Strengthening Organizational Culture through a Collective Approach: A Study of the Philosophy of 'We' in Human Resource Management at Mutiara Bunda Bali Foundation

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Abstract:

This research aims to analyze and understand the Strengthening of Organizational Culture through a Collective Approach: A Study of the Philosophy of 'Us' in Human Resource Management at the Mutiara Bunda Bali Foundation, which has the ability to adopt a profound philosophy: 'Not I or We but Us.' This reflects the vision of the Foundation that goes beyond the success of individual units. The Mutiara Bunda Bali Foundation focuses on broad goals and reaching out, targeting collective success as an integrated entity. This research employs a qualitative case study approach. Data collection techniques are conducted through observation, interviews, and documentation. Data analysis begins with data presentation, data reduction, and concludes with drawing conclusions. Research findings indicate that to ensure the philosophy of 'Not Me or Us but We' runs effectively, the Mutiara Bunda Bali Foundation needs to continually strengthen several aspects: Open and Transparent Communication, Inter-Unit Collaboration Programs, Collective Leadership Development, Reward and Recognition Systems, and Continuous Training and Mentoring.

Keywords: *Organizational Culture, Human Resource Management*

Abstrak:

Penelitian ini bertujuan untuk menganalisis dan memahami tentang Penguatan Budaya Organisasi melalui Pendekatan Kolektif: Studi Filosofi "Kita" dalam Manajemen Sumber Daya Manusia di Yayasan Mutiara Bunda Bali yang memiliki kemampuan dalam menganut filosofi yang mendalam: "Bukan Aku atau Kami tapi Kita.", Ini adalah cerminan dari visi Yayasan yang jauh melampaui keberhasilan unit-unit individual. Yayasan Mutiara Bunda Bali memfokuskan diri pada tujuan dan jangkauan yang luas, menargetkan kesuksesan bersama sebagai sebuah entitas yang utuh. Penelitian ini menggunakan pendekatan kualitatif jenis studi kasus. Teknik pengumpulan datanya dilakukan melalui observasi, interview dan dokumentasi. Analisis datanya dimulai dari penyajian data, reduksi data dan diakhiri dengan penarikan kesimpulan. Hasil penelitian menunjukkan bahwa Untuk memastikan filosofi "Bukan Aku atau Kami tapi Kita" berjalan efektif, Yayasan Mutiara Bunda Bali perlu terus memperkuat beberapa aspek, Komunikasi Terbuka dan Transparan, Program Kolaborasi Antar Unit, Pengembangan Kepemimpinan Kolektif, Sistem Penghargaan dan Pengakuan, dan Pelatihan dan Pembinaan Berkesinambungan.

Kata Kunci: Budaya Organisasi, Manajemen Sumber Daya Manusia

INTRODUCTION

Organizational culture relates to how employees perceive the characteristics of an organization's culture, rather than whether they like that culture or not. (Sudarsono, 2019) This means that culture is a descriptive term. Organizational culture is also a system of spreading beliefs and values that develop within an organization and guide the behavior of its members. (Eko Boedhi Santoso, Nilawati Fiernaningsih, & Rizky Kurniawan Murtiyanto, 2020) Organizational culture can be a key instrument of competitive advantage, especially when the organizational culture supports the organization's strategy, and when the organizational culture can quickly and accurately respond to or address environmental challenges. In addition to influencing organizational performance, organizational culture also affects employee work performance. (Ishiqa Ramadhany Putri & Ningrum Fauziah Yusuf, 2022) Furthermore, organizational performance affects employee job performance. High employee job performance is also one indicator of management effectiveness, which means that the organizational culture has been well managed. (Jufri & Marimin, 2022)

Organizational culture in an organization is usually associated with the values, norms, attitudes, and work ethics shared by every component of the organization. (Hendra Wahyudin, 2022) These elements serve as the basis for monitoring employee behavior, how they think, cooperate, and interact with their environment. If the organizational culture is good, it can enhance employee performance and contribute to the success of educational institutions. (Sapitri & Pancasasti, 2022) The relationship between organizational culture and the quality of a company's work, in its roles and functions, binds all parties involved in the company for the achievement of goals. The third level, organizational culture, which is composed of values and beliefs, binds employees, serves as a reason for behavior, and becomes the foundation of work ethics within the company aimed at achieving the company's objectives.

As the implementers of education who have a significant role in shaping a competent, competitive, creative, independent, skilled, and cultured generation of the nation. The quality of educational institutions is influenced by inputs in the education system such as students, teachers, and supporting facilities for the teaching and learning process. (Dewi Astuti, 2022) These three factors influence and depend on each other in creating an effective and successful teaching and learning process. Organizational culture serves as a tool to unite various traits, characters, talents, and diverse abilities within an organization (integrator), which becomes the identity of an organization. (Jufrizen & Rahmadhani, 2020) Achieving high performance requires energy sourced from organizational culture; furthermore, organizational culture can be described as a representation of the traits and qualities that apply within an organization. A strong culture will serve as a source of motivation for the members of the organization and become a guideline for the leadership style that is suitable for the organization's conditions. (Supardi & Aulia Anshari, 2022) The function of the organization is to increase the value of stakeholders; with a strong organizational culture that is ingrained in the members of the organization, it will become one of the factors that can enhance value for customers, suppliers, and other parties connected to the organization.

(Jufrizen & Rahmadhani, 2020)

Human resource management is one of the important aspects that leaders in every organization must consider. Understanding change management, organizational culture, and work engagement in relation to their influence on achieving ideal employee performance is something that must be given special attention by leaders and management in every company, as it will be a factor in the development of an organization or educational institution. (Fachreza, Musnadi, & Majid, 2018) In order to improve employee performance, it is necessary to have change management and an organizational culture that can influence performance, because many employees have different attitudes, different understandings, and different cultural backgrounds that can affect employee performance within an organization. This demands educational institutions to equip their human resources so that they can work effectively and efficiently, thereby enhancing their performance. (Lubis, Fatimah, Subandi, & Makbuloh, 2024) Change management is a systematic process of applying knowledge, tools, and resources to influence changes in individuals who will be affected by the process. (Anggreni, 2021)

The concept of "We" in Islam is highly emphasized. The Qur'an and Hadith extensively discuss the importance of togetherness, unity, and helping one another in goodness. Allah SWT says in Surah Ali Imran verse 103: "*And hold firmly to the rope of Allah all together and do not become divided. And remember the favor of Allah upon you when you were enemies, and He brought your hearts together and you became, by His favor, brothers; and you were on the edge of a pit of fire, and He saved you from it. Thus does Allah make clear the verses to you that you may be guided.*" This verse clearly emphasizes the importance of unity and the prohibition against division. In the context of the Mutiara Bunda Foundation Bali, "the rope of Allah" can be interpreted as the noble purpose of the Foundation to enlighten the nation's children and spread values of goodness.

Moreover, the Hadith narrated by Muslim from Nu'man bin Basyir RA also reinforces this concept of togetherness: "*The example of believers in terms of loving, caring, and empathizing with one another is like one body. If one part of the body is in pain, the whole body will feel the pain, unable to sleep and with fever.*" This Hadith illustrates how important empathy, care, and togetherness are as a unity. If one unit experiences difficulties, the other units will feel it and help out. Likewise, if one unit achieves success, the entire foundation feels proud and happy.

In the context of educational institutions, the success of an institution is not only determined by academic quality but also by the strength of its organizational culture. The Mutiara Bunda Bali Foundation, which oversees early childhood education, elementary schools, and junior high schools, adheres to a profound philosophy: "Not I or We but Us." This reflects the Foundation's vision that far exceeds the success of individual units. The Mutiara Bunda Bali Foundation focuses on broad goals and reach, targeting collective success as a whole entity. The mindset of each individual within it is shaped to have a collective vision, fostering a climate where all parties have a strong sense of responsibility and belonging as "Us" (the entire Foundation), rather than just "We" (striving for the success of one unit), let alone "I" (working for personal success). This philosophy is crucial in the context of the sustainability of large-scale educational institutions.

When every element, from teachers, staff, to management, engages Aligning their efforts for the advancement of the Foundation as a whole, the result is a strong synergy and a much greater impact.

RESEARCH METHOD

This study uses a qualitative approach described descriptively with a case study approach. This research is expected to provide a comprehensive and thorough description related to Strengthening Organizational Culture through a Collective Approach. The data collection techniques used in this study are observation, interviews, and document studies. Observation is used to understand the steps taken regarding Strengthening Organizational Culture. Interviews are used to obtain data directly. Documentation is used to obtain data related to the focus of the research. This study uses qualitative data analysis techniques. Meanwhile, the data analysis technique uses descriptive qualitative analysis methods and employs achievement criteria as explained in the following table:

Image 1: Source of Research Informants

No	Element	Amount	Initial
1	Pesantren caregiver	1	ZZ
2	Principal	1	HW
3	Vice Head	1	FZ, FM
4	Curriculum Manager	1	AH,HM
5	Student Affairs	1	ZK,TH
6	Waka Infrastructure Facilities	1	RF,ZI
7	Teacher	5	HS,UM

From the table, it can be explained that there are eleven research informants consisting of Caregivers, School Principals, Curriculum Deputy, Student Affairs Deputy, Facilities Deputy, and Teachers. All the data obtained were classified and taxonomically arranged and reduced according to needs. In the initial stage, data collection was carried out, followed by data reduction organized in the form of notes, and then conclusions were drawn from the studied data.

Figure 2: Data Collection Process

Where in the view of Miles and Huberman qualitative analysis consists of reducing data, presenting data, and drawing conclusions. Data analysis is conducted simultaneously during data collection.(Sugiyono, 2016)

RESULTS AND DISCUSSION
Expert Management Perspectives: Shared Vision and Organizational Culture

Peter Senge, a systems theorist and professor at MIT Sloan School of Management, in his book The Fifth Discipline, highlights the importance of 'shared vision' as one of the five disciplines of learning organizations. Senge argues that successful organizations are those that can build a shared vision that inspires all

their members to work towards the same goals. (Hendra, 2020) This vision is not just a formal statement, but rather a picture of the future that we want to create together, which is experienced by every individual. In line with this, Edgar Schein, a leading expert in the field of organizational culture, explains that organizational culture is a pattern of basic assumptions that is discovered, created, or developed by a group when learning to deal with external adaptation and internal integration problems. (Heryanto, 2023) A culture that prioritizes 'We' will create an environment where collaboration, mutual trust, and shared responsibility become the norm. This will reduce internal conflicts, increase efficiency, and accelerate the achievement of organizational goals.

When each individual feels a strong sense of belonging to the Foundation as a whole, they will be more motivated to contribute to the maximum, innovate, and solve problems collectively. It is not just about meeting their respective unit targets, but about ensuring the sustainability and overall growth of the Foundation. The understanding of Organizational Culture, particularly the meaning of 'Culture', does not only refer to the customs and cultures of a region in Indonesia, but can also be characteristics of the organization. (Kurnia Putri, Zohriah, & Supardi, 2023b) The hallmark of this organization can be said to be its organizational culture. Culture is a set of important understandings that develop, are believed in, and are implemented by a group. Meanwhile, an organization is a group of people from various different backgrounds who come together and collaborate to achieve a common goal. (Al Farisi & Ratnawati, 2022) In this case, organizational culture is a system of beliefs and shared attitudes that develops and is embraced by a group of people. This system of beliefs and shared attitudes of an organization will distinguish it from other groups or organizations. (Syafriani & Ramadhani, 2023)

Organizational culture can also be defined as the philosophy, ideology, values, assumptions, beliefs, hopes, attitudes, and norms that express an organization and encompass all diversity or pluralism. Essentially, the definition of organizational culture is a characteristic that exists in a group and serves as a guide for them in behaving and distinguishing themselves from other groups. This means that organizational culture is a set of norms and behavioral values that must be understood and adhered to by the group of people who embrace it. Organizational culture usually involves all experiences, philosophies, expectations, and values within it. Therefore, this organizational culture will be reflected through their daily activities, starting from their interactions with others, their ways of working, and their expectations for the future.

Experts also have their own views regarding the understanding of organizational culture, among others: Sarpin (1995) According to Sarpin, the understanding of organizational culture is a system of values, beliefs, and habits within an organization that interacts with its formal system structure to produce norms of organizational behavior.(Syam, 2017) Kreitner and Kinicki (2005) state that organizational culture is usually described in the same sense. The patterns of beliefs, symbols, rituals, and myths that develop over time serve as the glue that defines the organization. Every organization, with its diverse forms, must have different cultures. The differences in organizational culture are quite natural

because of the different environments. (Indarwati, Apriliana, Ramandhani, & Masduki, 2023) Susanto Susanto said that organizational culture is the values that serve as guidelines for human resources to face external problems and the efforts of integration adjustment within the organization. Hence, every member of the organization must understand it and behave and act similarly. (Kurnia Putri, Zohriah, & Supardi, 2023a) Lathans (1998) argues that organizational culture is the norms and values that guide the behavior of organizational members. All members will behave according to the prevailing culture to be accepted by their environment. (Mubah, Hasanah, & Muin, 2023) Schein (1992) According to Schein, organizational culture is a pattern of various basic assumptions discovered, created, or developed by a group. The purpose is for the organization to learn to cope with and address problems that arise from effective external adaptation and internal integration. (Anggreni, 2021)

Therefore, all members must be familiar with the organizational culture as a way to understand, think about, and feel the issues at hand. Thus, organizational culture is a norm and value that will shape the behavior of the organization's members. The existence of this organizational culture also serves as a code of ethics for its members when behaving outside of the organization.

Implementation of 'Us' at Mutiara Bunda Bali Foundation

The implementation of organizational culture refers to concrete actions to realize the values, beliefs, and norms that have been established within an organization. This involves various activities and initiatives to ensure that the organizational culture becomes an integral part of the daily work and interactions within the organization. To ensure the philosophy of "Not Me or Us but We" runs effectively, the Mutiara Bunda Bali Foundation needs to continuously strengthen several aspects:

Open and Transparent Communication

Ensuring that every member of the Foundation understands the vision, mission, and overall goals of the Foundation, as well as their roles within it. Open and transparent communication is a style of communication that is honest, clear, and does not conceal important information. In the context of organizations, teams, or interpersonal relationships, this communication aims to build trust, strengthen collaboration, and prevent misunderstandings. (Azis, Sari, Tiara, Hoerudin, & Fardiah, 2022) Open: Willing to share information, ideas, and feelings without fear of being judged or blamed. Transparent: No important information is hidden; decisions, processes, and the reasons behind actions are explained clearly. Information is communicated honestly and completely. There is no manipulation or distortion of facts. Two-way communication: giving and receiving feedback. (Septiani, 2021) Avoiding gossip, rumors, and closed communication. Providing a safe space for discussion or asking questions. And the benefits gained include building trust between individuals or within teams. Enhancing collaboration and engagement. Accelerating decision-making as all parties understand the context. Preventing conflicts and miscommunication. Fostering a healthy and productive work culture. Open and transparent communication is an important foundation for healthy relationships, both in organizations and personal life. Implementing it

requires courage, honesty, and mutual trust. (Sholeh, 2023)

Collaboration Program Between Units

Encouraging joint projects, integrated training, and resource exchanges between early childhood education (PAUD), Islamic elementary schools (MI), and Islamic junior high schools (MTs) to strengthen a sense of togetherness. The Inter-Unit Collaboration Program is an initiative or activity that involves cooperation between two or more units or departments within an organization or institution, aimed at achieving more effective, efficient, and synergistic results. The goals of the Inter-Unit Collaboration Program include: Improving work efficiency by avoiding task duplication and utilizing shared resources; Strengthening communication between units to create a more open and productive working relationship; Encouraging innovation through the exchange of ideas, perspectives, and expertise from different units; Enhancing the quality of services or outputs as each unit contributes its strengths and expertise; Achieving the strategic goals of the organization that require a cross-unit approach.

Collective Leadership Development

To form leaders who are not only focused on their unit, but also have a broad perspective on the progress of the Foundation. Collective leadership is a leadership model in which several individuals hold leadership positions and share equal authority. This leadership model is very good for improving the managerial aspects of an organization. There are various types of leadership models that can be chosen according to the needs and development of an organization or institution. Leadership is not a single element that influences others, but leadership is a system that is also influenced by the opinions of the community, as a leader is also part of the community members who contribute, exchange information and opinions, and together realize collective goals.

Recognition and Reward System

Appreciating contributions that are oriented towards the overall achievement of the Foundation, not just individual or unit performance. The rewards and recognition system is a structured program in the workplace designed to provide positive feedback to employees for their performance, contributions, and behavior. This system aims to enhance motivation, engagement, employee retention, and align their efforts with the organization's goals. Recognition plays a crucial role in motivating employees and improving their performance. Research shows that employees value recognition from peers and supervisors equally. Sincere and specific recognition can have a greater impact than financial rewards alone. By implementing an effective rewards and recognition system, organizations can create a positive work environment, motivate employees, and achieve business goals more effectively.

Continuous Training and Guidance

Instilling values of togetherness and a shared vision in every staff and teacher development program. Continuous training and guidance is an ongoing process to enhance the knowledge, skills, and behavior of individuals or groups,

both in the context of work and personal development. The goal is to ensure that individuals remain competent, adaptive, and capable of contributing optimally in a constantly changing environment. Training focuses more on delivering specific technical knowledge and skills required for a job. This is often short-term and structured, aimed at improving individual performance in specific tasks. Examples include training on the use of new tools, work procedures, or understanding new regulations. Guidance, on the other hand, is more oriented towards the holistic development of individual potential. This involves ongoing guidance and support to help individuals achieve their goals, both in work and personal life. Coaching can include the development of leadership skills, problem-solving, communication, and other personal development.

By internalizing the philosophy of 'Not Me or Us but We', the Mutiara Bunda Bali Foundation not only builds a successful educational institution but also creates a strong, cohesive, and sustainable ecosystem. This is a solid foundation for achieving the noble goal of producing superior, ethical, and integrity-driven future generations, in accordance with the institution's vision of realizing a generation that is faithful, devoted, character-driven, morally upright, and accomplished through Character-Based Holistic Education.

CONCLUSION

Based on the discussion above, it can be concluded that Strengthening Organizational Culture through a Collective Approach: The Philosophy of "We" in Human Resource Management at Mutiara Bunda Bali Foundation has the capability within the Mutiara Bunda Bali Foundation, which encompasses early childhood education, elementary school, and junior high school, adhering to a profound philosophy: "Not Me or Us but We." This reflects the Foundation's vision that far surpasses the success of individual units. Mutiara Bunda Bali Foundation focuses on broad goals and reach, targeting collective success as a single entity. To ensure the philosophy "Not Me or Us but We" is implemented effectively, Mutiara Bunda Bali Foundation needs to continuously strengthen several aspects: Open and Transparent Communication, Inter-Unit Collaboration Programs, Collective Leadership Development, Reward and Recognition Systems, and Continuous Training and Mentoring.

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