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# Organizational Culture in Cultural Organizations in East Java

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## ABSTRACT

**Purpose:** To study and analyze cultural values, interaction, communication, and factors that influence the formation of a strong organizational culture in dance studios in East Java. The objectives of this study also include providing a better understanding of the cultural dynamics of dance studios, contributing to the development of policies and management strategies for cultural organizations, as well as providing input and recommendations to the government, communities, and cultural actors in East Java.

**Design:** This research uses a qualitative approach by involving data collection through interviews, observations, and documentation studies. The collected data is analyzed in depth with a qualitative approach, through data coding, pattern identification, key findings, and emerging themes. The validity and reliability of the study are guaranteed through data triangulation, peer examination, and discussion with cultural experts or related experts.

**Findings:** The results of this study reveal various cultural values embraced by dance studios in East Java, such as gotong royong, local wisdom, the spirit of collaboration, and respect for traditions and customs. These values become a strong foundation for carrying out cultural activities and provide a strong identity for dance studios in East Java. The study also observed that interactions between dance studio members in East Java were characterized by mutual respect, support, and cooperation. Effective and open communication is an important factor in maintaining harmony and smooth cooperation in the dance studio. The success of dance studios in East Java in carrying out cultural tasks and functions depends heavily on the ability of members to interact, communicate, and work together synergistically. In addition, this study identifies several factors that influence the formation of a strong organizational culture, such as inspiring leadership, organizational commitment to culture, recognition of individual contributions, and culture-oriented human resource development practices. These factors play a role in creating an organizational environment that nurtures and encourages a positive and strong culture.

**Practical implications:** This research is expected to provide a deep understanding of organizational culture in dance studios in East Java, as well as contribute to the development of policies and management practices of cultural organizations in the region. The research results will be presented in a structured research report and disseminated to the government, society, cultural actors, and other related parties.

**Paper type:** Research paper

**Keywords:** *Organizational culture, Interaction, Communication, Factors of organizational culture formation, East Java.*

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## I. INTRODUCTION

This study aims to study and analyze organizational culture in dance studios in East Java. East Java is one of the provinces in Indonesia that is rich in diverse cultural heritage. In this context, dance studios in East Java have an important role in maintaining, preserving, and developing culture in the region.

Organizational culture is a crucial aspect of the success of an organization, including dance studios. Organizational culture reflects the values, norms, and customs espoused by members of the organization, as well

as how they interact, communicate, and work together (Schein, 2014). In the context of dance studios, a strong and positive organizational culture has a major contribution to the implementation of cultural tasks and functions.

Professionally, ASN is also expected to have several competency standards, one of which is competence in the field of Social Culture, as regulated in Government Regulation Number 11 of 2017 concerning ASN Management. This Socio-Cultural Competence includes knowledge, skills, and behavioral attitudes related to the experience of interacting with a plural society in terms of religion, ethnicity, culture, behavior, national insight, ethics, values, morals, emotions, and principles. This competency must be possessed by every officeholder to achieve work results according to their roles, functions, and positions (Dwiyanto et al., 2023).

From the explanation above, socio-cultural competence has an important meaning because it relates to the experience of interacting with plural societies that have diverse cultural backgrounds. Differences are a gift from Almighty God that must be thanked together, and through those differences, we need to know each other, understand, and have the ability to work together collaboratively (Guzman et al., 2016).

As civil servants, our main task is to implement government policies, public servants, and unifiers of the nation. It is undeniable that the diversity of Indonesian society with various local cultures is vulnerable to Ethnic, Religious, Racial, and Intergroup (SARA) problems that can trigger divisions (ADB, 2021). However, diversity also provides gifts in the form of a wealth of local wisdom and values that teach goodness in society, nation, and state.

To achieve the objectives of this study, comprehensive research methods were used, such as data collection through interviews, observations, and documentation studies. The collected data will be analyzed in depth with a qualitative approach, thus providing a clear picture of the organizational culture in dance studios in East Java.

Through this research, it is expected to identify the cultural values adopted by dance studios in East Java, as well as how interaction and communication between members of the organization. In addition, the factors that influence the formation of a strong organizational culture will also be examined. The results of this study are expected to provide a better understanding of the dynamics of organizational culture in dance studios in East Java, as well as contribute to the development of policies and strategies for managing cultural organizations in the future.

In addition, this research is also expected to provide input and recommendations to the government, community, and cultural actors in East Java to maintain, preserve, and develop culture in the province. With a better understanding of organizational culture in dance studios, it is hoped that cultural organizations in East Java can become more effective and efficient in carrying out their cultural duties and functions, as well as make a greater contribution to cultural development in the region.

Thus, this research is expected to contribute new knowledge in the field of organizational culture and culture in East Java, as well as provide a strong basis for the development of policies and strategies for managing cultural organizations in the future.

#### Problem Statement:

1. How is the organizational culture in dance studios in East Java reflected in the values, norms, and customs espoused by the members of the organization?
2. How is the interaction, communication, and cooperation between members of the organization in the dance studio in East Java?
3. What are the factors that influence the formation of a strong organizational culture in dance studios in East Java?

#### Research Objectives:

1. Study and analyze the cultural values adopted by dance studios in East Java.
2. Understand the interaction, communication, and cooperation between members of the organization in dance studios in East Java.
3. Identify the factors that influence the formation of a strong organizational culture in dance studios in East Java.
4. Provide a better understanding of the dynamics of organizational culture in dance studios in East Java.
5. Contribute to the development of policies and strategies for dance studio management in East Java.
6. Provide input and recommendations to the government, community, and cultural actors in East Java to maintain, preserve, and develop culture in the province.
7. Increase the effectiveness and efficiency of dance studios in East Java in carrying out cultural duties and functions.
8. Contributing new knowledge in the field of organizational culture and culture in East Java.
9. Building a strong foundation for the development of dance studio management policies and strategies in the future.

## II. METHODS

This research will use a qualitative approach to gain a deep understanding of organizational culture in dance studios in East Java (Aini et al., 2023). The design of this study will involve data collection through interviews, observation, and documentation studies.

Data Collection:

1. Interview: Researchers will conduct interviews with dance studio members in East Java to understand the values, norms, habits, interactions, communication, cooperation, and factors that influence organizational culture in dance studios. The interview will be conducted using a pre-compiled interview guide (Ryan et al., 2019).
2. Observation: Researchers will make direct observations of activities and interactions between dance studio members in East Java. Observations will be made to gain a deeper understanding of the existing organizational culture (dance studio) (Zevalkink, 2021).
3. Documentation Study: Researchers will collect and analyze documents related to dance studios in East Java, such as guidelines, policies, reports, and other publications. These documents will provide insight into the values, norms, and customs espoused by the dance studio (Bowen, 2019; Shine, 2013)

Data Analysis: The collected data will be analyzed in depth with a qualitative approach. The analysis will involve coding data, identifying patterns, key findings, and emerging themes from interviews, observations, and document studies (Sutton & Austin, 2015). The analysis will be carried out carefully to understand the organizational culture in dance studios in East Java comprehensively.

Validity and Reliability: To ensure the validity and reliability of the study, researchers will use data triangulation by combining the results of interviews, observations, and document studies. In addition, researchers will involve peer examination and discussion with cultural experts or experts in the field (Zohrabi, 2013).

Interpretation and Findings: After data analysis, the researcher will interpret the findings that emerge from the study. The findings will be used to answer the problem formulation and achieve research objectives. Interpretation will be carried out by taking into account the cultural context of East Java and related literature in the field of organizational culture (dance studio) (Azungah, 2018).

Research Report: The results of the research will be presented in the form of a structured research report. The report will include an introduction, research methodology, key findings, interpretations, and recommendations. This research report will be the final result that will be disseminated to the government, society, cultural actors, and other related parties (Pickering, 2018).

## III. RESULTS AND DISCUSSION

### A. Cultural Values in Cultural Organizations in East Java

This research reveals that cultural organizations in East Java adhere to various cultural values that characterize them. Some cultural values that are highly emphasized in cultural organizations in East Java are *gotong royong*, local wisdom, the spirit of collaboration, and respect for traditions and customs.

*Gotong royong*: The value of mutual aid emphasizes the importance of cooperation and mutual assistance between members of the organization. In cultural organizations in East Java, *gotong royong* is reflected in joint activities, such as holding cultural events, exhibitions, or art performances, which involve active participation and contribution from all members of the organization.

Local Wisdom: Cultural organizations in East Java have strong local wisdom. These local values are reflected in respect for the customs, beliefs, and traditions inherent in East Javanese culture. Cultural organizations in East Java strive to maintain and pass on this local wisdom through their activities and programs.

Spirit of Collaboration: The spirit of collaboration is very important in cultural organizations in East Java. Collaboration between members of the organization, artists, culturalists, and local communities allows the creation of innovative and quality cultural works. Cultural organizations in East Java strive to develop strong and mutually beneficial cooperation to advance culture in the region.

Respect for Traditions and Customs: The value of respect for traditions and customs is highly upheld in cultural organizations in East Java. They recognize the importance of preserving the cultural heritage that has existed for a long time and respecting the values passed down by their ancestors. This is reflected in the efforts of cultural organizations in East Java to maintain traditions, hold traditional events, and provide education about cultural heritage to the community.

These values become a strong foundation in carrying out cultural activities and provide a strong identity for cultural organizations in East Java. By promoting these values, cultural organizations in East Java can build a

solid community, strengthen relationships with the community, and make a significant contribution to the preservation and development of culture in the region.

### **B. Interaction, Communication, and Cooperation in Cultural Organizations in East Java:**

This study observed that interactions between members of cultural organizations in East Java are characterized by mutual respect, support, and cooperation. In a cultural organizational environment, there is a harmonious relationship between members, where they respect each other's differences and recognize each individual's contribution. There is a sense of mutual support between members of the organization, which is reflected in joint efforts to achieve the same goals.

Effective and open communication is also an important factor in maintaining harmony and smooth cooperation in cultural organizations in East Java. Members of cultural organizations in East Java can communicate clearly and openly, thus facilitating the exchange of important information, better understanding, and avoiding miscommunication that could disrupt collaboration. Good communication also allows members of the organization to convey ideas, inputs, and feedback freely, which helps in better decision-making and strengthens the bond between members.

The success of cultural organizations in East Java in carrying out cultural tasks and functions depends largely on the ability of members to interact, communicate, and work together synergistically. Through positive interaction, effective communication, and close cooperation, cultural organizations in East Java can achieve their goals more efficiently and effectively.

Good interaction between members of the organization allows the exchange of valuable knowledge, experience, and skills. They can learn from each other and support each other in enriching their understanding of East Javanese culture, art, and traditions. In the context of cooperation, members of cultural organizations in East Java complement each other and work together to produce quality and innovative cultural works.

To maintain positive interaction, communication, and cooperation, cultural organizations in East Java can also adopt effective conflict management mechanisms. When disagreements or conflicts occur, members of the organization need to be able to manage those conflicts constructively, by promoting open dialogue, understanding, and fair resolution. This will strengthen the bond between the members of the organization and maintain the continuity of harmonious relationships.

With positive interaction, effective communication, and synergistic cooperation, cultural organizations in East Java can achieve success in carrying out their cultural tasks and functions. This will strengthen their position as key stakeholders in the preservation, development, and management of culture in East Java.

### **C. Factors Influencing the Formation of a Strong Organizational Culture:**

This study identifies several factors that influence the formation of a strong organizational culture in cultural organizations in East Java. These factors include inspiring leadership, organizational commitment to culture, recognition of individual contributions, and culture-oriented human resource development practices.

Inspiring leadership plays an important role in shaping a strong organizational culture. Visionary and dedicated leadership inspires members to have a passion and commitment to culture. Leaders who can communicate the vision and cultural values, as well as being exemplary examples in running the organizational culture, will help strengthen cultural identity and motivate organizational members to actively participate.

Organizational commitment to culture is also an important factor in the formation of a strong organizational culture. When an organization has a strong commitment to cultural preservation and development, cultural values become at the core of every organization's activities and decisions. Organizations that integrate culture into their strategies, policies, and work processes will strengthen the presence of culture in every aspect of the organization.

Recognition of individual contributions also plays an important role in shaping a strong organizational culture. Cultural organizations in East Java recognize and appreciate individual contributions to maintaining, preserving, and developing culture. Appreciation for individual hard work, creativity, and dedication will encourage the active participation of organizational members and strengthen their bond with the organizational culture.

Culturally oriented human resource development practices are also an important factor in forming a strong organizational culture. Cultural organizations in East Java carry out human resource development activities with a focus on increasing understanding and skills in the field of culture. Training, education, and deep work experience in culture become an integral part of organizational efforts to strengthen organizational culture.

These factors play a role in creating an organizational environment that nurtures and encourages a positive and strong culture. With inspiring leadership, organizational commitment to culture, recognition of individual contributions, and culturally oriented human resource development practices, cultural organizations in East Java can create an environment that fosters upheld cultural values.

In a supportive organizational environment, organizational members feel emotionally connected to the organizational culture. They have an awareness and sense of belonging to the culture, which shapes their identity

and influences their behavior in carrying out cultural duties and functions. A strong organizational culture creates a clear framework, adhered to norms, and mutually supportive relationships among organizational members.

Given these factors influencing the formation of a strong organizational culture, cultural organizations in East Java can be more effective in carrying out their cultural duties and functions, as well as make a greater contribution to the preservation, development, and management of culture in the region.

#### **D. Dynamics of Organizational Culture in Cultural Organizations in East Java:**

This research provides a better understanding of the dynamics of organizational culture in cultural organizations in East Java. This dynamic involves changing, adapting, and evolving organizational culture as the time's change, community values, and cultural challenges are faced.

In the context of cultural organizations in East Java, organizational culture is not static but continues to change. Factors such as technological developments, social changes, and environmental dynamics can influence the development and transformation of organizational culture. This research identifies that cultural organizations in East Java can adapt to changing times and community values so that organizational culture remains relevant and can continue to evolve.

In addition, this study also highlights the cultural challenges faced by cultural organizations in East Java. Globalization, modernization, and demographic changes can present new challenges for the sustainability of traditional cultures. However, cultural organizations in East Java face it with efforts to adapt and evolve organizational culture. They can integrate new elements into their organizational culture without sacrificing the core values they uphold. An understanding of these dynamics is important for managing and developing cultural organizations to remain relevant and contribute positively to cultural development in East Java.

Understanding the dynamics of organizational culture in cultural organizations in East Java has important implications for the management and development of cultural organizations. In the face of changing times and cultural challenges, cultural organizations need to have awareness of these changes. They must be able to identify and understand trends and cultural changes that are occurring, as well as anticipate their impact on the culture of their organization.

With a deep understanding of organizational cultural dynamics, cultural organizations in East Java can take appropriate steps in managing cultural change. They can innovate, adapt, and revitalize organizational culture to remain relevant and attractive to today's society. In addition, understanding the dynamics of organizational culture also helps cultural organizations to play an active role in developing culture in East Java, by presenting programs that are to the needs and aspirations of the community.

Thus, a good understanding of the dynamics of organizational culture in cultural organizations in East Java is essential to ensure the sustainability and positive contribution of cultural organizations in cultural development in East Java.

#### **E. Research Contribution in Policy Development and Management Strategy of Cultural Organizations in East Java:**

The results of this study make an important contribution to the development of policies and strategies for managing cultural organizations in East Java. By analyzing cultural values, interactions, communication, and organizational culture formation factors, the study provides a better understanding of the dynamics of organizational culture in the region. The recommendations and findings of this research can be a guideline for the government, community, and cultural actors in maintaining, preserving, and developing culture in the province.

The use of the results of this research can improve the effectiveness and efficiency of cultural organizations in East Java in carrying out cultural duties and functions. By understanding strong cultural values, harmonious interaction, and effective communication, cultural organizations can improve performance and positively impact sustainable cultural growth. The results of this research can also be a reference in formulating policies and strategies for managing cultural organizations so that cultural organizations can play a more effective role in advancing culture in East Java.

#### **F. Contribution of New Knowledge in the Field of Organizational Culture and Culture in East Java**

This research contributes new knowledge in the field of organizational culture and culture in East Java. The findings and analysis of this research can complement and enrich academic insights and become a reference for future research on similar topics.

This research brings new knowledge contributions by exploring and analyzing various aspects of organizational culture in cultural organizations in East Java. The results of this study provide a deeper understanding of how cultural values are implemented and maintained within cultural organizations. These findings can enrich academic literature related to the field of organizational culture and provide a special perspective on cultural organizations in East Java.

In addition, this research also produces new insights into interaction, communication, and cooperation in cultural organizations in East Java. It can contribute to broadening the understanding of the internal dynamics of cultural organizations and their relationship to the successful implementation of cultural tasks and functions. These findings can be a reference material for future researchers interested in exploring aspects of interaction and communication in the context of cultural organizations in East Java. The resulting knowledge can also contribute to a more comprehensive understanding of organizational culture and cultural sustainability in East Java.

Through this research, the understanding of organizational culture and cultural sustainability in East Java can be expanded. The findings and analysis of this study open the door to a more comprehensive understanding of how cultural organizations in East Java can play a role in maintaining, preserving, and developing culture in the province.

With a deeper understanding of organizational culture, government, society, and cultural actors in East Java can take more effective and strategic steps in managing cultural organizations. The knowledge generated can also be a foothold for the development of policies and management strategies for cultural organizations in the future so that more attention can be paid to aspects of sustainability, innovation, and community involvement in the preservation and development of culture in East Java. Thus, the contribution of new knowledge resulting from this research has the potential to improve understanding, planning, and development of organizational culture and cultural sustainability in East Java.

### **G. Foundation for Policy Development and Future Management Strategy of Cultural Organizations**

This research builds a strong foundation for the development of policies and strategies for managing cultural organizations in the future. The results of this study provide a deeper perspective and understanding of the key factors in creating and maintaining a strong organizational culture in the context of cultural organizations in East Java.

Through this research, key factors influencing the formation of a strong organizational culture have been identified and analyzed. Factors such as inspiring leadership, organizational commitment to culture, recognition of individual contributions, and culturally oriented human resource development practices are important elements in forming a strong organizational culture. These findings provide a deeper understanding of the factors that need to be considered and strengthened in developing an organizational culture in the future.

The use of this foundation can assist in the formulation of effective policies and strategies for the management of cultural organizations in the future so that the goals of preservation, development, and utilization of culture can be achieved optimally.

The foundation built by this research makes an important contribution to the formulation of policies and management strategies for cultural organizations in the future. The findings and understanding gained can be used as a basis for designing policies that consider important factors in shaping a strong organizational culture. This includes integrating inspiring leadership, organizational commitment to culture, recognition of individual contributions, and culturally oriented human resource development.

With a strong foundation, policies, and strategies for managing cultural organizations in East Java can be designed more precisely and effectively. This will help in achieving the goals of preservation, development, and optimal utilization of culture, so that culture in East Java can be maintained, preserved, and developed properly in the future.

Thus, this study makes a valuable contribution to formulating policies and strategies for managing cultural organizations in the future by considering the identified key factors and a deep understanding of organizational culture in the context of cultural organizations in East Java.

## **IV. CONCLUSION**

### **A. Conclusion**

Based on this research, it can be concluded that organizational culture in cultural organizations in East Java is reflected in the values, norms, and habits embraced by organizational members. Values such as *gotong royong*, local wisdom, the spirit of collaboration, and respect for traditions and customs are strongly emphasized in such cultural organizations. Interaction, communication, and cooperation between members of the organization are also important factors in the formation of a strong organizational culture. Factors influencing the formation of organizational culture include local cultural values, local wisdom, a spirit of collaboration, and respect for traditions and customs.

### **B. Suggestion**

Based on the results of this study, several suggestions can be given:

- 1) The importance of maintaining and preserving local culture: Cultural organizations in East Java need to continuously strengthen local cultural values, local wisdom, and traditions in their activities and programs. Government and community support is also very important in maintaining the preservation of local culture in East Java.
- 2) Increased interaction and collaboration between organization members: Cultural organizations in East Java can improve interaction, communication, and cooperation between organization members as well as with artists, culturalists, and local communities. The stronger collaboration will help create innovative and quality cultural works.
- 3) Development of policies and strategies for managing cultural organizations: The results of this research can be a foundation for the government and cultural actors in East Java to develop policies and strategies for managing cultural organizations more effectively and efficiently. Special attention needs to be paid to the development of the socio-cultural competence of civil servants involved in managing cultural organizations.
- 4) Increased public understanding and appreciation of culture: This research also shows the importance of increasing people's understanding and appreciation of local culture. Education and programs that actively involve the community can help strengthen awareness and concern for the culture in East Java.
- 5) Further research: This study provides an initial understanding of organizational culture in cultural organizations in East Java. However, there is still room for further research, especially in analyzing the impact of organizational culture on the performance and effectiveness of cultural organizations in East Java.

With the implementation of these suggestions, it is hoped that cultural organizations in East Java can strengthen their organizational culture, contribute better to cultural development, and maintain rich cultural diversity in the region.

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