

Effectiveness of Cultural Change in Schools

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ABSTRACT: *Culture is an essential element for every human being. Without a culture a nation's identity will disappear. Each organization has its own culture. Culture is accepted as a major concept in anthropology. This is because it can send a social learning to the community. The values, norms, beliefs and expectations are related to organizational culture. Recently, educators are more focuses on the effectiveness of organizations culture. The educators should have an intention about organizational culture and need to identify organizations key to success. This culture are different from one to another organizations. The leaders are responsible to develop school cultures in a given direction, actions and with dynamism as management style. They need to know about the model of performance in educational organization. School are the place that provides practices about cultures for our young generation. There are many ways to apply their culture but it is effective for them to improved. This paper is about to study the effectiveness of culture change in schools. In more details about the attitude of teachers regarding the changing of culture in their school. Thus, to identify the effectiveness of culture change and ensure the attitude of employees(staff) in organization. It would be inspire the teachers to upgrade working skills and achieve success.*

KEYWORD: *Organizational Change, Effective School, Organizations Culture*

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I. INTRODUCTION

Culture is very important in helping the organizations to achieved successful by gets their goals. In mean while, culture become very stronger tools that able to make innovations possible (K.S.Cameron & Quinn,2005; Daft, 2012). According to Lathans (1998), organizational culture means a norm and value that directs the behavior of experts in its organization. This organizational culture should be followed by all members in the organization so that it is in line with its goals. According to Sarpin (1995), organizational culture can be defined as a system that creates the norms of organizational behavior in which it interacts with value systems, beliefs and habits within an organization. In social systems, organization culture give same effects to educational organizations and business organizations. Normally, the concepts of organizations culture becomes important as human relationship being improntant (Schein,1996). For an example, a school principle able to move from one to another school with an a different organizations culture (Tabibi, Nasiripour, & Zanjani, 2009; Tajali, Safania, & Moosavi, 2013).

Behaviour, thoughts and feelings are sustained interactions between organizations and people. So, culture is a result to the effectiveness of these approach to organizational culture with related internal and external factors(Bate,1994). This show us that, the culture needs to go through or to stop. Besides that, some researchers had found that organizational changed not reach the results that they want it(Bennebroek et.,1999).

In this paper, Sekolah Menengah Simpang was one of the government secondary school in Malaysia which is situated in Larut Matang dan Selama district of Perak. It was developed in 1984. Mission of of the organization is to have a good quality of education system. At the same time, the government want to develop individual skills to meet the country's needs to access globalisation. As such, school management strives to sharpen the talents and capabilities of students in terms of knowledge, thinking skills, leadership skills, bilingual, ethical and spiritual skills. This organization's vision is geared toward quality education. School is an institution that provides good knowledge of quality, value and can produce educated young people. The organization's motto is "SMK SIMPANG the Best" high school Simpang excellence. The schools have 113 teachers and 1486 students including male and female students. The school always targets students higher in academic achievement, possessing good character and achieving high achievement in sports and curriculum. In addition, the school also aims at promoting management and leadership.

This organization cooperates with understanding mission and vision. Staff of SMKS provided a great cooperation with emphasizing the approach of cooperation and interaction of two or more individuals in designing, implementing and solving problems. For integration, staff should practice honesty and sincerity and respect for each other to accept the will or opinion of others. At the end of 2016, there were some changes in management and leadership. The change was the acceptance of a new principal by the District Education Office, Perak. As a result, there has been a sudden upsurge in SMKS's school management system. In fact, the

organization is working towards achieving excellence in 2018, achieving 95% passing SPM compared to 2017. This dramatic achievement was due to cultural changes in schools where leadership management and the way the staff work was organized according to the strategy. This has led to a successful success in achieving SPM in 2018.

In addition, the school also strives to emphasize collaboration between parents and teachers in successfully performing school programs. The technique used is very useful to overcome the internal problems of the school. For example, student achievement can be enhanced through a school program where students are taken out of the school environment to study a particular subject in different place. With this, interest and student focus increase in a particular subject due to the freshness of a new environment and a calm emotion giving a good output in the exam. In addition, teachers are also aggrieved by the systematic distribution of tasks and time-card cards applied to enhance the work culture of excellence.

In addition, expressing appreciation to the students by calling the name at the morning assembly at school has motivated the student's inclination to show good behavior towards teachers and schools. This similar culture is best used to address the school's internal issues by the new principals. This proposal brings good results and enhances students' skills and talents in sporting events and curriculum.

Organizational Change

According to Balogun and Johnson(2004), had mention about change recipients may be denominated by change participants in term of role that they had play, active or passive. Besides that, 'parents, teachers, principles and students had own feelings about their schools but not able to describe it(Deal and Peterson,1999). At same time, Denison(1984), simplified that which organizations able to perform well to achieved higher had really strong culture. The principals are visionaries and be acting like a great salesman(Peters and Austin,1985). It means the important role hold by the principals, where they had direct the way to their employees to achieve targets. Culture is one way to distinguish between society. Thus, through this cultural element, the existence of a society can be identified. According to K. Cameron (2008), cultures shape the behavior of individuals in the community by emphasizing values, norms, patterns, beliefs, customs, and commitment. Culture is an innovation factor that provides opportunities for success or vice versa. Thus, the culture itself determines its goodness and disadvantage in an organization (Abedini, 2016; Klein, Masi, & Weidner, 1995). As a conclusion, each member of the organization's cultures will share the same characteristics.

Organizational Culture

Organizational Culture means a character in an organization and it is a guide for the organization. In other words, organizational culture is the norm of behavior and values that are understood or accepted by all the members of the organization and used as the basis of the rules of conduct within the organization. Organizational culture can be defined as all settled in the place (Deal & Kennedy, 2000). In addition, culture in an organization also involves a group of experienced people, philosophy, expectations and values that will reflect the behavior. There are six culture dimension (Schein,1992). According to Quinn and Rohrbaugh,(1983), the competing values framework also very important role in organizational culture. Besides that, Cameron and Quinn(2006), had identified four different culture types which they more focuses on this competing values framework at organizations to identify externally and internally oriented and the flexibility of it.

According to Hofstede and Hofstede (2005), organizational culture is a community mental software that exists in an organization and is considered a soft concept, but has a significant impact on the organization's performance. Based on the organizational learning literature, its influenced by organizational culture in organizations(Amabile, 1998; Prather, 2000, Shallcross, 1975; Sternberg, 2003; Thompson, 2003). Researchers recognize organizational culture as the main obstacle in creating and utilizing knowledge assets (De Long & Fahey, 2000). According to a vector study on organizational learning, Dodgson (1993) says that environmental and internal change factors are influenced by organizational learning such as individuals, cultures and so on. Fiol and Lyles (1985) also state that contextual factors affect organizational learning.

Organizational climate is also defined as a psychological description of the working environment (James & Jones, 1976; Jones & James, 1979). The culture, structure and behavior of managers in the organization are influenced by individual psychology (Burke & Litwin, 1992).

Organizational culture is more about the trust shared by each of its members while the climate is in the individual about the organization's environment(Reichers & Schneider, 1990). The reason why we choose culture but not climate because climate is not permanent and culture is more to the organizations values, beliefs, assumptions of its members(Denison,1996).

There are four examples of organization culture and the explanation. Culture of Administration where the organizations need the administration culture. Example in the case of correspondence, outgoing goods, employee and other income to facilitate company performance. Discipline is the second example for organizational culture and it defined to be disciplined. For example, make feel friendly to customer after

completing the order and do not take advantages etc. Next example is clear obligation sharing. Here to achieved company success, they need to share authority of the organizations culture. The clear division of authority able to make their members gives a good performance in organizations without any confusion. The last example of organizations culture is innovation. The organizational culture innovation which helps the organizations to be produce a creative and an innovate ideas for organization's.

Effective School

In practice, schools are also an organization that has a distinctive corporate culture. This cultural context receives in detail all interpretations contained in educational institutions (Merono-Cerdan, Lopez-Nicolas, & Sabater-Sánchez, 2007). This local cultural practice should be given priority by teachers, parents and managers to gain harmony (David and Fahey, 2000). This is because schools are a factor that introduces local cultural practices to students. Local culture are implemented in different ways by following their respective school culture. In addition, school culture also serves as a set of values, beliefs, norms, formalities, beliefs and priorities that can shape the behavior of educators in education. Trust, preferences, and general orientation are the school culture where one's thoughts and actions are either teachers, coaches or administrators in the school to guide behavior. Here, the manager makes a decision based on the value (Donate & Guadamillas, 2011).

The school's culture also plays a very important role. This is because school advancement is subject to emphasis on school culture practice either in school or outside of school. In addition, schools also have their own distinctive cultures such as achievement in school status, grades, norms and cultural elements (Hargreaves, 1995; Leithwood & Riehl, 2003). Some factors affect the school's cultural elements, such as school's position and characteristics, parents, school backgrounds, founders, teachers, physical schools, homage and so on that determine the success of the school (Deal & Peterson, 1990; Tschannen-Moran, 2014). School is a social group with background, experience, culture, experience, personality (Van den Hooff and Huysman, 2009). Actually interaction among schoolchildren is also influenced by school climate. This is because the school also serves as a small community and not just an educational organization. According to Kohler (2001), the atmosphere of school or school culture can be seen in the context of social interaction. School organization culture can provide good reference in optimum school culture research.

II. CONCLUSION

This paper has identified that cultural changes in the organization lead to the management of a changeable change. Any change affects all members in the organization. It is admitted that the level of cultural change in this organization is not a problem with the educational environment. So, organizational culture changes need to be practiced to achieve excellence in various aspects such as providing ideas, techniques whereby workers can develop skills and work towards achieving the goals desired by the education sector. So, staff in this organization can accept cultural change in the organization. This is because workers are the foundation that will bring about changes in the organization and make it work. To encourage employees to accept the desired change then the organization must act to address the issues faced. There are several criteria of effectiveness, which can have a good impact on school management to achieve excellent leadership levels. For example, demonstrating the presence of teachers in class and in school is essential to recognize the school culture effectively through the norms, values and characteristics required by national education constitution. Professionals achieve their goals by recognizing the organizational components and values of the organization effectively in school. So, schools with similar organizations with their own culture are seen more effectively. If the culture of school organization has been successful in terms of learning and teaching then we can practice it in schools to improve the quality and quantitative level of student education.

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