

Introduction

Each organization has long-term goals that are grounded in a variety of motives to generate added value and economic benefits for stakeholders that include shareholders, employees, work partners and society in general. To this, a company or organization is expected to have a vision, mission, strategy, and work programme that is planned, focused, and continuous.

To provide certainty of the achievement of these long-term goals, universally needed human resources that have a more strategic central position. Stoner et.al (1995) said that being a member or employee of an organization means being part of its culture. The interaction of people within an organization that is based on the values they create and share is the implementation of the organization culture.

In accordance with Article 10 PP No. 41 of 2007 the Regional Secretariat as an organization that carries out the functions of formulating the policies of the local government, coordinating the implementation of the duties of local service and regional technical institutions and the construction of

administrative and governmental apparatus.

So the assessment of the performance of the state apparatus of the organization has a very important meaning especially in the effort to make improvements in the future. Performance assessment for equipment is useful to assess the quality, quantity and efficiency of services, motivation and in order to adjust the organization's budget.

Good public service is reflected in management performance measurements. To carry out performance measurements, governments need accounting information primarily to determine performance indicators. These performance indicators can be financial or non-financial. The law on regional autonomy and fiscal decentralization has been issued by the MPR, namely Tap MPR Number XV/MPR/1998 on the Maintenance of Regional Autonomy, Regulation, Distribution and Use of Equitable National Resources as well as the Central and Regional Financial Balance within the Union State Framework of the Republic of Indonesia, which is the legal foundation for issuing the Law No. 22 of 1999 on Regional

Government and the Act No. 25 of 1999 about Financial balance between the Centre and the Region to maximize the potential that exists in the Region. On the other hand, such great opportunities are accompanied by the challenge of the obligation to self-finance all government activities in the Region so that a large role of qualified and reliable human resources is needed to create a high working environment.

The various influences of change resulting from reforms require organizations both private and governmental to innovate to meet the demands of change and strive to formulate policies that are aligned with environmental change. An organization must be able to formulate the right policies to deal with any change that will occur. The formulation of policy that is the concern of management one concerns the empowerment of human or individual resources.

Organizations are composed of people who have diverse backgrounds and values that may differ from the organizational values. Therefore, organizations need to create a set of basic assumptions called organizational culture that forms the basis in

transforming individual behavior into organizational behaviour.

Until now, organizational culture is popularly understood as a link that binds the organization. Therefore, it is understandable that in any organization, especially in large organizations, there are different levels or groups, either due to tasks, responsibilities according to its position in the organization or the origin of human resources. These differences must be bridged by the consistent formulation and implementation of an organizational culture that is expected to serve as an organization's glue.

Culture is something that must exist within a group of people or an organization. Books live in a society that has a different culture than other societies. The culture we have consciously or not will affect our attitudes and behaviors in various aspects of life.

Regardless of the culture that affects the community, the organization's culture will also influence the attitudes and behaviors of all members of the organization. A strong culture within an organization can force or encourage its members to act or behave according to what the organization expects. With compliance with the rules and policies of

the company, it is expected to optimize the performance and productivity of employees to the organization's goals.

Poerwanto, (2008 : 15)
Organizational culture is an inseparable part of the internal environment of an organization, because the cultural diversity that exists within an organization is equal to the number of individuals that exist in an organization. Organizational culture is largely influenced by the external environment of the organization. Each employee of the organization has its own cultural characteristics and characteristics, so it does not exclude the possibility that there are employees who do not like it but there are also those who like it so it is necessary to unite the perception of the entire employee on the organization's cultural statements.

The study of organizational culture becomes a special attraction for managerial experts and practitioners in order to understand and practice organizational behavior. Organizational culture is the system of dissemination of beliefs and values that develop within an organization and guide the behavior of its members. Organizational culture can be a major advantage when an organization culture can support an

organization and can respond to or address environmental challenges quickly and accurately.

Culture is so important in an organization that many organizational theorists have recognized and realized that culture can give its own colour in the relationships between members within the organization. Culture is also seen as an independent variable that influences the behavior of members in order to improve their performance and the organization.

Organizational culture is characterized by sharing or sharing the same values and beliefs with all members of the organization. For example, share the same values and beliefs through uniforms. But accepting and wearing uniforms is not enough. Wearing uniforms should bring pride, be a tool of control and shape the image of the organization. Thus, the value of embedded uniforms becomes basic. According to Sathe in Taliziduhu Ndraha (1997) shared basic assumptions include: (1) shared things; (2) shared saying, (3) shared doing; and (4) shared feelings.

The ideal organizational culture model for an organization is one that has at least two characteristics. First, strong

(strong), which means that the organizational culture developed by the organization must be able to bind and influence the behavior of the individual actors (owners, management and members of the organization) to align (goals congruence) between the individual goals and their group goals with the goals of the organisation.

Furthermore, the organizational culture should be able to encourage the actors of the organization and the organization itself to have goals, objectives, perceptions, feelings, values and beliefs, social interaction, and common norms that have a clear direction, so that they are able to work and express their potential in the same direction and goal, and with the same spirit. Dynamic and adaptive culture means that the organizational culture to be built must be flexible and responsive to the development of the internal external environment of the organization (mega environments) such as the demands of external stakeholders and changes in the economic, legal, political, social, information technology environment and so on. If this high-performance culture is owned only by a certain level, then the performance of the organization will be disrupted.

Within organizations, we often see phenomena – a phenomenon that shows the presence of indications that sometimes employees deliberately delay work – resulting in delayed completion of the work in question. In addition, in the completion of the work that should be done in a team sometimes employees still do individually resulting in the lack of unity of a team. Such things are the mirror of bad habits within the organization.

Culture obliges members covered by that culture to behave in accordance with the existing culture. When this concept is drawn into an organization, then when a set of norms has become a culture within the organization, the members of the organization will behave and behave in accordance with that culture without feeling compelled. If the culture is a culture that directs the organization's members to have good performance, then it can be assured that if all the members of the organization have considered the norm as a culture, it will implement it well. Eventually, the implementation of that culture will produce a good performance output.

Building a work culture is like building each person's own attitude toward their work. Changes in attitudes

and behavior in the workplace will result in a good quality of work and optimal service.

To determine the extent to which change is needed, the first step is to analyze the culture of the organization that lives within the work unit or organization to formulate what needs to be changed. The second is to develop and implement the strategy of change. However, these changes are often not as expected. It will even disturb and destroy, mixing up the previously fixed and stable. Some of the reasons why this happens is that the organization is unable to change the psychological fundamentals of its members to change.

In order to deal with this, it is necessary to have an understanding of the organizational culture involved. An understanding of organizational culture will create unity of work and movement in running the organizational wheel, and ultimately will create a culture that influences the success of an organization.

Research

Organizational culture is the norms, values, assumptions, beliefs, philosophies, habits, developed over a long time by members of the organization that are dissocialized and

taught to new members and applied in organizational activities so as to influence the thinking, attitude, and behavior of members in the organization in producing products, serving consumers, and achieving organizational goals.

Organizational culture is a characteristic of an organization, not an individual. If the organization is equated with the human being, then the organization culture is the personality or personality of the organization. However, organizational culture shapes the behavior of its members, not even rarely the behaviour of members of the organization as individuals. In essence, organizational culture is necessary to transform individual behavior into organizational behaviors.

Analyzing an organization's culture means striving to learn and understand the culture of an organization. Analysis is the decomposition of the substance of the question on those parts and the relationship between the parts to obtain the correct understanding with the overall understanding.

Based on the results of research conducted by researchers on organizational cultural indicators at the

Police Unit of Pamong Praja district of Pohuwato, it is possible to describe the result of interviews of several informants as follows:

1. Innovation and courage take risks.

Based on the results of an interview with one of the staff of the Satpol PP Office of Pohuwato district, one informant on behalf of S.K. stated about innovation and courage to take risks in the performance of tasks as a staff at the office said that:

"Pimpinan selalu memberikan motivasi, kepada pegawai dan tenaga kontrak terhadap pekerjaan kantor agar senantiasa memiliki inovasi dalam rangka pengembangan serta keberhasilan tugasnya masing-masing tanpa harus di berikan petunjuk secara berulang-ulang oleh pimpinan, demikian pula pegawai selalu di beri motivasi agar memiliki keberanian dalam mempetnggungjabkan pekerjaan masing-masing, misalnya saya sebagai staf provos melakukan inavasi tanpa harus diarahkan selalu dalam menata surat-masuk tidak kelihatan semraut di atas meja."

Thus, the staff at the Satpol PP Office of the Pohuwato district has shown innovative work and has the courage and responsibility on each task and responsibilities assigned to the staff as long as they are still in line with the rules that exist at the satpol-PP office. There has never been an official of the Office of Satpol PP who has performed

innovations that are contrary to the rules in force on the agency. Officers are often praised by their leaders.

The above statement shows that leaders give employees the freedom to develop creative ideas as well as the confidence that employees are innovative and dare to take risks in carrying out their work.

A good employee is an employee who is able to contribute to the organization where he works, not only limited to energy but also mind, idea, improvement so that everything they do can get maximum results both in terms of quality, quantity and time efficiency.

Results of an interview with Kasie Enforcement of Regional Law, BP, said that: on September 19, 2016 stated that:

"Organisasi memberikan keleluasaan bagi kami untuk bersikap inovatif. Kami dapat menyumbangkan ide-ide kreatif melalui ide-ide yang dapat disampaikan secara individu ataupun kelompok. Ide-ide tersebut di sampaikan secara hirakri, dan ketika telah mendapat persetujuan, kami diberikan waktu untuk mengimplementasikan hal tersebut" (wawancara tanggal 19 Sept. 2016).

Innovations that have been developed by the Satpol Police Office Pamong Praja Kabupaten Pohuwato among others as follows:

1. New Innovation in Financial Services with the Online Payment Point System (SOPP)
2. Innovation in consumer service in this regard society, through smiles, greetings and gratifying, as well as work attitude 5 R (Ringkas, rapi, resik, rawat dan rajin).

In innovative action, employees are encouraged and directed to be able to produce and implement new things that are beneficial at the organizational level, but decision-making or policy must be consulted with their superiors to minimize errors in such actions.

The same goes for one of the officials, saying:

“seharusnya pegawai harus mampu menempatkan diri, mampu mempelajari situasi dan kondisi yang terjadi untuk memecahkan suatu masalah dengan akal sehat, pegawai juga harus melakukan pendekatan dan mampu melakukan komunikasi terhadap masalah yang terjadi.”

Then a statement from one of the executives. TH remarked that: *“Sebagai bagian dari organisasi, kami diberikan kebebasan untuk berinspirasi dan memberikan masukan bagi organisasi. Mengenai pengambilan resiko, setiap pekerjaan mempunyai resiko tapi hal tersebut dapat di minimalisir, bahkan berinovasi dalam pekerjaan pun telah dilakukan oleh pegawai di sini”.* (wawancara tanggal 19 Sept.2016).

In response to the courage to take risks, the Police Unit of Pamong Praja district of Pohuwato has given an opportunity to officers who have the ability to initiate and innovate in carrying out the work that is tasked by the agency.

In encouraging employees to be innovative and courageous to take risks, not only the freedom required by employees, but the improvement of the knowledge and skills of employees in increasing their capacity and productivity of work. In this case, it is necessary to hold an increase in the capacity of human resources through training and career development of employees. The reason why a training and development program is needed in an organization is because it involves resources on training activities only if it is the best decision of the leadership. Training is expected to results rather than modifying employee behavior.

It also gets organizational support in the achievement of the organization's goals, so that the quality of service can be realised, pressuring operating costs, as well as personal and group relationships more effectively.

As one of the informants stated that:

"Pelatihan pegawai dilaksanakan demi mendukung peningkatan produktivitas kerja. Pelatihan dilakukan secara bertahap, mulai dari staf biasa sampai pada pelatihan supervisor lapangan. Bentuk pelatihan bermacam-macam, seperti pelatihan pelayanan, pelatihan prestasi ataupun pelatihan pengawasan". (Wawancara tanggal 19 Sept.2016)

Results of research

Based on the results of the research conducted by the researchers through the dissemination of the list of interviews of seven organizational cultural indicators described through the statement of informants on the research site, namely in the environment of officers of the Police Unit of Pamong Praja district of Pohuwato, can be explained as follows.

In response to the innovations and courage in taking risks, the leadership of joint officials in the environment has had the ability to innovate in the framework of the implementation of tasks in the Police Unit Office Pamong Praja Pohuwato district, for example in terms of the arrangement of the PSK-PSKs in a certain cafe-cafe that was able to be considered has been performed innovation against the handling of this problem where they were initially affected by the raids collected in the Satpol PP Office to be

given to the builder as well as guidance by the head of the Office especially by the fields in relation to the problem then returned to its place of origin, but a few months later they re-acted in the café-café so that there was no effect of jera that they carried on the shoe.

However, in recent years, there has been an innovation in the management of this problem through the synergy of social service, labor service, so that the PSKs are assigned to the Social Service to be equipped with various skills so that after having their skills they are returned to their families with the hope that they are able to use the skills they have acquired from the service that builds them during their stay in the place.

To motivate employees to be innovative and courageous to take risks, not only the freedom required by employees, but also the improvement of knowledge and skills as well as the ability of employees to do new things as long as it is not contrary to applicable regulations. Therefore, it is necessary to be equipped with sufficient skills and competence so that it can be avoided from making wrong decisions. In this case, leadership efforts are needed in order to increase human resources

through training and career development of employees.

The reason for the need for a staff training and development program in an organization is because the available resources are always involved in the activities related to its competence so that it is the best decision of the organization or leadership in the office environment. Training is expected to support success rather than modifying employee behavior. It also gets organizational and objective support, such as in more efficient service, reducing operating costs, improving quality, and more effective personal relationships.

In order to solve problems that are worked in detail in the organization is a difficult challenge to do because it is very related to the outcome of the work carried out by the organization in a comprehensive way, which will describe the rigour and agility of employees in the execution of their tasks. If the organization wants to its objectives and vision and mission, then all the elements within the organization should be mainly in addressing every problem facing it. This will describe the level of good quality of work and optimal service to the public.

Organizational culture is more result-oriented than techniques and processes in achieving the vision of the organization's mission. Organizational culture on this indicator, is used as a reference of the results that the organization wants to, i.e. what it wishes to in the future. The results of the research showed that in achieving good results of work the leadership together with the elements working in the environment of the Pamong Praja Police Unit Office of Pohuwato district work earnestly based on the working procedures that apply so as to produce good performance as well as reflect the vision objectives that the office wants to.

Taking into account the importance of working organizations that are oriented to good results and reflect the vision and mission of the Police Unit Office Pamong Praja district Pohuwato that is implemented in the form of activities such as command of leadership to staff on each unit of work, for example in terms of letter-menurately service is documented through disposal then in the input into the office database or in the archive so that when necessary it is easy to find the letter.



Next, analyze the problems that occur, so that the follow-up can be done quickly. The head of the Police Unit of Pamong Prja district of Pohuwato in a week once held a meeting or meeting on each part in order to discuss the problems of employment even also held the meeting together with the leaders in the surrounding Police Unit Office Pamong Prague district that discussed all problems in the implementation of the tasks of the interval of time one month, three wulam and annually.

In terms of the tendency of leaders to pay attention to the urgency and details of their subordinate tasks, they often get positive responses from employees, but they hope that the leader does not apply supervision that excessively excludes employees it will be a burden for employees in carrying out their tasks and tasks on a daily basis.

Next, in the framework of the orientation of results in achieving the vision of the organization of the Police Unit of Pamong Praja Pohuwato district. Almost all the elements present in the environment of this agency have carried out improvement by making services to the technology-based and information society with measures taken through the improvement of capabilities and

competencies, managerial and technological, development of service advice and operational field.

Often the leaders in the surroundings of the Police Unit Office Pamong Praja district Pohuwato give motivation to the employees who work by giving satisfactory results, such as the handling of animal problems on the highway that often result in accidents for drivers of vehicles on public roads without waiting for days they can solve the problem, this indicates that a positive response and a quick response to every public report.

Organizational cultural indicators oriented to individuals at the Police Unit Office Pamong Praja Pohuwato district, the leader has programmed reword giving to employees who have dedication and perform well. Related Topics: Faith Faith as a Function of Prayer Fait as Gift of God, Living Fasting Loyalty Praying without Ceasing Relationship with God Trust Unbelief Forgiveness Weaknesses Beliefs Peace Creation/Evolution Anger Doubt Fear Job Money Men & Women Law Conflict and Confrontation Suffering/Trials

Similarly, to officials who violate the rules in force in this instance is given a sanction in the form of a decrease in

rank or even a reduction in performance benefits that become the rights of employees, this is meant to educate officials to always obey all the rules and provisions that apply in the Police Unit Office Pamong Praja District Pohuwato. Another thing is the attention of the leader where employees are given the opportunity to communicate ideas, advice and even criticism to the leader in order to improve the policy applied to the Office so that if considered can be done then the leader will follow it.

At the Police Unit Unit of Pamong Praja district Pohuwato has an organizational structure that is a reference to all elements within the implementation of their respective tasks and functions so that there is no mismatch in the discharge or overlap of work. The Pamong Praja Police Unit Office forms a Working Team that coordinates, consults and communicates in solving work or problems that occur. Where it is formed sex-sex in this organizational structure that is translated as a grouping of certain functions to carry out tasks that are banned by the Office of Satpol PP Pohuwato district.

All existing Sections shall carry out coordination, consultation and

communication if necessary in the resolution of a problem which must be followed up jointly. Although there are frequent conflicts in the internship, the work team only lasts for a moment without affecting the process of achieving the Office's vision and mission. Because if that happens, the leader will direct the group involved to sit together in order to find the best solution and not harm any party either.

In order to the productivity of the work of the organization Office of the Police Unit Pamong Praja Leadership expects employees to have experience, knowledge, as well as competence. For optimal work outcomes, employees have a high aggressive attitude especially in obeying the rules of discipline in work. So that the employees in carrying out their duties and functions each insert discipline themselves in completing the work and more responsive in dealing with and addressing every problem faced both in the office environment and in the field.

The application of official discipline refers to the regulations of applicable laws, in which employees who violate will be subject to disciplinary punishment in addition, the discipline of

employees influences the incentives they receive.

Technological developments bring changes to the stability of the organization. There is a shift in the habit of people in communicating that is usually written complaints to the Police Unit of Pamong Praja Pohuwato district. As a complaint today has already been through hand phone means, such as direct phone, via SMS, FB even WA. It is easier for the leader and quickly obtain information about complaints, so quickly coordinate all sex related to the problem to immediately follow up on his complaint.

Thus in the framework of optimal service to the community so that easily achieving the vision and mission of the organization of the Police Unit of Pamong Praja Pohuwato district.

Conclusion

Organizational culture at the Pamong Praja Police Unit Office Pohuwato district is based on the seven characteristics of organizational culture according to Stephen P. Robbins showed differences in each characteristics. The strength of an organization's culture is reflected in four characteristics: innovation and the courage to take risks,

attention to detail, result orientation, and individual orientation.

In three characteristics, team orientation, aggressiveness, and stability are still less well understood. From the results of the study, it was found that the work activity is organized to the team rather than the individual, but still found conflicts in the team formed. On the characteristics of aggressiveness, the culture developed has encouraged employees to act aggressively for the achievement of optimal work outcomes, but still found members of the organization who do not understand the purpose, vision, and mission of the Satpol PP district of Pohuwato office. On the characteristics of stability, the presence of technological development, in addition to having an impact on the development of the Satpol PP district of Pohuwato, but on the other hand, also often bring instability in the environment of the satpol P.P. district.

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