# ORGANIZATIONAL BEHAVIOR AND CULTURE IN EDUCATION

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**Abstract:** Organizational behavior is a field of study that examines habits, behavior, and the impact of individual involvement with organizations that influence processes within organizations such as in organizations or educational institutions. Organizational culture in education is something that is carried out continuously, making it a characteristic of an educational institution. Organizational behavior and culture in education is a unit that forms a structured system and shapes individual behavior patterns in organizations or educational institutions. The objectives of this research are 1) the concept of organizational behavior in education; 2) the concept of organizational culture in education; 3) behavioral and cultural characteristics of educational organizations. The research method used is a library study that focuses on literature, books, notes and published scientific information. The results of this research are 1) organizational behavior is a study that discusses individuals to obtain information in making decisions to make rules that can be used according to the conditions and situations of the educational environment; 2) organizational culture is the basic assumptions developed within an organization, to serve as a guide for the attitudes and behavior of all its members; 3) the characteristics contained in organizational behavior and culture in education are habits that are carried out repeatedly or continuously in learning to produce a certain behavior and culture that has characteristics that are different from other aspects.

**Keywords.** *Behavior, Culture, Organization, Education*

**Abstract:** *Perilaku organisasi merupakan bidang studi yang mengkaji tentang kebiasaan, tingkah laku, dan dampak keterlibatan individu dengan organisasi yang mempengaruhi proses di dalam organisasi seperti di organisasi atau lembaga pendidikan. Budaya organisasi dalam pendidikan merupakan suatu hal yang dilakukan secara terus-menerus sehingga menjadikan hal tersebut sebagai karakteristik dalam suatu lembaga pendidikan. Perilaku dan budaya organisasi dalam pendidikan merupakan satu kesatuan yang membentuk sebuah sistem yang terstruktur dan membentuk pola tingkah laku individu di dalam organisasi atau lembaga pendidikan. Tujuan dari penelitian ini adalah 1) konsep perilaku organisasi dalam pendidikan; 2) konsep budaya organisasi dalam pendidikan; 3) karakteristik perilaku dan budaya organisasi pendidikan. Metode penelitian yang digunakan adalah studi pustaka yang berfokus dari literatur, buku, catatan, dan informasi ilmiah yang dipublikasikan. Hasil penelitian ini adalah 1) perilaku organisasi merupakan kajian yang membahas tentang individu-individu untuk mendapatkan informasi dalam pengambilan keputusan untuk membuat aturan-aturan yang dapat digunakan sesuai dengan kondisi dan situasi lingkungan pendidikan; 2) budaya organisasi adalah asumsi dasar dikembangkan dalam suatu organisasi, untuk dijadikan pedoman bagi sikap dan perilaku seluruh anggotanya; 3) karakteristik yang terkandung di dalam perilaku dan budaya organisasi dalam pendidikan adalah kebiasaan yang dilakukan berulang kali atau terus menerus dalam pembelajaran menghasilkan suatu perilaku dan budaya tertentu yang memiliki ciri khas yang berbeda dengan aspek lainnya.*

**Kata Kunci:** *Perilaku, Budaya, Organisasi, Pendidikan*

## A. INTRODUCTION

Organizations are places where people can express themselves and the ideas that come to mind. Organizations give people the opportunity to create new ideas that come to mind. Another experience that many people do not know is that organizations can also meet a person's basic needs. Grenberg and Baron argue that organizations are structured social systems consisting of groups and individuals who work together to achieve mutually agreed goals. Organization, according to Gibson,

Ivancevich, Donelly, is a form of action that allows people to achieve what individuals acting alone cannot achieve. As with organizations, experts' opinions regarding organizational behavior vary widely. Furthermore, he believes that organizational behavior is the study of the influence of individual, group, and set (structure) behavior in an organization, with a view to applying the knowledge gained with the aim of improving the efficiency of management of an organization (Jailani 2022:123).

An organization is also a social system, the complexity of which is revealed through the different types, levels, patterns and multiple interactions involved in achieving goals. An organization can also mean a social unit based on a group\people interact with each other according to a certain model so that as a resultall members of the organization have their own tasks and responsibilities, of whichthey have common goals, such as and have clear boundaries, as a result from which they can be separated from the environment\ strictly separate(Adi 2023:252). In essence, the existence of organizations is created for the benefit of society. Like it or not, people must be able to organize, manage, and expand existing organizations, from the smallest to large-scale organizations. This is where the need for organization as a science or art of organizational management is required for humans (Syukran et al. 2022:97).

Organizational management is a system or another medium that receives input in the form of goals and objectives and the results to be achieved according to the plan. The role of the administrative function in the operation of the organization is very important to achieve the desired goals, because the administrative function is process oriented, which requires effective human resources, knowledge and skills to achieve success(Sartika 2022:79). In organizational strategy, the goal is to create cooperation among personnel involved in the organizational structure. Organizational development is a means to achieve organizational goals that can adapt to the times. The purpose of organizational development is to establish more effective personal relationships between managers and employees at all levels of the organization to eliminate any communication barriers that arise, both interpersonal and group (Amri et al. 2021).

The study of organizational behavior involves examining organizations from various perspectives, methods, and analyses. Whenever people interact in an organization, many factors come into play. The study of organizational behavior seeks to understand and model these factors. Like all social sciences, the study of organizations aims to control, predict, and explain. There is some controversy regarding the ethics of controlling employee behavior. Therefore, organizational behavior and industrial psychology are sometimes accused of being tools of power and responsibility. Despite these allegations, organizational behavior can play an essential role in the growth and success of an organization (Muhammad Ramaditya and Rudy Irwansyah 2021:20). Organizational behavior as individual behavior in an organization, in an educational organization involving many members, both as teachers, staff and employees, therefore in organizations there are different individual behaviors both from their emotional and intellectual levels. Therefore, a leader plays an important role in overcoming these different behaviors. In this way, differences within the organization can be organized and not cause fatal conflicts for the organization(Ayunisyah, Harmi, and Asha 2022:1438)

The form of cultural application in an organization is now more often called organizational culture. Many experts define corporate culture differently because each expert has a different perspective. Organizational culture is considered a set of basic assumptions or belief systems, norms, and values developed in an organization, which serve as guidelines for attitudes and behaviors for all organization members to address problems of internal integration and external adaptation.

Organizational culture is the fundamental philosophy of an organization that comprises shared beliefs, norms, and values, shaping the primary characteristics of how things are done in the organization. These beliefs, models, and values serve as guidelines for all resources in the organization (Syihabuddin 2019:112–13). Research from Rafsanjani, et al shows that organizational culture is a characteristic that is guided by, shared by members in the organization. Being in a school environment means we follow the characteristics of the school organization. A school organization is an organization or forum that houses all elements (citizens) in the school depending on their

respective duties and functions. For example, a teacher is supervised by the MGMT (Subject Teachers' Conference) and also the KKG (Teachers' Working Group), then if the students are shaded by the OSIS (Intra-School Student Organization), and the Principal is shaded by the MKKS (School Principals' Working Conference). These are the organizations in schools according to their respective main tasks and functions.(Rafsanjani et al. 2023)

To get to know and understand the values conveyed in the organization, it is necessary to study the characteristics of organizational culture. According to Robbins, organizational culture has seven characteristics, namely:

1. Individual autonomy.
2. Structure.
3. Support.
4. Identity.
5. Performance reward.
6. Conflict tolerance.
7. Risk tolerance (Soetopo 2010:49).

The characteristics that exist in organizational culture are values that are agreed upon for solving a problem in the internal and external organization. The matters contained in the organization can be discussed through communication between individuals to achieve the organization's goals.

The function of culture in the organization is explained by Brown, namely:

1. Suppress internal conflict.
2. Organize supervisory coordination.
3. Suppressing doubts.
4. Motivating organization members
5. Creating a competitive advantage (Brown 1990:89).

The organization's consistency will endure when organizational culture's benefits are realized. A successful organization can effectively implement its corporate culture as it serves as a means of problem-solving, fostering shared beliefs, values, and practices, which are subsequently translated into organizational behavior. The impact of organizational culture becomes evident in work performance, factors contributing to improved performance, the relationships between leaders and subordinates, and the overall success or failure of an organization. Organizational culture is a pattern of basic assumptions discovered, created or developed by a particular group with the goal that the organization learns to overcome or solve problems arising from external adaptation and internal integration that has gone well enough to be taught to new members as the proper way to understand, think and feel problems.(Bakhri, Harjadisastra, and Khiswari 2022:1267)

In education, organizational behavior and culture are continually nurtured and cultivated to instill life values and attain goals that foster a positive culture. Leadership plays a key role in the direction, goals and success of the given goals.(Juhji et al. 2020:117) Education is pivotal in nurturing small, valuable habits that shape individuals' behavior and culture. Effective communication is vital in developing educational, organizational behavior, and culture. Implementing cultural elements in education can be achieved through consistent habits and adherence to written rules that serve as daily guidelines.

## B. RESEARCH METHODS

The method presented in this article uses library research with a qualitative approach, namely a data collection method by investigating and studying theories from various publications related to the research. Nazir revealed that library research is a data collection technique by conducting a comprehensive study of books, literature, notes and reports related to the existing subject matter (Roesnilam Syafitri and Nuryono 2020:56). Bibliographic sources come from books, journals, magazines, research results (theses and dissertations) and other convenient sources (internet, newspapers, etc.) (Yufarika 2023:157)

According to Zed, studying library science includes four stages: preparing the necessary documents, preparing work folders, organizing time, and reading or recording research materials

(Adlini et al. 2022). This research method structures and shapes ideas about organizational behavior and culture in education. Data collection techniques in library research can be documentation, namely searching for information about issues or variables in the form of notes, books, articles or papers, journals, etc. Research tools used may include checklists for classifying research materials, writing charts/maps and research note formats (Sari and Asmendri 2020:45).

## C. RESULTS AND DISCUSSION
## 1. Basic Concepts of Organizational Behavior

There are several definitions of organizational behavior from experts, among others:

a. Sutrisna Hari, organizational behavior is a field of study that examines the dynamics within organizations resulting from the interaction of members' unique characteristics and the specific attributes of its members, as well as environmental influences.

b. Joe Kelly, organizational behavior is a field of study that investigates the characteristics of organizations, including how they are formed, grow, and develop (Widyanti 2019:14).

c. Thoha, organizational behavior is a study that deals with factors related to organizational behavior.

d. Hanggraeni, organizational behavior is a field of study that investigates individuals and structured groups' influence in applying scientific principles.

e. Robbins, organizational behavior is a scientific field that explores how individuals, groups, and organizational structures influence the behavior of people involved in them, to enhance organizational effectiveness through knowledge sharing.

Based on some of the definitions of organizational behavior mentioned earlier, organizational behavior is a scientific study that examines individuals to gather information about their habits, behavior, performance, and the influence of individual involvement within the organization (Duha 2018:8–9). Sutrisna Hari and Joe Kelly focus on the dynamics and characteristics of organizations when discussing organizational behavior, whereas Hanggraeni and Robbins stress how behavior influences organizations.

Organizational behavior primarily arises from how individuals within the organization behave. When we study topics related to organizational behavior, we are essentially discussing individual behavior. Hence, the focus of research in organizational behavior is mainly on the internal aspects of an organization (Ainur Rofiq 2019:106). The foundational framework of organizational behavior consists of two components: individuals who exhibit behavior, whether it's individual behavior, group behavior, or organizational behavior. The second component is the formal organization as a container for behavior. The second component is the formal organization as a container of behavior.

The scope of organizational methods is connected to the effectiveness of the work processes employed in performing management functions. Simultaneously, the concept of organization and method among management, organization, and work processes is an inseparable unity, implying that if the work process functions effectively, it is expected that the implementation of management functions in the organization will proceed smoothly. Organizational behavior is crucial for application in an organizational environment because it can influence the personality of those involved. Hence, organizational behavior is beneficial for organizational actors to understand the characteristics/personalities required for effective behavior within an organization (Widyanti 2019:16–17).

## 2. Elements of Organizational Behavior

The elements that will affect the organization are as follows

a. Individuals

Individuals who comprise organizations possess souls, thoughts, and feelings. They constitute the internal social system of the organization, encompassing individuals, groups, and larger entities, including small groups. People within a group are sentient beings with

thoughts and emotions that can contribute to the organization's ability to achieve its goals.

b. Structure

Structure determines the official relationships among individuals within the organization. Various roles are required to carry out all activities and functions within the organization, including managers, clerks, accountants, and more. These individuals must be interconnected in a specific structured manner for their work to be effective.

c. Technology

Technology is a highly influential factor within an organization. It is a supportive element, encompassing activities such as constructing buildings, designing and assembling machinery, creating work processes, and managing resources. The resulting technology has a profound impact on work relationships.

d. Environment

Factors that influence people's attitudes affect working conditions and create competition for resources and power. The external environment must be considered when examining the behavior of individuals within the organization and the context in which the organization operates. Organizations comprise large systemic components with numerous interconnected elements, including government, family, and other organizations. All of these elements influence one another in a complex system that shapes the lifestyle of a group of people. The external environment affects people's attitudes, influences working conditions, and produces competition for resources and power.

## 3. Organizational Behavior in Education

In Law No. 20 of 2003 regarding the Education System, it is stated that education is a deliberate and planned effort to create a learning environment in which students actively develop their potential, including religious and spiritual strength, self-control, personality, intelligence, noble character, and the skills needed by both themselves and society.

The broad definition of education is life itself, which means that education encompasses all knowledge acquisition that occurs throughout one's lifetime, in all places and situations that positively influence the growth of each individual, extending throughout their entire life (lifelong education). In a narrower sense, education refers to formal institutions such as schools and universities, specifically to individuals with student status.

Organizational behavior, as a field of study, possesses the capability to identify, analyze, and explain various types of behavior, habits, performance, and the impact of individual participation in education, with the goal of conscious and planned learning to develop individual potential, especially among students.

Organizational behavior in education can help decision makers in making rules that can be used according to the conditions and situations of the educational environment. Leaders of educational institutions must be able to be creative and respond to the challenges and obstacles faced by the educational institutions they lead in order to meet community expectations in developing the potential and competencies of teachers and students. So, the vision and mission of an educational institution that has been determined is able to run straight and produce maximum output according to planning. With organizational behavior, a leader is also required to be able to read the opportunities and challenges that the educational institution he leads will likely face.

## 4. Organizational Culture in Education

The study of organizational culture has been conducted for a long time, and many definitions have been formulated by management experts. The word 'culture' originates from the term 'majemuk budi-daya,' which means the power of the mind. 'Budi-daya' refers to empowering the mind, similar to what is known as 'culture' in English. The word 'culture' has its origins in the Latin word 'colore,' originally meaning processing or doing something. Over time, the meaning of the word 'culture' evolved to encompass all human efforts and abilities to shape nature. The term 'culture' is then

translated into 'culture,' signifying the same concept, or simply 'culture.' In Arabic, the term is 'tsaqafah.

According to Rivai, an organization is a place that can provide space for those who seek development and assist them in achieving results they could not attain independently. The application of culture within an organization is now more commonly referred to as 'organizational culture.

Organizational culture is considered a set of fundamental assumptions or belief systems, norms, and values developed within an organization. These elements guide the attitudes and behavior of all its members in addressing issues of internal integration and external adaptation. (Syihabuddin 2019:112)

Within an organizational culture, effective communication is crucial for convincing and impacting various aspects of people's lives. Hence, organizational culture possesses the capacity to mitigate the repercussions of well-planned organizational changes. Additionally, it can either facilitate or impede the process of organizational change. Jumadi categorizes organizational culture into three types:

a. Positive culture supports the enhancement of educational quality.
b. Negative culture obstructs the improvement of educational quality.
c. Neutral culture neither aids nor hinders the quality of the educational process (Anggreni 2021:51).

Education, as a process of knowledge and value transfer, poses challenges and expectations for future generations. The organizational culture presented in education is linked to a value system established based on various guidelines, including governmental and religious ones. From these central values, rules are derived and applied in daily life. From waking up to going to sleep, culture is embedded in every aspect of life.

Education is a process where educators (parents or teachers) provide teachings and input that encompass academic knowledge and life values. These values are implemented in daily life and become an unwritten system of meaning for the learners. Repeated practice of these small habits makes it easier for learners to discern what is right and wrong, eventually evolving into a culture.

The field of education is not limited to educators and students; it also includes leaders and subordinates. The creation of a positive organizational culture in the educational environment largely depends on the leaders who set examples and put them into practice. For instance, if there is one lazy individual within a group of diligent workers, that person may feel discomfort in their laziness when surrounded by industrious colleagues. In response, the lazy individual may attempt to match the work ethic of their peers. This demonstrates how organizational culture can indirectly influence others when practiced consistently.

The stages of formation and maintenance are frequently applied in educational environments, particularly within educational institutions. This includes the development of the institution's vision, mission, and goals, the implementation of rules, habituation within the environment, and the use of rewards and punishments for students. Culture is like a set of fundamental beliefs formed by a specific group to help them deal with outside changes and inner unity in a formal and effective manner. These beliefs are passed on to new members as the right way to comprehend, think, and feel about these issues.(Basyit 2020:47)

According to Peter Senge, there are 5 forms of achievement in educational organizational culture, namely as follows:

a. Personal knowledge is a culture and organization that is applied so that everyone in the organization can act and see themselves.
b. Mental models are the basic principles of educational organization. It is further defined as a contemplative activity carried out continuously so that we can complete the picture around us and see how this picture shapes our actions and decisions.
c. A shared vision is a description of an organization and organizational activities that unites people with a planned and definite goal.

d. Learning is a collective conversational and thinking skill within an organization. We can develop conversation skills and collective thinking skills to improve intelligence and organizational skills.

e. Systems thinking is a conceptual framework that allows analyzing and thinking about the unity of all the principles of a learning organization.(Syafriani and Ramadhani 2023:82)

Of the five forms of achievement, researchers analyze that organizational culture in education is identical to the rules and individuals that have been planned, implemented, and become a characteristic or model image in educational organizations, namely schools. Therefore, school stakeholders play an important role in realizing the organizational culture contained in the school's vision and mission, not only the principal/school leaders, but all residents in the school environment also participate in taking part in the culture of the educational organization so that the school has different characteristics. with other schools.

## 5. Functions and Structure of Organizational Culture

According to Nelson and Quick, organizational culture serves four fundamental functions: fostering a sense of identity and strengthening commitment to the organization, providing a framework for members, reaffirming values within the organization, and serving as a mechanism for controlling behavior. A strong culture instills beliefs, behaviors, and established practices without question. Therefore, the role of organizational culture is akin to a social adhesive that unifies members in pursuit of organizational objectives, aiding in the definition of values that all stakeholders should uphold. Additionally, it acts as a control mechanism governing the behavior of all constituents(Hairi and Syahrani 2021:82).

There are two primary types of organizational structures: centralization and decentralization. Between these two structures exist some hybrid models, which exhibit varying degrees of centralization while also incorporating elements of decentralization. To elucidate further, the specifics are as follows:

a. Centralized Structure

In countries where educational institutions operate under a centralized system, power and responsibility are concentrated in central government institutions, with local governments having minimal or no involvement in their management. Educational institutions adhering to a centralized system mandate that principals, teaching staff, and education personnel execute their duties and responsibilities with stringent adherence to laws, regulations, and directives received from central authorities through their hierarchical superiors.

b. Decentralization Structure

In countries with decentralized educational institutions, education is not the purview of the central government but falls under the jurisdiction of local governments and communities. School oversight is entirely at the local level. Central government intervention is limited to obligations related to land subsidies, surveys, consultation, advice, and foreign education programs. By implementing this decentralized educational organizational structure, school principals assume the role of professional leaders with direct and broad responsibilities for their school's outcomes, being directly accountable to local government and the community (Hairi and Syahrani 2021:83).

## 6. Characteristics of Organizational Behavior and Culture in Education

According to Stephen P. Robbins, organizational culture has a number of characteristics, these cultural characteristics are several objective factors that influence members' subjective perceptions of all parts of the organizational system. Perceptions that accept or reject employees determine whether an organizational culture is strong or weak. A strong culture is characterized by the main values of the organization being strongly held, well managed, and widely accepted as well as a feeling of joy among members, where they feel attached and loyal to these values, then the culture can be said to be getting

stronger. This cultural condition will affect the organization's performance and competitiveness in the long term.(Hadijaya et al. 2023)

Based on theory by Stephen P. Robbins, seven main characteristics are considered capable of capturing organizational culture:

a. Innovative steps and courage to take risks. Reforms must be planned and analyzed well by the leadership of educational institutions so that they are able to respond to community needs and are able to take possible risks that will occur in the reforms that will be carried out.

b. Focus on details and work results. Leaders of educational institutions must have detailed abilities with the rules that will be applied and be able to estimate the results or output of the plans that have been made.

c. Production orientation. Leaders of educational institutions focus on the results of policies that have been made rather than the process of implementing these policies.

d. Orientation to stakeholders. Effective human resource management has a high priority in organizations.

e. Teamwork orientation. Policy implementation is carried out together and supports each other without any coercion so that group work takes priority over individual work.

f. Aggressiveness and enthusiasm. With the existence of an organizational culture, it is hoped that all stakeholders will be motivated and move more aggressively and competitively in carrying out the tasks and duties that have been given.

g. Control. Organizational stability is needed to maintain the status quo of the organization, in this case an educational institution, so synchronization and cooperation from parties in the environment is needed. educational institutions.

## D. CONCLUSIONS

Based on the findings and discussion regarding organizational behavior and culture in education, it can be concluded that the concept of organizational behavior in education is a study of the habits of individuals which are the characteristics of all stakeholders within the educational institution environment, namely schools and school leaders have an important role. in shaping organizational behavior in schools; Organizational culture is the result of continuous habits that produce characteristics and are carried out by all members of the school environment. The characteristics of organizational behavior and culture in education are shown by habits that are oriented towards several things such as being innovative and taking risks, focusing on details and results, orientation towards results, orientation to the whole community in educational institutions, motivation and organizational control.

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