

## Organizational Culture Management Design and Organizational Structure on Member Performance

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**Abstract:** An organization must adapt and anticipate factors that influence organizational development and change. In order to have a positive impact, an organization needs to continue to make appropriate improvements by paying attention to the design of the organizational structure and the management of organizational culture. The existence of organizational culture is considered to be able to influence change, so it becomes a driving factor for organizational development. This article aims to determine the relationship between the design of the organizational structure and the management of organizational culture on member performance. This writing uses a literature review method (literature study) based on expert opinions and study results related to organizational structure, organizational culture, and performance. From the discussion, it can be concluded that the design of the organizational structure and management of organizational culture impacts the performance of organizational members.

**Keywords:** Organizational Structure, Organizational Culture, Member Performance.

### 1. INTRODUCTION

Every organization will try to achieve its goals. Organizational performance can be achieved well if the organizational structure's design and organizational culture's management are by expectations and are carried out well by members of the organization. Organizational structure and culture play an important role in shaping organizational performance (Patil & Kant, 2012) (Lee & Yu, 2004) (Song et al., 2017).

One of the problems related to human resources (HR) arrangement is how to prepare professional and competent HR to support the organization's competitiveness. Mapping organizational members is one aspect that must be considered to achieve predetermined goals. An organization is structured, and the values, beliefs, and behaviors instilled in its culture can significantly affect the performance of its members (Lee & Yu, 2004) (Saleh, 2022).

Mapping of organizational members is sometimes based not only on performance but also on member competencies. Both soft competencies and complex competencies. Decision making in an organization occupies a strategic position. The competency system will describe the achievements and potential of HR according to their work units, and the achievement of these achievements and potentials can be seen whether they are by the tasks and responsibilities they have. Individuals in an organization tend to exhibit behavior that is in line with the prevailing organizational culture (Jameel, 2022). When organizational culture supports and enhances performance, this can increase employee engagement, motivation, and, ultimately, better performance results (Saleh, 2022).

Likewise, the organizational structure design can also impact member performance (Song et al., 2017). An effective organizational structure can facilitate efficient information flow, decision-making processes, and resource allocation, all of which can improve performance (Ugoani, 2023).

Performance improvement cannot be separated from implementing an organizational structure design based on the competency of its members' human resources (HR). Competence is a combination of knowledge, skills, attitudes, and behaviors that a person has to carry out tasks and roles in the position they occupy productively and professionally. To identify members of the organization and obtain member data related to work experience, competency profiles, qualifications, expertise, and potential, it is necessary to map members in the organization.

Mapping organizational members is part of designing an organizational structure that can be done through competency and potential assessment of members to identify competent and potential members to provide peak organizational performance. In addition, assessment data can be used as material in developing human resources and implementing talent management to manage the best human resources in the organization, conducting succession planning, and preparing potential human resources who will be responsible for managerial, structural, professional, or functional positions. In addition, implementing competency and potential member assessments also supports competency-based human resource management in the organization.

An organization is structured based on the values, beliefs, and behaviors embedded in its culture that can significantly affect the performance of its members (Lee & Yu, 2004) (Saleh, 2022). Several studies have shown that organizational culture directly and positively impacts work performance (Jameel, 2022). Individuals in an organization tend to exhibit behavior that is in line with the prevailing organizational culture (Jameel, 2022). When organizational culture supports and enhances performance, it can increase employee engagement, motivation, and, ultimately, better performance outcomes (Saleh, 2022).

Likewise, the organizational structure's design can impact member performance (Song et al., 2017). An effective organizational structure can facilitate efficient information flow, decision-making processes, and resource allocation, all of which can improve performance (Ugoani, 2023). The problem of human resources because until now, human resources have been the center of attention and support for organizations or companies to survive in increasingly fierce competition in this era of globalization. These

increasingly stringent demands make human resource management manage correctly by paying attention to all needs to achieve the organization's goals that have been set (Faturahman, 2018).

Organizations are established and formed to realize the goals that have been agreed upon and determined. In order to achieve these goals, the organization manages various activities that have been determined. The implementation of a series of structured activities with the division of roles and functions of each personnel is carried out by humans as resources that can play a role in determining the success and sustainability of the organization. For the organization to run effectively and efficiently, organizational management needs to divide tasks by the need to achieve goals (Kadafi et al., 2019).

Organizations are constantly changing to keep up with the times. Analyzing existing opportunities and threats will affect the organization's internal performance, both in strengths and weaknesses. To create positive change, an appropriate organizational culture structure and management are needed as a vehicle for achieving goals. Organizations must be responsive to rapid changes along with appropriate policies and actions. The organization's leadership is responsible for designing an organizational structure, which includes determining the tasks, who does the tasks, how the tasks are grouped, who reports to whom, and where decisions are made (Robbins & Judge, 2014).

Problems related to human resources in an organization require attention because no matter how sophisticated the technology used and how large the organization's capital is, it is the members of the organization who ultimately run it. Performance is a significant problem in an organization, institution, or agency. Satisfactory performance from members does not just happen; it happens through a process and requires continuous evaluation. Performance results from work and work behavior achieved in fulfilling the tasks and responsibilities given during a specific period (Kasmir 2019).

This shows that member performance as a measure of organizational success is not achieved without the support of proper organizational structure governance and organizational culture management. In addition, performance is directly related to effective human resource management at the individual, organizational, and workgroup levels. Human resources greatly determine the management in the organization, meaning that performance that meets expectations will be realized if humans have the power and ability to meet the demands of needs in carrying out organizational activities.

## **2. METHOD**

### **Types of research**

The method used in this study is a qualitative research approach. This method is a way or procedure of conducting research with data results in the form of writings based on observations of an object.

### **Place and Time of Research**

### **Population and Sample**

This study examines the correlation between organizational structure design and organizational culture management using data processing techniques in the form of literature studies.

### **Data collection**

This writing uses a literature review method (literature research) based on expert opinions and research results related to organizational structure, organizational culture, and performance.

### **Data analysis**

Data processing begins with searching for data, and after collecting data according to the study topic, researchers analyze data obtained from various sources, including journals, books, media, and other sources. In writing an article, researchers first search for a topic that matches the theme, then search for data through literature studies. The author is expected to develop a reference in the form of an article. Searches in digital media from published journal search sites such as Garuda and Google Scholar, books become a place for authors to search for citations from previous theories or studies. The keywords used in the literature search are “Organizational Structure, Organizational Culture, and Member Performance.”

## **3. RESULTS**

This section discusses the findings obtained from this study, which show that the design of organizational structure and management of organizational culture gives rise to the views, attitudes, and behaviors of members within the organization. In many studies of organizational structure and organizational culture over the past decade, researchers have learned about the development of organizations over the years, namely that core

values and assumptions are often the root of organizational systems and structures and, of course, have an impact on the performance of the members of the organization itself.

To understand organizational members' performance, a researcher must examine the relationships among underlying values, organizational structure, and organizational culture. This systematic view, coupled with an ongoing concern for vision, values, and beliefs, characterizes the evolving cultural perspective (Woodman, 1989).

The design of the organizational structure is a mapping of the tasks and responsibilities of members of the organization. It can also be interpreted as determining workgroups, use, and relationships. In designing an organizational structure, various appropriate criteria are needed. This relates to the tasks, roles, and positions carried out professionally. Identification of the profile of organizational members is essential to obtain member data related to work experience, competency profiles, qualifications, expertise, and potential. It is necessary to map members in the organization.

An effective organizational structure is implemented based on the application of a system of grouping activities according to the functions carried out, implementing/implementing the coordination of the same/similar tasks, tasks in the organization are divided into separate tasks where each employee only forms a narrow task range, the implementation of an apparent unity of command system, every decision taken always pays attention to the opinions, ideas, and views conveyed by employees, always formalizing/standardizing the implementation procedures of each job and emphasizing the results of the work compared to the work process itself, then it can improve the performance of the service, (Dedi Hadian, 2015).

Organizational culture management is also inseparable from the values and standards that lead to the behavior of organizational members and determine the organization as a whole. In addition to functioning as an organizational identity for its members, facilitating collective commitment, and increasing the stability of the social system, organizational culture also shapes the behavior of members towards their surroundings. This certainly influences the running of an organization. If cultural values can bring attitudes, views, and behaviors in a positive direction, they will affect the results obtained for the organization. However, if the function of organizational culture does not produce something worthy, it may affect the organization's efficiency. Moreover, one form of the emergence of organizational culture is behavior, which influences a person's performance through their willingness, ability, and availability to

work in the organization. It is a good thing if an individual's organizational culture forms good behavior so that its impact can increase work productivity in moving and controlling the interaction of organizational members in work activities. So, this organizational culture gives rise to the perception of being able to influence the actions and behavior of organizational members (Purwanti et al., 2019).

So, indirectly, organizational culture can influence the success of an organization by indicating that the culture formed is positive. Employees must understand and apply A positive organizational culture in terms of behavior, attitudes, and views so that they understand and make it a guideline for working every day with positive behavior in completing their work. Supported by the opinion of Wirawan (2019) said that with a conducive organizational culture, there will be a sense of satisfaction with the work results, work ethic, and work motivation of employees who can develop the organization in an increasingly better direction. With the similarity and understanding of employees, an overall subjective perception of the organization is formed based on factors such as risk tolerance, pressure on the team, and human resource support, where the overall perception becomes the culture or personality of the organization.

A genuinely effective organizational culture will provide employees with the opportunity to develop their skills through training, education, seminars, etc., to develop their careers, emphasize to employees the importance of implementing work as a team, pay attention to existing work facilities, apply quality and quantity standards for each work result where the focus is more on the results or assessments rather than the techniques and processes to achieve those results, every decision made is based on a joint decision, the agency always provides information related to employee duties, which will improve the performance of the department, (Dedi Hadian, 2015).

#### **4. DISCUSSION**

The design of organizational structure and management of organizational culture and its influence on member performance can be linked and have a close relationship. However, organizational culture exists in every organization as a system of shared meaning adopted by its members, distinguishing one organization from another. This system of shared meaning, if observed more closely, is a set of primary characteristics that are valued and become a guide for members. So, an organizational culture that is genuinely managed as a management tool and structure will influence and drive its

members to behave positively, dedicatedly, and productively to produce good performance.

## 5. CONCLUSION AND SUGGESTIONS

Organizational structure design and organizational culture management provide an understanding that its existence influences because it has its function for the organization's sustainability. On the other hand, if the organizational structure design and organizational culture management are not good, it will hinder the organization because it is not aligned with its goals. Therefore, this article tries to provide an overview of the organizational structure and culture by presenting a series of integrated studies based on a literature review. Because in an organization, if the structural design is not appropriate and the management of the organizational culture is weak, then the organization's goals will not be achieved. In terms of its influence on performance, organizational structure, and organizational culture have many indicators that can influence it. So, it is necessary to take a significant approach to finding accurate data to measure the success of organizational structure design and organizational culture management in achieving performance.

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