

RINGKASAN

Pengembangan Model Budaya Organisasi Berdasarkan Nilai-Nilai Individu Karyawan Dalam Proses Produksi Siaran Pada Stasiun Televisi JTV di Surabaya

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Perusahaan memerlukan strategi penyesuaian secara kultural dalam meraih tujuan. Perusahaan yang sukses, menaruh perhatian besar terhadap kultur tempat mereka bekerja. JTV merupakan sistem hubungan yang terstruktur antara sumber daya-sumber daya yang memungkinkan pencapaian tujuan tertentu. Dalam rangka memproduksi siarannya, JTV memberdayakan diri untuk lebih sesuai dengan kultur yang digali pada tiap-tiap individu karyawan.

Budaya perusahaan mempunyai pengaruh terhadap keefektifan suatu perusahaan terutama pada perusahaan yang mempunyai budaya yang sesuai dengan strategi. Hal ini dapat meningkatkan komitmen karyawan terhadap perusahaan. Dalam hal ini, JTV dapat lebih percaya diri dalam memilih strategi *in house production* pada proses produksi siarannya.

Berdasarkan karakteristiknya, ada penggunaan metafora tertentu dalam menjelaskan perbedaan budaya organisasi. Tipe pertama disebut budaya Zeus yang menonjolkan kekuasaan, patriarki, dan kelompok kultur. Tipe kedua dikenal sebagai budaya Apollo yang membentuk birokrasi hirarkis. Ketiga, disebut dengan budaya Athena, yakni suatu format yang terdiri dari unit kerjasama berdasarkan keahlian. Sedangkan tipe keempat adalah budaya Dionysus. Suatu kelompok individu sependirian yang mengejar tujuan dari organisasi itu sendiri, dimana semua individu tampil penuh percaya diri.

Dari keempat tipe budaya yang ada, ditentukan model budaya organisasi yang sesuai dengan komitmen JTV pada nilai-nilai tertentu dalam proses produksi siaran. Ada empat tingkat atau kategori nilai, yaitu nilai raga, nilai perilaku, nilai sikap, dan nilai jiwa atau pendirian. Nilai-nilai yang dikumpulkan dari masing-masing individu, diharapkan dapat menjadi perekat yang sesuai dengan kultur organisasi. Makin banyak anggota organisasi yang menerima nilai-nilai inti, makin besar komitmen mereka pada nilai-nilai itu dan makin kuat budaya tersebut.

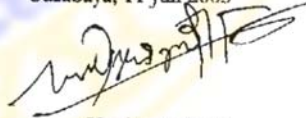
Tujuan penelitian ini adalah untuk mengetahui bagaimana nilai-nilai individu yang selama ini dikembangkan karyawan dalam budaya organisasi JTV, khususnya pada saat proses produksi siaran berlangsung. Nilai-nilai individu yang terditeksi, dapat mengarah pada tipe budaya yang sesuai dengan produk sikap organisasi. Dalam penelitian ini, digunakan aplikasi

Arek Paralel (mas gagat, mas yusuf, mas imam, mas budin, mas iwan, deni, widan, mbak yuni, mbak mia), atas hari-hari indah selama di perkuliahan; Mbak Susi, atas peluang untuk duduk di kelas industri bisnis;

Disamping itu, rasa terima kasih dan penghormatan juga terucap untuk Ilmu Antropologi, berikan aku kedekatan atas pemilihan judul; Sdri. Any Werdhiastutie selaku senior di PSDM, meski tidak mengenal secara langsung. Terima kasih atas idenya; Etos (Hari, mas Andi, mbak Yuni, mas Kocmpo, Endro, Willy, Maria, Bertus, Topan), terima kasih atas kesempatan dan kepercayaannya; Mbah dukun mintorogo, atas dukungannya saat ikut ke JTV (meski lagi kena pelet); Arek-arek sing nggarap skripsi nang omahku. Meski diriwuki, kalian membuatku punya arti; Iwan Abdillah, SH., selaku teman yang telah membuat aku menyelesaikan tesis lebih cepat. Beri aku toleransi...; Toko-toko buku (gramedia, gunung agung, blauran, toga mas, manyar jaya, uranus). Kalian memaksaku untuk membeli buku, meski tak semua kubaca; Internet, *give me change*...; Sdr. Agus Mustofa, beri aku tamparan ilmu...; Ahmad Deedat dan Hj. Irenc, beri aku ketebalan iman; JTV selaku *setting* penelitianku; Duta Nurdibyanandaru MS, selaku Kahumas Unair yang telah beri banyak dukungan; Para pengarang dan penulis buku yang menjadi referensiku; mbak Ani (perpustakaan Pasca); pak ruskan & mas andi (komputer Pasca); Hanim dan Martina, hadir tepat saat dibutuhkan. Konsultan *summary and abstract*; Acara pertemuan pimpinan pasca di JW Marriot, yang telah memotivasiku untuk cepat lulus; Dim@s komputer, selaku rental yang memberikan hasil cepat setelah berkeliling ke sana kemari; Rekan-rekan lain yang beri aku ruang (gogon, irul, doi, mail, andi rosan, iyo', mvfti, aries, hendri, pundi, azwin, irwan, mas Tjuk, mbak baiq, bu isna, danar, samiles, desmond, rumpoko, mbak yayuk), matur sembah nuwun

Semoga Allah SWT memberi kebaikan kepada orang-orang yang pandai bersyukur.

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SUMMARY

Organization Culture Model Development based on Employee's Individual Values in the Broadcast Process Production of JTV Television Station in Surabaya

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Culturally, a company needs an adaptation strategy to reach its objective. A successful company, focuses on the culture they work. JTV is a structural relationship system between human resources that enable the certain objective is reached. In order to produce its broadcast, JTV empowers itself to get more appropriate with the explored culture on each employees individual.

A company culture have some influences toward a company effectiveness, mainly on the company having an appropriate culture with its strategy. This may increase the employee's commitment toward the company. In this regard, JTV may be more confidence choosing a strategy of "in house production" in its production process.

Based on the characteristics, there are certain metaphors used in explaining the organization culture differences. First type is called Zeus culture that emphasize on strength, patriarchy and culture group. Second is Apollo culture that establishes the bureaucracy hierarchy. Third is called Athena culture. That is a form that consist of cooperation unit based on skill. Fourth is Dionysus culture. A group of individual who has the same purposes to reach the objective of the organization itself in which all the individuals has a self confidence.

From the fourth cultures above, it is determined the organization culture model that appropriate with JTV's commitment of certain values in its broadcast production process. There are four level values including body value, behavior value, attitude value and moral value. The values gathering from each individuals are expected to be an appropriate adhesive with the organization culture. The more of organization members receiving these main values, the highest of their commitment toward those values.

This research has a purpose to identify how the individual values developed by JTV's employees in an organization culture of JTV, specially during the progress of broadcast production process. The individuals values identified might refer to the appropriate cultural type with the organization behavior. For the purposes of this research, a data base application is created in order to process data from interviews, especially during the production process. Then, it is determined the tendency level toward the

four cultural types presented based on the highest contribution toward the individual values followed by JTV's employees. The database application determines the organization culture model of JTV

This research shows that organization model of JTV is a combination of some values that give contribution to develop Zeus, Apollo, or Dionysus cultures, with the highest contribution on Athena culture. The organization culture model refers to collective meaning system that followed by each characteristics of Zeus, Athena, Apollo and Dionysus cultures. It is compiled of individual values that consist of 6 moral values, 17 attitude values, 12 behavior values and 7 body values.

In order of the model development, this research attempts to find the tools of attitude, values, belief and behavior hold by the JTV's employees. This research also success to summary the development of others values that raise in the broadcast production process of JTV.

The basic philosophy gives a direction toward organization wisdom in order to maintain its employees. This research lays a local, naughty and mass philosophy as a guidance. The values compiling Zeuz, Athena, Apollo and Dionysus culture developed according to basic philosophy and others 13 values found in the progress of broadcast production process. The organization culture model development of JTV is compiled based on the values of employees individual. Therefore, a basic philosophy gives a direction for the organization wisdom in order to maintain the employees.

ABSTRACT

**Organization Culture Model Development Based on Employee's Individual Values
in the Broadcast Process Production of JTV Television Station in Surabaya****Yuniawan Heru Santoso**

This research has a purpose to develop the organization culture model based on employee's individual values in the broadcast production process of JTV television station in Surabaya. To identify how the individual values developed by JTV's employees in an organization culture of JTV, specially during the progress of broadcast process. The individuals values identified might refer to the appropriate cultural type with the organization behavior. The values analyzing from the existing cultural characteristics has a role as a model determining. This model is prepared with philosophy and other values that useful as an input toward the organization culture model of JTV.

The organization culture model development uses a qualitative approach and also direct field observation. The qualitative approach is chosen as an adjustment in the field, if the researcher face some multiple facts that are more sensitive and cooperated with more influence sharpening and also has a close relationship with the values pattern encountered. The qualitative approach is refer to employees as an individual in JTV production team thoroughly without isolating it into a certain variable.

For the purposes of this research, a data base application is created in order to process data from interviews, especially during the production process. This application has a role to determine the tendency level toward the four cultural types, and then presented as an organization culture model of JTV.

Culturally, the company requires an adjustment strategy to reach its objectives. A successful company, focuses on the culture of work place. JTV is a structural system relationship between human resources that enable its objective are reached. In order to process its production, JTV empowers itself to adapt with the culture explored from each individual employees.

The result of this research shows that Athena's culture gives the highest contribution to JTV's organization. Nevertheless, Athena's culture doesn't dominate the overall contribution. There are some values formed from Zeus, Apollo and Dionysus cultures. Moreover, it is found others 13 values explored from individual involved in broadcasting production process. The model development has formulated 17 attitude values, 12 behaviour values, 7 body values, others 13 values, directed by 3 basic philosophies as a benchmark.

Key words : individual values, organization culture, Athena, Zeus, Apollo, Dionysus culture.