergize, and have solidarity with others (Robbin, SP and TA Judge, 2008: 210).

Measurements of improvement in the quality of human resources include: 1) the theoretical ability, which is related to an individual capacity to do various tasks or jobs, 2) the technical ability, namely the ability to do a job using a method or system, and applicable procedural, 3) the conceptual ability, namely the ability to make reason, conceptualize, and predict everything that has to do with the goals achieved, 4) the moral improvement, namely the ability to coordinate, cooperate, and avoid disgraceful actions and be able to develop themselves in a better direction, and 5) the technical skills in carrying out the daily work assigned to him (Robbin, SP and TA Judge, 2008: 231).

Conceptual Framework of Building a Work Culture through the Models of Improving the Quality of Human Resources

The model design scheme for building a work culture through a model for improving the quality of human resources is as follows:

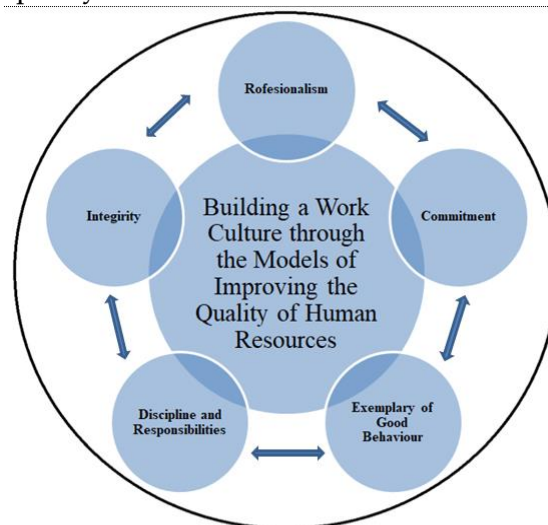


Image: Design of Building a Work Culture through the Models of Improving the Quality of Human Resources

The five indicators influence each other in order to build the work culture of employee through increasing human resources in an organization or institution.

Building a Work Culture through the Models of Improving the Quality of Human Resources

Building a work culture is strongly influenced by the level of quality of human resources possessed by the employee, because it can reflect the work culture of an employee in accordance with the level of knowledge, skills, attitudes and behavior. The level of the quality of human resource reflects the quality of the work culture in an organization or institution.

Building a Work Culture through Improving the Professionalism

In developing professional employees, intellectual intelligence is not sufficient, but it is highly required to have *nafsani* power (heart, mind, and passion). First, the heart gives emotional intelligence, religiosity, spirituality, and transcendence and a calm personality. Second, mind gives intellectual, humanity, argumentative and logical intelligence, rational, and unstable personalities. Third, passion gives kinesthetic intelligence, animalism, empiric senses, and creates an evil personality (O Sholehuddi, et al, 2009: 32-33).

The competence of new employee is considered professional if they are able to build a work culture based on a strong sense of heart and mind, so that the heart can control positive behavior in carrying out tasks and daily work and are not trapped with negative passions such as corruption, collusion and nepotism. Meanwhile, mind can control the work so that it can make a work culture that performs well in an organization or institution.

Professional human resource development is a form of building a good work culture in an organization or institution. "To show professional behavior of the employees, it is necessary to improve the quality of knowledge, hard and soft skills as well as to have a future vision, and broad insight for ideal members of organizations or institutions so that they can avoid negative impressions of the work culture. (Arifin Mongilong, 2018: 2). The more professional the employee is in carrying out the duties and work entrusted to him, the better the work culture will be embodied by the employee.

Building a Work Culture Through Improving the Integrity

In developing human resources, there are often failures in establishing the integrity of employee in an organization or institution. Failure is not only a matter of honesty, ethics, and morals, but what is very detrimental to an organization or institution is failure to develop their character and skills. So that

they can play an active role in realizing a performing work culture (Falentina, 2018: 48).

Employees or new employees are considered to have integrity if they are able to comply with the technical and ethical standards of the organization. Work integrity of employee must have similarities between speech and creation, between ability and performance, and between ideals and work culture. The integrity of a person is a reflection of organizational culture behavior. If the employees have high and good integrity, the good work culture will develop in an organization or institution.

Human resource development is very important to build, and it is recognized as an attitude of integrity of the employee. Cultivating an attitude of integrity is a reflection of a good work culture. An attitude of integrity is a spirit that can transmit truth, justice, and togetherness in realizing the vision and mission of an organization or institution. The radiance of the spirit of integrity will not be extinguished because of worldly tricks that undermine the authority of an organization or institution.

Building a Work Culture through Improving the Commitment

The attitude of commitment is an integral part in building a work culture. An attitude of commitment always upholds justice and truth. It can encourage employee to work based on their abilities, hard and soft skills in every activity carried out to get career development opportunities (Koman and Naomi, 2017: 307)

There is always someone who has a work culture in the attitude of commitment. A good work culture is always inherited by employees who have a commitment to openness and togetherness in acting and acting to achieve common goals in the organization. If the employees have high integrity the sincerity and trustworthiness will develop in their work.

Establishing an attitude of commitment to work in employee is very urgent to do in human resource development because employees who have high knowledge and skills will have a commitment to the creation of principles to work with a sincere heart and worship. This kind of commitment gives the truth and justice as the spirit of work.

Building a Work Culture through Improving the Discipline and Responsibilities

In an organization or institution, discipline and work responsibilities are an important part of building a work culture. The discipline and responsibility can be developed through human resource development. "A work culture can develop if employees have discipline and responsibility at work. Employee who are disciplined and have responsibility for work can encourage them to always obey the applicable regulations and are always active and creative with the tasks assigned to them in an organization or institution "(Astadi Pangarso and Putri Intan Susanti, 2016: 147).

In building a work culture, disciplined and responsible human resources are highly demanded (Astadi Pangarso and Putri Intan Susanti, 2016: 148). Discipline in work greatly affects the behavior of employee. "Indicators that affect performance can be in the form of punctual work attendance, adherence to applicable obligations and regulations, adherence to work standards, always being vigilant and careful in working, and having work ethics" (Mardi Astutik, 2016: 145-146). Responsibility at work also influences the performance of the employees in the form of the quality of results, willingness to take risks, having assignments, being tied to duties, and having good social relationships with superiors and co-workers.

The development of employees is highly required to have an attitude of discipline and responsibility of their work because through this attitude, it plays a major role in creating a work culture that is obedient to applicable regulations and it is very trustworthy and always sincere in their work. , and his morality is a role model for colleagues, especially in the terms of maintaining togetherness and kinship. This attitude of discipline and work responsibility can create an active and creative work culture and continue to make innovations to improve their performance.

Building a Work Culture through Improving the Exemplary of Good Behavior

One of the most important elements in developing human resources is creating exemplary of good behavior in employee. The higher the exemplary attitude of the employee, the higher the positive work culture will appear in an organization or institution. Employees who have exemplary of good behavior make a significant contribution to the development of an ideal work culture in an organization or institution (Novia and Margi Wahono, 2017: 54). This idealistic

attitude greatly influences the formation of a work culture that performs in an organization or institution.

Attitudes and exemplary of good behavior of employee can create a work culture of mutual respect with fellow colleagues, feel the same and share a struggle at work and as a good example for all parties, especially by colleagues. It becomes an example for those who follow it, for people who want to imitate their movements and it would become a noble ending for them.

The development of employees who have an exemplary of good behavior is important because the knowledge and skills possessed by employee will have no meaning if they are not attacked by strong soft skills at work. Soft skills are the most important element of other elements in building a work culture that is admired and coveted by all parties, especially for these organizations or institutions. Positive behavior will radiate positive cultural values, such as smiling, not being arrogant, not easily angry, and captivating all parties for people to work with him.

CONCLUSION

Based on the results of the discussion, it can be concluded that in building a work culture in an organization or institution, quality human resources are needed. Human Resource Development quality has a significant influence in building a work culture. So to build a good work culture can be done through human resource development models include: a model for enhancing the professionalism, integrity, discipline and responsibilities, and exemplary of good behavior. All these human resource development model reinforce one another in building a good work culture in an organization or institution.

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