



IMPLEMENTATION OF ORGANIZATIONAL CULTURE BY FUNCTIONAL WIDYAISWARA ON HUMAN RESOURCES DEVELOPMENT AGENCY OF SOUTH SULAWESI PROVINCE

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ABSTRACT

The research problem in generally is how the application of organization culture by functional widyaiswara in implementation of organization goal on Human Resources Development Agency of South Sulawesi Province. The research approach in qualitative descriptive with type of research is phenomenon to illustrate in narrative or textual in observed of application the organizational culture on Human Resources Development Agency of South Sulawesi Province. The technique of data analysis through the gathered of information, reduction, display and preparation of information, take of conclusion or verification. The application of organizational culture by widyaiswara functional on Human Resources Development Agency of South Sulawesi Province showed that the organizational culture such as innovative, attention, result oriented teamwork, aggressive and stability in work to actualization of widyaiswara that increased the organization goal. Widyaiswara must have the ability that innovative in applied of task, appointment of high attention suitable with the competence, widyaiswara able to achieve of result oriented suitable with the goal, able to development of team work with doing of aggressive and achieve of stability in work. The six of organizational culture have the important role in achieved of organization goal.

KEYWORDS: Organizational Culture, Innovative, Attention, Result Oriented, Teamwork, Aggressive and Stability in Work.

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INTRODUCTION

Human Resources Development Agency of South Sulawesi Province in responding to various dynamics of environmental change of organization strategy, both internal and external, determined to realize South Sulawesi region as the leading region in Indonesia through local approach of careful and wise local independence. Realizing that the vision of South Sulawesi Province is "South Sulawesi as the main area of national development and the symbol of prosperity acceleration network in 2018", moving from that vision, then the foundation of the vision of Human Resources Development Agency of South Sulawesi Province is "Leading in Innovation of Human Resource Development Based on Competency".

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This vision statement contains the foremost understanding as a picture of the position/place that objectively and elegant to be achieved in the future by Human Resources Development Agency of South Sulawesi Province. Innovation is a reengineering activity aimed at developing the practical application of new values and scientific contexts or new ways of applying science and technology to various forms of service. Development is a gradual process of change toward a higher, wider and deeper tendency that can thoroughly create perfection or maturity. Competence is a person's ability to deal with situations and circumstances in his work.

The mission of Human Resources Development Agency of South Sulawesi Province is to realize the vision of Human Resources Development Agency of South Sulawesi Province. The mission established from vision are: 1) realizing the planning and development of competency-based training program; 2) realizing the implementation of education and training based on quality management system and information technology based; 3) expanding the network with stakeholders; and 4) realize commitment to regulation of education and training. Understanding the vision and mission mentioned above, in reality is not easy, because it takes consensus together in providing an activity of human resource development services to the Regional Government Work Unit, Government and Private parties to be given education and training oriented to innovation, independence and competence.

This time South Sulawesi Province provides of human resources development services. It is very necessary functional *widyaiswara* who is able to understand and addressed the contribution of organizational culture in developing of quality human resources. *Widyaiswara* plays an important role in the implementation of human resources development effort. Therefore, it is important to pay attention to the share of the *widyaiswara* as the main pioneer of human resources development.

The existence of functional *widyaiswara* have important role as the position and main duty *widyaiswara* regulated in the Regulation of the Minister of Administrative Reform and Bureaucratic Reform of the Republic of Indonesia No. 22 of 2014 about Functional Position *Widyaiswara* and Credit Score. In article 3, *widyaiswara* is a functional officer in the field of education and training at the Government Training Institution that is the position of State Civil Apparatus occupied by civil servants. Article states that the main duty of *widyaiswara* is to implement the training of civil servants, evaluation and development of training on government training institutions based on assignment letter or warrant from the Head of Training Institution concerned. Given the importance of the duties of *widyaiswara*, then things that become adhesive to develop the existence of functional *widyaiswara* in realizing the development of human resources, is determined by the contribution of organizational culture. According to Robbins (2009), organizational culture is a system of meaning that attaches its members to have a consensus together to realize the goals of the organization. The system of meaning in question is the value system embraced by *widyaiswara* in accordance with the value of organizational culture carried. The existence of organizational culture strongly encourages functional *widyaiswara* to be able to perform its main duty in providing human resource development according to organizational goals.

The organizational culture plays important role for a functional *widyaiswara* in expanding the vision and mission of the organization in order to develop human resources. There are six essential elements of organizational culture that must be actualized well in an

organization. The theory of cultural essence proposed by Robbins (2009) that there are six essence of organization culture that plays an important role to realize the success of the organization. The six essentials of organizational culture are innovation, attention, result orientation, teamwork, aggressive and work stability. These six essences play an important role in the development of the duties of widyaiswara to realize the development of human resources.

The fact that is seen in Human Resources Development Agency of South Sulawesi Province, implementation of organizational culture has not institutionalized as expected. Understanding widyaiswara in the development of organizational culture has not been oriented to a habit that binds widyaiswara to have an innovative soul, attention, result oriented, teamwork, aggressive and create work stability. Six things that become an assessment of organizational culture have not been applied consequently by widyaiswara.

Taking into account the application of organizational culture that has not been well instituted, making widyaiswara less actualize well in line with the consensus together to develop human resources. The application of the functional organization culture of widyaiswara has not been well implemented which can cause the development of human resources not yet optimal in accordance with the expected organizational goals. The examples widyaiswara are still less innovative in developing a variety of information and results of up-to-date tactics. Widyaiswara also less pay attention to the big issues of human resource development to training participants, lack of work orientation in development of credentials held, tend to work individually, passive, and less able to realize a stabile and conducive work as a whole. Therefore, the implementation of organizational culture has not been actualized properly.

There is a need to identify problems that need to be raised related to the implementation of functional organization culture widyaiswara. These need to be improved and fixed in developing the task of human resource development in realizing organizational goals, as: 1) the soul of work innovation is still low owned by widyaiswara, so need to be improved in the development of human resources; 2) lack of attention to the field of work in the development of human resources; 3) work orientation still needs to be improved in the development of human resources; 4) a working team that has not been solid in human resource development; 5) the ability of aggressiveness of work is still low in the development of human resources; and 6) have not been able to develop work stability in line with human resource development. The six essences of this organizational culture for the widyaiswara have not been well implemented, especially in Human Resources Development Agency of South Sulawesi Province in developing the implementation of tasks assigned to the organization, and on this basis the authors focus by choosing the title of "Implementation of Organization Culture by Functional Widyaiswara on Human Resources Development Agency of South Sulawesi Province".

The main problem in writing this in general is "how the implementation of organizational culture by functional widyaiswara in implementation of organization goal on Human Resources Development Agency of South Sulawesi Province". Specifically the problems are below.

1. How the application of organization culture of innovation by functional widyaiswara in realizing organizational goals?
2. How the application of organization culture of attention by functional widyaiswara in realizing organizational goals?

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3. How the application of organization culture of result orientation by functional widyaiswara in realizing organizational goals?
4. How the applications of organization culture of team work by functional widyaiswara in realizing organizational goals?
5. How the application of organization culture of aggressively by functional widyaiswara in realizing organizational goals?
6. How the application of organization culture of work stability by functional widyaiswara in realizing organizational goals?

LITERATURE REVIEW

Before understanding the study of organizational culture, then first need to understand what is meant by culture, organization and organizational culture. According to Robbins, (2006:14) culture is a set of values that are studied, believed, have a standard of knowledge, moral, laws and behaviors conveyed by individuals, organizations or societies to act according to the basic custom of looking at themselves. Handy (2007:58) states the organization is a group of more than one person who cooperate based on interests and goals to be achieved. Patricia (2007:19) states the organizational culture is a set of ideology, symbols and core values are complex in influencing the way the view of the organization.

The fundamental organization culture theory proposed by Algerrow (2008:33) that advanced and modern organizations have a fundamental philosophy that binds every member of the organization to the value of cultural glue in promoting the organization or company. The value of the adhesive culture of the organization in question is the sensitivity, freedom, courage and openness in managing the organization.

According to Muchlas (2008:84), management must be aware of the general type of organizational culture if the organization wishes to change its culture more fully, and recognize the fact that certain cultures prove superior to other cultures. Most behavioral experts advocate the organization culture in open and participatory. In fact, some of them argue further that this open and participative culture has the following characteristics: (1) innovative in work, (2) attention of main task and function; (3) result oriented, (4) developing a solid team work, (5) work aggressively, and (6) always maintain of work stability.

Organization culture has a characteristic that upheld by the organization and a role model organization as a differentiation between one organization with other organization. Organizational culture is defined as the values and norms of behavior accepted and shared by members of the organization as a basic in the rules of conduct contained within the organization. Furthermore, organizational culture theory according of experts such as Susanto (2010) states that organizational culture is the values that guide of human resources to deal with external problems and business adjustment of integration into the company, so that each member of the organization understand the values that exist and must behave or behavior.

In addition, Robbins (2009) states that organizational culture is a system of shared meanings embraced by members who distinguish the organization with others. Gareth R. Jones (2009) defines organizational culture as a shared perception by members of the organization, a system of shared meanings. Meanwhile, Walter R. Freytag (2011) provides a sense of organizational culture as assumptions and values that are consciously able to bind the cohesiveness of an organization. These assumption and values determine the behavior patterns of members within the organization.

Larissa A. Grunig (2008) states that organizational culture is the totality of values, symbols, meanings, assumptions and expectation that can organize a group work in together. Luthans (1998) provides the definition of organizational culture that is the norm and value that direct the behavior of members of the organization, every member of the organization will be behavior suitable with the culture which accepted by its environment. Sarpin (1995) states the definition of the organizational culture is a system of values, beliefs and habits in an organization that interact with the structure of formal systems to produce organizational behavior norms. Schein (2012) definition of organizational culture is a pattern of basic assumptions found, created or developed by a particular group, with the intention that the organization learns to overcome and overcome problems arising from external adaptation and internal integration that has been running well enough, so it is necessary is taught to new members as the right way to understand, think and feel with regard to the problem.

Mondy and Noe (1996) argue that organizational culture is a system of shared values, beliefs and habits within an organization that interact with their formal structures to create behavioral norms. Hodge, Anthony and Gales (1996) stated that organizational culture is a construct of two level of characteristics, observable and unobservable organizations.

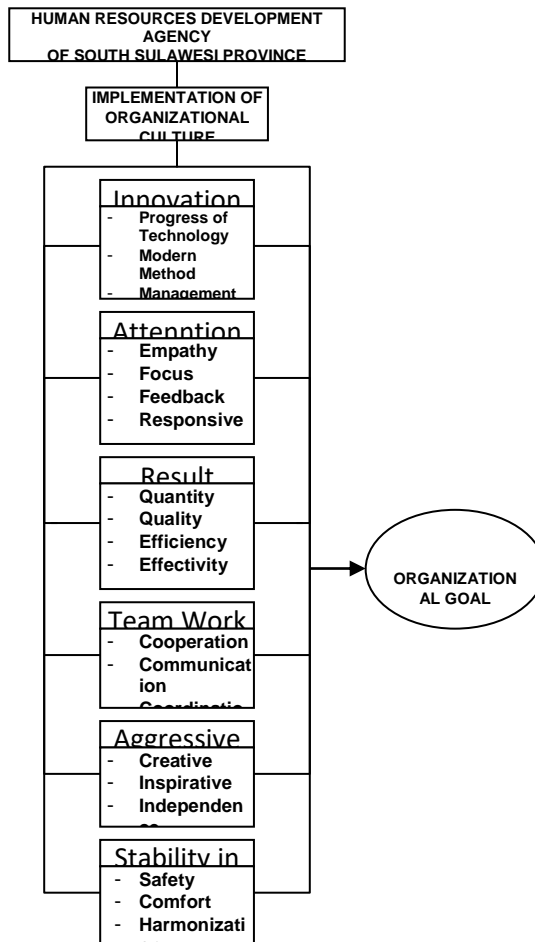


Figure 1: Conceptual Framework

METHOD

The approach used in this paper is qualitative descriptive approach and the type is phenomenon described in narrative or textual. Sources of data in this paper there are two primary data and secondary data. Primer data is data obtained from the results of direct observation in conducting observations, interview and literature review. In the implementation of the interview. In the implementation of the interview, the informants who become the data source are head of Human Resources Development Agency of South Sulawesi Province, widyaiswara coordinator and functional widyaiswara. While the secondary data is a database that became a reference in conducting review of the study. The target of this writing is Human Resources Development Agency of South Sulawesi Province with which the object is the structural officials, functional officials and executing officials. The focus of writing is the application of organizational culture by functional widyaiswara. Supporting writing instruments used are observation, interview guides, interview, documentation and literature review. Data analysis strategy from the stage of gathering information and then analyzed in accordance with the stage of reduction and presentation of information, verification and withdrawal of conclusions.

RESULTS

Implementation of “Innovation” Organizational Culture by Functional Widyaiswara

Utilization of Technology by Widyaiswara

The form of application technology innovation generally becomes useful tools and maintenance such as computer, fax mile, photocopy, projector and communication facilities and wifi. The result of observation showed that the useful of new technology applied by as part of functional widyaiswara. Still much used of manual method. The researcher does FGDs with head of Human Resources Development Agency of South Sulawesi Province and functional widyaiswara. The obtained FGDs comes to conclusion that “implementation of innovation through useful of technology as the organizational culture not implemented in maximal, remember that not all of functional widyaiswara to focus itself on development of innovation, but regent on development of innovation in teaching material”.

Utilization of Modern Method by Widyaiswara

The form of application of innovation in modern method includes teaching materials, teaching system and methods of supervision and testing. Observation result shows that the use of modern methods has been applied by functional widyaiswara because it is a prerequisite to be mastered and developed. The researcher also conducted FGDs with the head of Human Resources Development Agency of South Sulawesi Province and some of functional widyaiswara. The FGD result comes to conclusion that: “Modern methods become important and necessary for functional widyaiswara, because it is necessary to see of successful by widyaiswara in application of main task and function as the educator and trainer by training participant”.

Utilization of Management Information System by Widyaiswara

Forms of application of innovation management information system include data input, process and output to obtain database information relating to teaching material. The result of observation shows that the utilization of management information system has been applied by functional widyaiswara to give easy in obtaining of data and information about teaching material. The researcher also conduct of FGDs with head of Human Resources Development Agency of South Sulawesi Province and some functional widyaiswara. The FGD result comes to conclusion that: “The implementation of management information system as an innovation of organizational culture needs to be continuously socialized so

that each functional widyaiswara have competence in accessing and operating data and information for input, process and output of data/information on teaching materials of education and training”.

Implementation of “Attention” Organizational Culture by Functional Widyaiswara

Empathy by Widyaiswara

The form of empathy are care to patient in give service, understanding of needs and desire from training participant and hearing of complaint about education and training. The result of observation show that the empathy has been applied by functional widyaiswara to increasing of service, attention in application of main task and functional widyaiswara as part of organizational culture which to be important role in implementation of organization goal. The researcher also conducted FGD with related parties and some functional widyaiswara, so that the FGD result obtained concluded: “For a functional widyaiswara empathy attitude in providing services of educational and training is a form of attention in developing of task and function in implementation organizational culture to realize the creation of service relations humanity between functional widyaiswara with training participant”.

Job Focus by Widyaiswara

The form of application of the focus the work includes the focus in delivering of teaching material, focus in assessing, guiding and training participants. The observation results show that the work focus has been applied by functional widyaiswara to continue to give a proportional attention by prioritizing the work focus to provide the best service to the training participants as a reflection of organizational culture has been understood and and has shaped the character of every functional widyaiswara to always attention with high work focus in achieve the expected goals. The researcher also conducted FGD with related parties and some functional widyaiswara. The FGD result comes to conclusion that: “As functional widyaiswara have expanded the application of organizational culture in the form of attention with the focus of work proportionally and professionally, to create a harmonious relationship between functional widyaiswara with trainees, so that easily develop tasks in accordance with the focus of work in realizing organizational goals.

Feedback of Widyaiswara

The form of application of such feedback, among others, skill, reliability and high professionalism of work is given to the training participants on the demands of the desired needs. The result of the observation shows that the feedback has been applied by functional widyaiswara as the application of organizational culture that always give attention to the activity of the service of educational and training. The functional widyaiswara give real feedback to training participant, especially the skill in serving, the reliability of serving and professionalism in conducting education and training. The researcher also conducted FGD with related parties and some functional widyaiswara, so that the FGD result obtained concluded: “The organizational culture has encouraged of functional widyaiswara have high attention in doing feedback on the activities of service educational and training, in particular providing competent service, reliable and professional in order to realize the goals of organization in field of education and training.

Responsive of Widyaiswara

The responsive form of compliance involves listening to complaints, receiving complaints, accepting criticisms and constructive suggestions. Observational results show that the responsive has been applied by functional widyaiswara as the implementation of organizational culture reflected by the desire and high desire of functional widyaiswara always willing to listen to complaints, ready to receive responses to the lack of material delivery and willingness to receive criticism and suggestions, which build for realization of a

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responsible culture. The researcher also conducted FGD with related parties and some functional widyaiswara, so that the FGD result obtained concluded: "The reflection of organizational culture that is commonly applied by functional widyaiswara that always have high attention to responsive from various deficiencies in carrying out the task of educational and training. Functional widyaiswara becomes natural and humanity if willing to accept complaints, always listens to complaints, happy to be criticized and given constructive suggestions in order to realize a responsive organizational culture".

Implementation of "Result Orientation" Organizational Culture by Functional Widyaiswara

Work Quantity of Widyaiswara

The form implementation of work quantity include providing the number of service, often provide continuous guidance and the amount of teaching material are proportional to the number of training participants. The result of observation show that the quantity of work applied by functional widyaiswara has been work oriented in quantity showing the application of organizational culture. This can be seen from the services activity, the frequency of visit to more frequent areas and guidance and continuous training. The researcher also conducted FGD with related parties and some functional widyaiswara, so that the FGD result obtained concluded: "The organizational culture implemented by functional widyaiswara in quantity has been actualized well, because almost all functional widyaiswara provide the number of services, more frequent and well actualized of learning and mentoring activities".

Work Quality of Widyaiswara

The form implementation of work quality include give of good service, sufficient of expected, desire and needs of training participant suitable with expected and goal it. The result of observation show that the quality of work by functional widyaiswara always oriented to result suitable with organizational culture has been actualization with good in give quality of service. The researcher also conducted FGD with related parties and some functional widyaiswara, so that the FGD result obtained concluded: "All of functional widyaiswara to commitment considerate of important the organizational culture which oriented of result based on quality of work in give educational and training service suitable with expected, desire and need would important of educational and training today and in the future".

Work Efficiency of Widyaiswara

The form of implementation of the work efficiency include the functional widyaiswara in carrying work always attention of work time, the accuracy of providing services and always pay attention to the benefits of services provided to training participants. The observation result shows that the efficiency of work implemented by functional widyaiswara shows efficient work work result in accordance with the schedule of activity about educational and training completes all program according of teaching material, and always on time in performing the job consistently according to the level of utilization resulted. The researcher also conducted FGD with related parties and some functional widyaiswara, so that the FGD result obtained concluded: "organizational culture which result oriented in efficiently become important and required by functional widyaiswara in carryout out its duties in order to provide benefits for training participants according to the schedule of activities educational and training, the program of teaching material and the timeliness of completing the implementation of the educational and training activities".

Work Effectiveness of Widyaiswara

The form of application of the effectiveness of the work, namely the functional widyaiswara carry out its duties always considering the useful value of the activities as well as from

considering of budget, energy and though contribution must be run effectively. The result of observation shows that the effectiveness of the work applied by functional widyaiswara has been applied in accordance with effective implementation of organizational culture, where the functional widyaiswara has planned and programmed all its activities in accordance with the principle of work effectiveness. The researcher also conducted FGD with related parties and some functional widyaiswara, so that the FGD result obtained concluded: "For functional widyaiswara always consider the result oriented organizational culture to improve the effectiveness of work by always working proportionally and programmed so as to provide useful results in the development of educational and training activities".

Implementation of "Team Work" Organizational Culture by Functional Widyaiswara

Cooperation by Widyaiswara

The form of cooperation implementation that the functional widyaiswara cooperative in divide of educational and training material, cooperation in solve of program and cooperation with training participant in development of educational and training activities. The result of observation show that the cooperation have applied by functional widyaiswara in development of team work in all of cooperation in the settlement of the education and training activities as well as in divide of training material, problem solve and solution about education and training, and cooperation with training participant in development of education and training activities in the future. The researcher also conducted FGD with related parties and some functional widyaiswara, so that the FGD result obtained concluded: "In generally the functional widyaiswara in applied of organizational culture have formed of team work for cooperation in building of togetherness with applied of divide training task, cooperation in solve of problem and cooperation with training participant in development of education and training in the future".

Communication by Widyaiswara

Forms of communication namely the functional widyaiswara active and pro active to communicate in discussion and consultation with training participant. The result of observation show that the communication has applied by functional widyaiswara suitable with the organizational culture in develops of teamwork which solid for active communication to discussion about training and consultation about development and progress of training. The researcher also conducted FGD with related parties and some functional widyaiswara, so that the FGD result obtained concluded: "In principle all of functional widyaiswara have applied of organizational culture in develop of team work with always to communication in active to discussion and consultation about the cases which related with the educational and training progress".

Coordination by Widyaiswara

The forms of coordination by widyaiswara namely always to coordination with head of Human Resources Development Agency of South Sulawesi Province, coordination functional widyaiswara and widyaiswara in applied of program and activity about educational and training to training participant. The result of observation show that the coordination applied by functional widyaiswara suitable with organizational culture in formed of team work through coordination with head of instance, coordination with widyaiswara for ask of technique direction and operational of training activity. The researcher also conducted FGD with related parties and some functional widyaiswara, so that the FGD result obtained concluded: "All of functional widyaiswara have applied of organizational culture in development of team work which solid through coordination with head of instance, coordinator and widyaiswara in applied of technique task and operational in settlement of education and training".

Implementation of “Aggressive” Organizational Culture by Functional Widyaiswara

Creativity by Widyaiswara

Forms of application creativity include presentation, preparation and method of educational and training by functional widyaiswara to training participant. The result of observation show the creativity which applied by functional widyaiswara has been actualization with good the organizational culture which oriented of creativity such as the presentation, preparation and useful of teaching method. The researcher also conducted FGD with related parties and some functional widyaiswara, so that the FGD result obtained concluded: “Functional widyaiswara in generally have commitment to applied of organizational culture in aggressively through activities in presentation, preparation and method of educational and training in implementation of educational and training goals”.

Inspirative of Widyaiswara

The forms of inoperative applied by functional widyaiswara always have initiative, idea and aspiration in development of educational and training activities. The result of observation show that the inoperative by functional widyaiswara in generally have applied with aggressive through inspirational development in executing of educational and training activities. The researcher also conducted FGD with related parties and some functional widyaiswara, so that the FGD result obtained concluded: “Almost all functional widyaiswara have understood the importance of organizational culture which is done aggressively in building inspiration so that the widyaiswara able to develop of initiative, ideas and his aspiration in developing and progress of educational and training activities”.

Independence of Widyaiswara

The forms of application independence where the widyaiswara able to run its activities in high dedication, confidence and have self integrated in educational and training activity. The result of observation show the independence by functional widyaiswara have actualization based on the aggressive of organizational culture in formed of independence to have dedication, confidence and integrated in applied of task it. The researcher also conducted FGD with related parties and some functional widyaiswara, so that the FGD result obtained concluded: “Functional widyaiswara agreed that the organizational culture represent the the important adhesive in creation of aggressiveness which independence in growing of high dedication, confidence and integrity of widyaiswara in developed of task in educational and training activities”.

Implementation of “Work Stability” Organizational Culture by Functional Widyaiswara

Work Safety of Widyaiswara

The form of work safety namely the functional widyaiswara in doing of educational and training has feel safety from noise and damage of useful tools and maintenance. The result of observation show that the safety by functional widyaiswara have to know the important of organizational culture suitable with work stability which creation of safety in work, cause that the attempt to keep of safety has been to anticipation to lessen the work risk. The researcher also conducted FGD with related parties and some functional widyaiswara, so that the FGD result obtained concluded: “The functional widyaiswara felt important the work safety in doing of education and training, so the organizational culture has the important role in to keep of safety in work”.

Comfort of Widyaiswara

The form application of comfort by widyaiswara such the creation of work situation which conducive, working atmosphere, ordering and beauty of the room. The observation result shows that the comfort applied by functional widyaiswara is proven in organizing the

organizational culture in the form of work stability in the form of work comfort always pay attention primarily atmosphere of calmness, tidiness and beauty of room occupied for doing activity of educational and training. The researcher also conducted FGD with related parties and some functional widyaiswara, so that the FGD result obtained concluded: "Each functional widyaiswara feel happy because the application of organizational culture is able to create work stability in accordance with work convenience, especially the creation of a quiet working condition, supported by the beauty of the room that support to perform activities of educational and training".

Harmony of Widyaiswara

This form of harmony implementation of work namely creation of a high sense of solidarity, mutual respect and help to help in the success of the implementation of the activity educational and training. Observation result show that the harmony in work applied by functional widyaiswara is in line with the important of organizational culture in creating work stability to realize the harmony of work, so as to give birth solidarity, mutual respect and always help between functional widyaiswara in carrying out the task of educational and training. The researcher also conducted FGD with related parties and some functional widyaiswara, so that the FGD result obtained concluded: "In general, the application of organizational culture has an important meaning to create work stability in accordance with work harmony among functional widyaiswara to increase its solidarity, cultivate mutual respect and helping for togetherness in advancing and developing the activity of educational and training".

Scientific Review

Application of organizational culture by functional widyaiswara on Human Resources Development Agency of South Sulawesi Province represents the scientific review that required understanding suitable as it happens and experience. There are six elements of organizational culture, which applied namely the innovation, attention, result orientation, teamwork, aggressive, and work stability, which directed to achieve of organizational goal. The six elements of organizational culture to develop based on the sub-studies. The innovation based of progress technology, modern method and management information system. The attention based on empathy, focus, feedback and responsive. Further of the result orientation based on quantity, quality, efficient and effective. Teamwork based on cooperation, communication and coordination. Aggressively based on creativity, inspirative and independent. The work stability is based on safety, comfort and harmony. The six elements required to review in scientific with to be strength by theory support it.

The scientific review to support by several theories which relevant between us the metaphor organization culture theory, culture interpretation theory, essence of organizational culture theory, organizational culture normative theory and determination of organizational culture theory. The metaphor of organizational culture theory from Robbins (2009:45) stated that the organizational culture as the dominant value from organization and become the philosophy in work which guiding of member to implementation of organizational goal. The culture interpretation theory from the Quinn (2007:75) that the organizational culture as the essence of organization life which implementation of value, norm, principle an ethic as the positive activities to achieve of organizational goal.

The theory of essence organizational culture by Robbins (2007:68) that the basic essence from organizational culture to see from the six elements of organizational which to become the habit which practice in organization namely the innovative attitude, have attention in work, orientated to result, mainly of team work, aggressive in work and work stability. The normative philosophy of organizational culture theory from Stefanie (2009:155) that the organizational culture represents the normative philosophy value by organization for progress and develops. The determination organizational cultural theory from Terry

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(2011:167) that the innovative, attention, result orientation, team work, aggressive and work stability represent the important determination to appointment of organizational culture value from the member it.

Among the five of theory above, which relevant to be standing position of the result namely the essence of organizational culture, where the theory get justification that to implementation of organizational culture by functional widyaiswara in applied of education and training activities, the widyaiswara must able to develop of innovative attitude in work, attention in work, working based on the result orientation, always cooperation in team work, aggressive and creation of work stability, that the widyaiswara able to development of organization to participant in education and training activity, applied of organization regulation which good and attempt to progress of organization in education and training field.

Beside that to support by several theory which to be input namely the culture system theory, culture perception theory, value assumption theory, ethic theory and culture construct theory. The culture system theory from Robbins (2010:91) that the organization culture to be the system has meaning in strength of organizational culture member. The culture perception theory from Jones (2005:57) that the member of organization in applied of organizational culture to know that the important of culture perception which making of member be better. Further of the assumption theory by Lorenzo (2007:82) that the organization which progress and develop always attention of assumption of organization relation, culture and value assumption from the member of organizational. The ethic theory by Keith (2007:17) that the organization culture represents the totality of value, symbol, meaning, assumption and expect in work ethic. The construction theory by Schermerhorn, Hunt and Osborn (2007) states that the successful of organization appointment by construction of organizational culture which pattern it suitable with life values, principles, norms and internal and external organization which adaptation in organizational culture it.

DISCUSSION

The result about implementation of organization culture in Human Resources Development Agency of South Sulawesi Province shows the organizational culture in the form of innovative, attention, result orientation, teamwork, aggressive and work stability to actualization of functional widyaiswara to achieve of organizational goals. The functional widyaiswara must have an innovative ability in developing the task of education and training, demanded to have a high attention in accordance with its capability, function widyaiswara must be able to inflate tie orientation of the result according to the goal to be achieved, functional widyaiswara required to be able to develop a solid team work by doing ways – aggressive way of working in accordance with the level of stability work achieved. These six essences make the organizations culture play an important role in achieving organizational goals.

Organizational culture in the form of innovation in the work. Innovative are meant that the functional widyaiswara must be able to run its work activities by showing new methods or ways, utilizing and using appropriate technology in work and carry out practical work. These innovative become a thing that has been entrenched among the functional widyaiswara to be applied in the field of education and training to advance the progress of the organization.

Organizational culture in the form of attention by functional widyaiswara in working in field of education and training. For the functional widyaiswara, in carrying out the activities of education and training are required to have serious attention in the activities of the implementation of training. The manifestation of the application of organizational culture in

the form of work attention in question is the functional of widyaiswara in carrying out the activity of show that empathy of work; focus on the accuracy of developing the field of training, showing fast feedback and responsive to the accuracy of information and data about education and training. The significance of organizational culture related to the functional widyaiswara attention in conducting of educational and training activities.

Organizational culture that results orientation as a habit that must be owned by functional widyaiswara in developing the task field of educational and training. Orientation of result as a habit in directing and empowering functional widyaiswara do the training in accordance with goal orientation goals. The application of organizational culture in the form of result orientation should be made a culture for each functional widyaiswara in expanding the activity of the education it. The implementation of organizational culture based on orientation of the result that the functional widyaiswara must realize all forms of programs and activities of education and training in accordance with quantity, quality, efficient and effective in achieving of work target as expected and become a habit to realize of goal education and training.

The organization culture of teamwork is actualized by the functional widyaiswara is the activity in the teamwork as a custom which usually applied. The organization culture such as teamwork in various activities of education and training. The habit of doing of teamwork very important and necessary for functional widyaiswara. The form of the implementation of organizational culture in the form of team work that the functional widyaiswara required to make of doing in team with always to be communicate effectively with parties, coordination in implementation of education and training and cooperation with member which related with education and training fields.

The aggressive culture is the habit of doing aggressive work. Where the functional widyaiswara in expanding the field of educational and training always strives to make the activity of educational and training as a job that demands aggressiveness. The form of the implementation of organizational culture in the form of aggressive by functional widyaiswara in professional doing work, creative and have inspirative to integrated of manner and indicated of independence of work as the application of main task and function.

Likewise, with the essence of organization culture such as the work stability namely the habit of functional widyaiswara in applied of work in organization to doing of stability in work. Functional widyaiswara has become a habit that must be embedded in activity with the realization of work stability to realize it, so that the activity can be run smoothly and controllable. This is a manifestation of a good understanding for functional widyaiswara in implementing a stable organizational culture t. The form of implementation of organizational culture such as safety, comfort and harmony between functional widyaiswara with training participant.

Based on the discussion of essence of organizational culture in which it is to know that the application of essence in the form of innovative work, attentive work, result orientation, team work, aggressively and work stability, as the essential essence of the application of organizational culture to realizing of organizational goals.

CONCLUSION

Innovations are an organizational culture that is implanted in self-functional widyaiswara in developing the field of advanced technology-oriented of educational and training, apply modern methods according to the management information system application to each training participant. Attention from the application of organizational culture makes every

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functional widyaiswara has empathy work, focus on work, show fast feedback and responsive to any problems in the field of education and training. Orientation result of organizational culture applied by functional widyaiswara to produce quantity, quality, efficient and effective result of work to training participant.

The team work of the implementation of organizational culture is shown by functional widyaiswara in various activities of cooperation, communication and coordination in developing the field of education and training. Aggressive in the application of organizational culture is shown by functional widyaiswara in accordance with professional work, creative, inspirational and independent in the implementation of the training. The working stability of organizational culture is applied by functional widyaiswara to realize security, comfort and harmony in the training.

Human Resources Development Agency of South Sulawesi Province encourages every widyaiswara to have a high innovation in developing human resources through the application of a culture of increased competence and increased use of information and technology. Human Resources Development Agency of South Sulawesi Province always encourages of widyaiswara to have high attention in dealing with the various changes and challenges for the improvement of human resources development today and in the future.

Widyaiswara should get support from Human Resources Development Agency of South Sulawesi Province to have a clear orientation in obtaining the results of work in accordance with the expected target of various HR development activities. Creating and creating a solid working team in order to facilitate widyaiswara to coordinate, cooperate and communicate effectively in a solid and unified work team for human resource development. Widyaiswara should be able to develop all the potential possessed in a high aggressiveness in overcoming various problems and always develop solutions for human resource development. Human Resources Development Agency of South Sulawesi Province always maintain the stability of work carried by widyaiswara in order to be able to manage and utilize various employment opportunities in the field of human resource development according to organizational goals.

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