

The Study Of Information Technology for Strengthening Organization Culture at the Centre of Development and Empowerment of Educators and Education Staffs in Mechanical and Industrial Engineering of Cimahi

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Abstract

The Centre Of Development And Empowerment Of Educators And Education Staffs In Mechanical And Industrial Engineering Of Cimahi as an expression in the form of institutions or agencies, training is a social institution in which certain activities are ongoing interactions between educators and learners that organizational culture aimed at P4TK BMTI to create a system of values or beliefs, norms also are in the habit of holding together, where the training itself is a cultural process. In essence, the technology was created, from the past until now intended to assist and facilitate the various aspects of life, both at the time of human work, communicate, and even to overcome the thorny issues that arise in P4TK BMTI. The development of a new culture is mandated bureaucratic reform agenda in Indonesia in accordance with the vision, mission and values in 2010-2014, the organization's culture to be built in P4TK BMTI is strategic and adaptive organizational culture.

Keywords: information technology, reinforcement, organization culture

In line with the rapid growth of information technology, globalization also spreads all over the world. It occurs fast and widespread, not only in developed countries with rapid economic growth, but also developing and third world countries with low economic growth. Moreover in our country that is now developing. It needs various information and technology that can be applied for this nation development. But in doing this task, there are obstacles that must be faced, commencing from culture, the condition of the country and human resources.

1. Introduction

The globalization era requires qualified human resources that are not only able to utilize the technology, but are also able to create it for the sake of life and humanity. The globalization era is the moment of quality competition of which the existence has surged all over the countries in the 21st century. It has been a reality in human development history, in which the century turnover causes the rapid globalization. The globalization enables the widespread modern technology (smart technology) utilization such as computer, telecommunication and electronic devices in every life aspect.

Therefore, human resources play a very important role in deciding the process and direction of globalization which signals are obviously seen nowadays such as the high intensity of intercultural relations, social norms, importance and ideology. Besides, qualified human resources is the most determining component in every institution and organization.

Human resources that are required are the ones who are employed and are able to do their job, so that they can upgrade the organization culture. Organization culture are influenced by several factors. According to Sagir (1985:12), there are six factors that determine the level of organization culture, such as: (1) education, (2) technology, (3) values, (4) working atmosphere, (5) health, (6) minimum wage. Those factors interact each other in increasing organization culture. The strength of human resources will be meaningful by the existence of organization culture.

The relations between information technology and organization culture reinforcement starts from the organization formation. Organization is formed because of the idea from the founding fathers. In realizing those ideas, a media is needed that is called organization. When the organizations formed, the organization culture is also built. It shows that organization and its culture is two things that cannot be separated.

2. Literature Review

“Defines culture as a unity and the whole complexity that cover knowledge, arts belief, moral, law, customs and the habit of the society. The nature of the continuous culture that appears in the society makes the culture involve all behavior foundation that are acceptable in one phase of certain life. Culture is also formed from physical structure and social environment that influence our life. Meanwhile most of the influence of the culture itself towards our life is not

realized”, Wibowo (2010 : p.15).

“Culture function as an adaptive regulatory mechanisms. It unites individuals into social structures. Organizations rest in the network of subjective meanings that organization members share to varying degrees, and appear to function in a rule-like manner”, Ndraha (2010: p.45).

Organizing is the establishing of effective behavioral relationships among persons so that they may work together efficiently and gain personal satisfaction in doing selected tasks under given environmental conditions for the purpose of achieving some goal or objective.

From the elaboration above, it is obvious how complex the relations between organization culture and organization problem are. Thus the various definition of organization culture, but there is a scarlet from the understanding of organization culture i.e. stability and integrity. Culture is also closely related in organization development framework, that is closely related to the organizational intervention program, organization structure and finally touching the human resources planning activity, development, education and training in order to make culturally strong, adaptive and responsive human resources. Besides structure stability and integrity, there is another space that is involved in company culture such as value, behavior, procedure, customs, traditions, etc.

“Information technology is a general term that describes any technology that helps to produce, manipulate, store, communicate, and/or disseminate information”. According to Sawyer (2005: p.3). It can be defined as the definition of information technology that includes the general term to describe the technology in helping to produce, manipulate, store, communicate and spreading information.

The information technology is to increase the profit for information that technology can be used to get the value of their competitors, Cassidy (1998: p.27). According to Kreitner & Kinicki (2007) and the culture of the joint organization is adopted by the members of the organization than to the other. However, according to Fred Luthans (2007), the cultural organization and norms of behavior leads to the members of the organisation. Cultural organization (Glinow & Mcshane, 2007) mentions and consists of the assumption in the joint as a form of culture, Chatab Nevizon Koentjaraningrat said at least can be seen from the three form part of the initiative, a form of behavior and physical form

The purpose of organization development is as a media of Information Technology for strengthening organization culture especially for staffs in the Center of Development and Empowerment of Educators and Education Staffs in Mechanical and Industrial Engineering in Cimahi. In order to accelerate the strengthening, a regulation that is called organization culture is needed.

3. Research Methods

This research is done by using qualitative method that is generally meant to find the study of information technology for strengthening organization culture in the Center of Development

and Empowerment of Educators and Education Staffs in Mechanical and Industrial Engineering. The respondents are the management and employees in there. Particularly, there has never been research in here, therefore the writer is encouraged to do this research.

This research is aimed at analyzing the efforts in studying information technology for organization culture strengthening in these centre development. The result of this research is expected to be a useful input for education organization generally and specifically it can be used for strengthening the organization in here.

In conducting this research, the writer uses interactive qualitative method by collecting the data from the organization environment. The writer interprets the phenomena based on the statement of the problem that requires the writer doing an exploration in understanding and explaining the problem through intensive relations with respondents. In answering the problem theoretically, library study is done and it is expected that the analysis towards variables will be more accurate. In this research, the writer collects the data about the activity or the behavior of the respondents, either their perception or their opinions as well as other aspects that are relevant and can be obtained through an observation, interview and document study.

Qualitative research must avoid personnel bias influence towards the object. Therefore, detail notes dealing with the information are needed accurately and completely since it is important for the next analysis.

4. The Factual Condition of Organization Culture in the Center of Development and Empowerment of Educators and Education Staffs in Mechanical and Industrial Engineering

During Five-Year Development Plan 1 or Pelita 1 (1969/1970-1974/1975), the Government of Republic of Indonesia assigned the development of technology education as internal part in order to fulfill the demand of technical manpower. Before Pelita 1 was started, the Director of Technology Education, Colonel Amir Gondokusuma, had done a demand analysis, position analysis and competence analysis that later described in the form of curriculum of Development Vocational High School.

As an institution to assess and to implement the government policy in the field of teachers and academic staff development, we realize that human resources are main capital that needs to be maintained and developed continuously in line with the development of information and technology and the demand of work and business.

The Vision: Trusted and Internationally Standardized in forming professional individual.

The Missions:

1. Upgrading the service for development and empowerment of Educators and Education Staffs in Mechanical and Industrial Engineering.
2. Expanding cooperation with industry in technology education development and

innovation.

3. Realizing cooperation in education unit autonomy service and school based management.
4. Maintaining training quality assurance of Educators and Education Staffs in Mechanical and Industrial Engineering and society efficiently and effectively.

The task is implementing the development and empowerment of Educators and Education Staffs in Mechanical and Industrial Engineering.

The Functions are:

1. Creating program for development and empowerment of Educators and Education Staffs.
2. Managing data and information for development and empowerment of Educators and Education Staffs.
3. Facilitating and conducting the competence upgrading of Educators and Education Staffs.
4. Evaluating the program and facilitating the upgrading of Educators and Education Staffs competence.
5. Facilitating the development of education unit curriculum.
6. Facilitating the development of formal and informal education unit management.
7. Serving administration service and development program of Educators and Education Staffs.

Among 408 staffs, 60% are coming from higher education background and almost all of them have obtained study overseas such as in Australia, Japan, England, USA, Austria, Switzerland, Philippine, Netherland, Brunei, etc, including working experience in international scaled industry.

Organization culture or work culture is a value system that is adopted by the members of the organization that later affects work ethics, attitude and behavior. Organization culture is influenced by the following factors:

1. Outside influence, covering factors that cannot be controlled.
2. Social norms, beliefs and values that are dominant in society.
3. Specific factors form the organization as a result of interaction with the environment.

The result of the research and culture measurement at every main unit in these centre development shows the dominant culture that effects work ethics, attitude and behavior of the staffs.

Here are the following identification of work culture in these institution:

1. Basic Assumption
 - a. Organization will achieve its goal if the leader can be a role model in obeying the

rules;

- b. Obedience towards formal procedure will give positive effect towards task completion.

2. Values:

- a. Obedience towards the rules and standard operating procedure;
- b. Discipline and dedication.

3. Norms:

- a. Every work must be done based on the formal procedure;
- b. The improvement of working quality must be done by following systematic procedure;
- c. The strategy for goal achievement must be based on standardized and consistent matter in order to achieve efficiency.

4. Attitude:

- a. Leaders tend to appreciate work effectiveness;
- b. Staffs tend to behave as administration experts that concern more on obedience and rules as rigid regulations;
- c. Staffs tend to require clear work procedure.

5. Behavior:

- a. Leaders give order clearly and firmly;
- b. Staffs obey the rules and standard procedure;
- c. Staffs do the job and authorities based on regulations applied;
- d. Staffs improve their work process if the result does not meet the requirements.

The development of information technology has been done gradually since 90s before a holistic system was finished. It is adjusted with local resource strength. In the implementation, the strategic plan of information technology consistently done with organization plan in these centre development in order to make the information technology (IT) application contribute to the value of the organization. Referring to the Information Technology architecture in here, the implementation of IT can be categorized as follows:

1. The application of information technology that becomes the basis of other application i.e.: operating system, database, network management, etc.
2. Basic application (utility) is Information Technology application that is used for organization resource utilization such as payroll, accounting, finance, etc.
3. The application that fits organization's specific needs especially related to

products/service offered, such as E-Training, E-Learning and E-Book Application.

The role of information technology is to create a value towards every member in here. The final purpose of the value is not only to please the customers, but also to bring loyal customers.

The latest information technology development that is signified by rapid internet has created a competition for these centre development becomes a new perspective in handling business mechanism in globalization era.

As the form of foundation, training is a social institution in which activities are done i.e. interaction between teachers and students. Therefore organization culture in here is aimed at realizing a value system or belief, norms and also habit that is held together, where the training itself as part of cultural process.

So, how information technology affects the values that grow in organization, it depends on the attitude of the staffs described in vision, mission and the goals of the organization.

Organization culture should be selective and critical towards information technology that grows fast, so that all positive benefits can be manifested in order to help and to facilitate society life and to minimize the negative effect.

In the other side, in strengthening organization culture through information technology, there several cultures that must be invested in here, such as:

1. Making a regulation that must be obeyed by every party.

The regulation made in these centre development functions to regulate details so that every staff could do a procedure easily. For instance, work discipline with reward and punishment.

2. Making the staffs obey

Obeying means doing something whether wanted or not. The most effective way is by forming leadership team in which every department applying new culture. If the leaders are unified, the staffs will follow. Every component must prioritize new culture to be implemented. For example, environment care, friendly, punctual, etc. If the leaders become role model for the subordinates, they will imitate.

3. Building Habit

If they are used to do that, the culture is no longer new since they have implemented that work rhythm. It takes long time to get used to it. Some staff might try to do old culture. If it is neglected, the possibility they will change is high. There is no urgency to implement new regulation to all staffs if it is only one staff doing mistakes. It will just burden those who have done it well and it will make lead them to be lazy doing right things.

4. Reward and Punishment

After they get used to it, give rewards to those who have shown their consistency in

applying new culture. Reward is important because we do really appreciate them. Reward also shows how we consider new culture as important thing. Message about how important the culture is needs to be delivered continuously. It could be delivered during briefing or meeting, but it will be better if it's not directly delivered. Rewards will also trigger others to do their best. It is better if the reward is given to the ones that reach beyond the target, instead of to the seniors. Punishment is given to those who are not committed towards the implementation of the organization values now those who do not care about target or department work performance. Reward and punishment must be given under clear criteria and fairly applied. If it fails, it will destroy the organization culture and will create demotivation among staffs with good performance.

The problems faced by these institution as teachers and education staff in strengthening organization culture through information technology are:

1. Human Resources

These institution reached its golden period in the first decade of its establishment. It is caused by several factors such as human resources in this period had high idealism, high morale, young, energetic, relatively single and were still in low needs.

2. Organization and Management

Since achieving ISO 9001:2000 in 2003, these institution in fact has not been able to assure its quality service for customer satisfaction. To improve its performance, in 2012 the management system certification will be upgraded into ISO 9001:2008 and will later be followed by environment management certification ISO 14001.

3. Facilities

Current facilities have been used for more than 20 years. Some components are broken and hardly to be replaced. Some machines can hardly be maintained due to their system and specification. Recently the procurement for new equipments have been done funded by consideration of state, but cannot fix the problem and due to the following issues:

- a. Many vocational high school have more sophisticated equipments.
- b. The equipments available now are out of date.
- c. In the new spectrum, there are 11 study programs consist of 35 skill competence that will need management and program development as well as new equipments in order to upgrade the competence of teachers and education staff. Those conditions need anticipation of equipments support so that these institution can run its function professionally in improving competence.

4. Financial Aspect

Fund availability in a certain time and amount is an important supporting factor in determining program achievement. The major problems that make program are not running are the ability in budget management, transparency, accommodative, responsive

and accountability. This factors effects work performance, therefore it needs to be fixed to improve the management quality.

5. Program

The training programs offered are not supported by complete competence based demand analysis. This is due to the insufficient budget to hold competence based training and the absence of the standard of productive teachers. Therefore, programs and service quality must be prioritized by the institution.

5. Organization Culture That Will be Developed at the Centre of Development and Empowerment of Educators and Education Staffs in Mechanical and Industrial Engineering

In the strategic plan of 2010-2014, it is stated that as the subsystem of The Board of Education and Culture Manpower and Quality Assurance of The Ministry of Education and Culture, it aims to be creator, initiator, organizer and quality controller in basic and middle education, particularly in vocational education. These institution wants to focus on national education development in transformative education which drives the education to be the accelerator of the society becoming developed society. The development of society is followed by structural transformation which signifies the progress of the society becoming modern and developed that can maximize their potential. Later is stated that in order to realize its vision and mission, the support of values application as the basic of attitude and behavior of all staffs is needed. The value used is the value that can unite everyone's thought and heart in achieving good education service, which is responsible, visionary, democratic, inclusive and fair.

The change of National Education Development Theme from capacity building and modernization (2005-2009) into quality improvement (2010-2015) brings a consequence that culture change is needed. In identifying organization culture that is needed for 2014 the vision achievement, the measurement of new culture is needed.

The result of this measurement then later be used as the basis in formulating its culture. This formulation also refers to Long Term National Education Development Plan 2005-2025 as stated in The Regulation of Minister of Education Number 23 year 2005 about 2005-2009 strategic plan. Besides, this formulation is also based on the development theme that focuses on service reinforcement in 2010-2015.

As the government institution, in which public service is the main focus, these institution is tied to the regulations such as laws, government regulations, president regulations, minister regulation, etc in running its activities. Regarding its function, a new culture that is needed to support its vision is formulated. The followings are basic assumption, values, norms, attitude and behavior of the staffs of these stated on its new culture:

1. Basic Assumption

The 2014 vision will be achieved if all staffs have the following basic assumption:

- a. Clear purpose and aggressive strategy is the key of success;
- b. Stakeholders satisfaction reflects the organization's success;
- c. Excellence, reputation and success are matters to be achieved;
- d. Internal and external competition increases productivity;
- e. Organization will be successful if handled by excellent leaders;
- f. Internal competition contributes to positive impact in task completion;
- g. Rewards toward target achievement contributes to work satisfaction.

2. Value

The 2014 vision will be achieved if all staffs have the following values:

- a. Responsive towards changes;
- b. Adaptive towards stakeholders;
- c. Uphold productivity.

3. Norms

The 2014 vision will be achieved if norms applied in all staffs are as follows:

- a. Target and achievement must be priority in completing tasks;
- b. Work process improvement must be continuously done for stakeholders' satisfaction;
- c. Competitive working atmosphere must be created to improve the quality of work result.

4. Attitude

The 2014 vision will be achieved if all staffs have the following attitude:

- a. Staff acts as strategic partner of The Minister of Education and Culture;
- b. Staff concerns about productivity improvement;
- c. Rewards will be given based on work performance.

5. Behavior

The 2014 vision will be achieved if all staff in have the following behavior:

- a. Target and achievement oriented;
- b. Appreciating stakeholders' satisfaction;
- c. Immediately doing improvement if the result doesn't satisfy stakeholders;

- d. Act competitively based on demand without ignoring quality and high achievement;
- e. Fact oriented to obtain objective decision;
- f. Act based on environment change demand;
- g. Involve stakeholders in task completion.

In realizing basic assumption, values, norms, attitude and behavior in new culture, the following agenda are needed:

1. Provision of Materials for New Culture Socialization

The target of this activity is the availability of the socialization materials in all systemic work units, well structured and principled. It needs the following support:

- a. Publishing the pronouncement of Minister of Education for work culture change in these institution;
- b. Arranging and defining work plan and annual schedule in every unit supported by transparent and accountable budgeting system;
- c. Arranging and defining indicator, technical instruction, Standard Operational Procedure (SOP) and reporting guidance of work culture change;
- d. Preparing the material on basic assumption, value, norms and work performance;
- e. Establishing quality control team on work performance responsible for the execution and control of work culture change.

2. The intensifying of work culture change socialization

The target of this event is recognizing and understanding the importance of organization culture implementation in bureaucracy reformation context of these institution. This needs to be supported by the following events:

- a. Socializing the SOP of work culture change;
- b. Providing information to socialize work culture values;
- c. Putting work culture messages on strategic places in the office;
- d. Holding consultation session/ meeting; technical meeting;
- e. Holding instructor training for work culture change;
- f. Showing work culture through visualization such as electronic media, printed media, wither public service advertisement, interactive dialogue, talk show, etc;
- g. Making special site on work culture.

3. The internalization of work culture change

The target of this event is to increase the understanding of work culture concept and

strengthen the productive attitude in bureaucracy reformation context. This needs to be supported by these events:

- a. Executing the work culture orientation for the civil servant candidate or temporary employee;
 - b. Developing role model by giving reward to the employee who works good
 - c. Putting work performance suggestion box;
 - d. Implementing work performance report each month;
 - e. Enforcing time discipline through attendance control for each employee by making use of the computer technology;
 - f. Providing them with training of work culture change among the employee;
 - g. Arranging syllabus or curriculum of work culture as teaching guide in every level of education and structural and functional technical training either formally or informally;
 - h. Establishing work performance evaluation team in every work unit;
 - i. Organizing work culture orientation week for all employees through a number of events;
 - j. Organizing research and study on work culture change simultaneously;
 - k. Organizing promotion and campaign of the new work culture.
4. The establishment and empowerment of Work Culture Change Institution

The target of this event is to make a structuralized, dynamic and professional work culture change institution in here. This needs to be supported by events:

- a. Implementing institution regulation which support the improvement of service performance;
 - b. Facilitating the establishment and stabilization of work unit through:
 - 1) Improving professionalism of human resources in the institution, the opportunity to get education, courses and training;
 - 2) Improving the institution facility;
 - 3) Improving the institution publication;
 - 4) Building a network of national, local and international institutions which concern on education.
5. Coordination Strengthening Inter-organization and Officials

The target of this event is to build a good coordination to support the bureaucracy reformation of these institution. This needs to be supported by these events:

- a. Establishing and setting work team to build a group dynamic in work culture development on every work unit;
- b. Increasing support among officials in implementing bureaucracy reformation;
- c. Establishing and setting coordination unit inter and between work unit along with the related institution to avoid overlapping and blank spot in supplying service quality;
- d. Combining work program start from planning, implementation, to program monitoring and evaluation between work unit;
- e. Organizing a periodic meeting in every level;
- f. Setting the role model for action planning initiated by officials/employee who is considered qualified as role model.

6. Law Establishment for the Employee

The target of this event is to have law-abiding employees. This needs to be supported with these events:

- a. Mapping the employees who disobeyed the rules;
- b. Doing special audit/investigation;
- c. Implementing law advocating for the lawlessness done by the employees;
- d. Imposing sanctions based on the regulation for the employees proven make mistakes.

7. Service Quality Control Improvement

The target of this event is to increase the service by these institution employees to the citizen/officials. This needs to be supported by these events:

- a. Arranging, setting and socializing employee attitude and behavior guide;
- b. Stabilizing the commitment on serving people/officials;
- c. Studying, arranging and developing the minimal serving standard to be professional in all service;
- d. Implementing service organization setting based on needs and people demands to have a dynamic and responsive organization;
- e. Implementing performance quality control system in service quality improvement frame to the people/ officials;
- f. Intensifying employee result report either written or spoken.

8. Facility Improvement for all these institution Employee

The target of this event is to have adequate facilities to support the employee performance. This needs to be supported by these events:

- a. Providing adequate facility for each employee, based on their needs, either software or hardware;
- b. Providing data and information processing facility for work culture change.

9. Moral Improvement for all the Employee

The target of this event is to have employees with good moral. This needs to be supported by these events:

- a. Mental developing and the teaching of the honesty value;
- b. Developing politeness and togetherness;
- c. Harmonizing the corporation among employees;

10. Manifesting Learning Organization

The target of this event is to have a learning-based organization. This needs to be supported by these events:

- a. Utilizing research result and technology to improve service quality;
- b. Establishing study, research, developing group;
- c. Developing service;
- d. Developing learning organization to all work unit.

Bureaucracy reformation in here is a mandate that needs to be implemented well. With the will, hard work and high commitment from all of the apparatus will make a progress in giving better services to people.

The development of the new culture these institution starts with identifying current culture condition and conclude that the dominant culture in here is bureaucratic, formally well arranged.

Apparatus works based on procedure. A good leadership can coordinate, organize and work efficiently. The most important for them is that everything runs based on the regulations.

The implementation of new culture in these institution environment needs several steps and continuous process. It needs commitment from all apparatus to make this happen.

This may guarantee the work performance quality, increase productivity and give good service to the officials as the manifestation of bureaucracy reformation mandate in these institution.

The development of new culture in these institution is one of the reformation agenda of bureaucracy reformation in here based on vision, mission and value of its on 2010-2014, especially in organization culture setting.

The target in developing new organization culture in these institution are:

1. Embed organization culture based on vision, mission and value to each apparatus.
2. Fixing the value perspective, basic notion, norm, mindset and, the attitude of every personnel, so that the mandate can be kept in serving education for the entire citizen.
3. Fostering the social awareness level, creativity and productivity of every personnel in fixing performance continuously and being able to give good example to the other personnel.
4. Building a better image of personnel and trusted by the stakeholders.

The first achievement that has main targets, leads to strengthened institution's performance, has 5 main targets, there are: (1) increasing activities of institution management, quality management activities, strategic action plans and organization and staffing system, that are held in an effort to improve the quality and the service of the institution. (2) Increasing the competence qualification and quantity of the human resources based on the policy set. (3) Increasing the amount of facilities that is adjusted to the needs and the development of recent technology. The elaboration of the target is in a form of program: analysis. (4) Improving the infrastructure that is adjusted to the needs so that the improved education service quality is achieved. (5) Improving the maintenance of facility and infrastructure to guarantee the sustainability of institution's activity.

These institution is the technical implementation unit of the Ministry of Education and Culture, which in performing its functions, is responsible to the Human Resource Development Agency of Education and Culture and Education Quality Assurance that, this time, is trying to build strong organizational culture through technology of information that build the following values:

1. Innovative and creative culture;
2. Attitudes and values;
3. Open for changes;
4. Mobility and interaction.

Innovation simply defined as the idea of "renewal" that is applied (at the first time) and give real beneficial impacts in human life. Without innovation, everything runs as it is, like business as usual. Without innovation, an impossible thing will have a significant change and improvement in our effort to conduct development.

Innovation is a process of social learning. The innovators and the adopters (users) equally need to go through the learning process, both related to technical issues and benefits and other important things and also needs effective interaction for the innovation success.

Briefly, information system can be defined as a unity of a set of actors, institutions, productive process that influence the direction of development and the pace of innovation and its diffusion (including knowledge/technology and good/best practice) and also the learning process.

Information system strengthening is the important pillar in bringing these institution to the knowledge-based economy and knowledge-based society era. Therefore, the progressive development of its has the make the Information System Strengthening as mutual agreement and priority in increasing competitiveness and social cohesion strengthening.

Some things that related to the shaping of organizational culture are leadership, sharedness and intensity factors (Luthans, 1995). Sharedness factor refers to on what level the organization members have the same basic values influenced by orientation and rewards factors. Meanwhile, intensity factor refers to the level of commitment of organization members towards the basic values as the results of reward structure, while the most closely-related is the leadership factor. By leadership factor, it is believed that a tough leader will be able to build a strong organizational culture. Meanwhile, through the orientation of organization introduction, things that are related to the company's philosophy and operational methods can be explained. Besides, further orientation process can be conducted through word of mouth and daily working behavior along with the concrete example from the company leader and his employees to the new member.

So it can be concluded that organizational culture that is going to be build in these institution is strategic and adaptive organizational culture, where the organizational culture has style and values of one culture that tends to change a bit and has deep roots, although there's a change in the manager position. In an organization with strong culture, employees tend to march along to the same drummer. The values and attitudes that are mutually believed make people feel comfortable in working, the sense of commitment and loyalty make people try harder. A strong culture gives the structure and control needed, without lean on the suffocating formal bureaucracy that can suppress the growth of motivation and innovation.

The culture that fits strategically explicitly states that the direction of culture has to harmonize and motivate the members if people want to improve the organization performance. The main concept used here is "suitability". So, a culture is considered good if it is suitable with the context. What means by concept can be an objective condition of the organization or a business strategy.

The adaptive culture departs from logic that only culture that can help culture anticipate and adapt to the environmental change will be associated with the superior performance all the time.

Picturing adaptive culture is a culture with prepare-to bear-the-risk approach, believe and proactive to the individual life. The members actively support the effort of one another to identify problems and implement solutions that can be functioned. There is a mutual sense of confidence.

6. Conclusion

The Centre of Development and Empowerment of Educators and Education Staffs in Mechanical and Industrial Engineering of Cimahi, as a manifestation in the form of training

agency or institution, is a social institution in which certain activity takes place, which is an interaction between educators and learners, so that the organizational culture in these institution aims to realize a value system of belief that norm is a behavior that is mutually held together, where the training itself is a cultural process. The implementation of information technology in these institution is needed as a tool in service effort.

To realize the vision and mission of its 2014, it needs support and the implementation of suitable value system as a basic and also direction of employees' attitude in doing their task. The value system here means the value system that will unite the heart and the mind of the entire employees in a n effort to realize education prime services, there are trustworthy, professional, visionary, democratic, inclusive and just.

The implementation of the new culture in these institution needs steps and continuous process, so that commitment is needed from the entire Ministry of Education and Culture apparatuses. The implementation of new culture values agreed will be able to guarantee a better quality of performance, to give reliable services to the stakeholders as a form of bureaucratic reform mandate in these institution environment. The development of its a new culture is the implementation of one of the bureaucratic reform agenda.

Organizational culture built in these institution is a strategic and adaptive organizational culture, where the organizational culture has style and values of one culture that tends to change a bit and has deep roots, although there's a change in the leader position. In an organization with strong culture, employees tend to march along to the same drummer. The values and attitudes that are mutually believed make people feel comfortable in working, the sense of commitment and loyalty make people try harder. A strong culture gives the structure and control needed, without lean on the suffocating formal bureaucracy that can suppress the growth of motivation and innovation.

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