

THE ROLE OF OWNER IN IMPLEMENTING ORGANIZATIONAL CULTURE ON START-UP COMPANY

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ABSTRACT

The purpose of this study was to explore the role of owner in the application of organizational culture in start-up scale companies. Qualitative approach was used in this study to explore informants about the role of owner in implementing organizational culture. In-depth interview was conducted with the owner and two employees of company according to predetermined criteria. In addition, data collection was conducted through observation and documentation methods. The results of study shown that the role of owner in implementing organizational culture was reflected in the handling of consumer complaints, professionalism of employee work, employee training, controlling and work evaluation of employee. This study was expected to be able to provide additional knowledge and input strategies for developing organizational culture at start-up business companies.

Keywords: the role of owner, organizational culture, start-up business.

INTRODUCTION

Basically, culture which is values, habits, rituals, myths and practices that continue in community life is a breath that animates and directs the behavior of members should underlie every movement of community life (Robbins, 2010). The owner should also develop an organizational culture that could support the achievement of established vision and mission of organization. Organizational culture is a behavior pattern that includes thoughts, actions, language and habits carried out by members of the organization, values that is shared by members of an organization, norms, beliefs, assumptions of organization members to manage problems and influence around it. The owner is a person who has skills and strengths, especially the mastery of skills in one field, thus he is able to influence other people to jointly carry out certain activities, in order to achieve one or several goals (Kartono, 2015). The owner is someone who is able to influence other people to do or not do something desired as desired (Matondang (2012). Based on several previous understandings, it can be concluded that the owner is a person who has the ability in influencing, moving and directing others (members) to make an effort towards achieving organizational goals.

The organization according to Ismainar (2015), basically, is used as a place where people gather, work together rationally, systematically, planned, organized, guided and controlled in utilizing resources (money, material, machinery, methods and environment), facility- infrastructure, data and others that are used efficiently and effectively to achieve organizational goals. Organization according to Robbins (2012) is a social unit that is consciously coordinated, consisting of two or more people and functions in a basis to achieve one or a series of common goals.

The role of the owner in developing organizational culture is reflected in the integration of one to another by using applicable language and procedures, the existence of applicable norms such as standards and behavioral provisions, including instructions on work to be carried out, important values to be instilled, built, and infused together by all of members. For example, the quality of service, efficiency, etc., there is a philosophy about policies that reflect the organization trust about how to treat employees and customers, regulations on how to get along with their organizations, and the climate of the organization which contains ways to interact between members, patterns of acting against outsiders.

Nguyen's research (2011) found that the role of owners with transformational and transactional ownership types in socializing, implementing and realizing the organizational culture that determined by the owner, thus, later

would be adapted by employees in working for the company. The ethical role of the owner relates to organizational culture which causes the performance of employees to be better or worse (Walumbwa, 2011). The role of the owner of company in socializing culture should be conveyed and adapted to employees clearly, thus employees can apply the corporate culture. The socialization of organizational culture that is known to all employees will make the performance of employee will be more organized and structured because employees know the company culture is in one company that establishes culture.

Innovation is necessary to achieve competitive superiority for companies. Innovation, versus imitation, motivates companies to launch new products and become trendsetter in market. Many factors have proven to be decisive in supporting the organization's innovative orientation. One of them is organizational culture. The role of the owner in building organizational culture and then disseminating the culture established is very important for the company.

Due to the dissemination of corporate culture, employees will be more structured and directed and behave according to the existing culture in the company. The study of Valencia (2011) found that organizational culture is a determinant of innovation strategies. In addition, organizational culture encourages innovation strategies and hierarchical cultures to promote imitation culture.

Whereas the study of Lin (2011) found that the role of the owner in socializing organizational culture increased the existence of innovation strategies. Organizational culture that has been established will make employees move on the same vision and mission, thus organizational goals will be quickly achieved. The role of strategic ownership has a direct impact on knowledge culture, culture directly impacts on innovation strategies, and cultural organizations link the role of strategic ownership and innovation strategies. The role of the owner is very important in socializing organizational culture, then the company runs according to the company's vision and mission (Lin, 2011).

Although the research about the role of owners in the development of corporate organizational culture has been widely carried out, most of the objects of research are companies in the scale of medium or large. There is still not much research about organizational culture, which specifically uses the object of start-up business. This study aimed to explain the role of the owner of company in developing organizational culture within the company.

RESEARCH METHODS

The object of this research was Mayster, which was a start-up business scale that is engaged in services, in the business of premium shoe care services. The company was 5 years old at the time this research was conducted and experienced many employee changes. Company employees often changed because of employee internal problems.

On the other hand, there were employees who were underperforming, thus owner should make a unilateral termination of employment. The subjects in this study were two owners of companies and two employees. This study used in-depth interviews in the form of semi- structured interviews. According to Sugiyono (2015), the implementation of semi-structured interview was freer than structured interview. Validity test in this study was conducted by using member check.

Miles et. al., (2014), stated that activities in qualitative data analysis should be carried out continuously until complete, thus data was saturated. Data analysis in this study was carried out at the time of data collection in a certain period. To present data to be easily understood, the steps of data analysis used in this study were the Interactive Model Analysis from Miles et. al. (2014), which divided the steps in data analysis activities with several parts, which were data reduction, data display, and conclusion or verification.

RESULT

Subthemes	Interview Results	Validity Research	Analysis Result of Interviews
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Consumer complaints	<p><i>“... handle carefully... we'll tell it to the owner.”</i></p> <p><i>“First we are dealing with the consumer well... if consumers are still insistent and I was not able to face them, they will be redirected to the prime directly. While I can handle them, I will handle them. ”</i></p>	<p>Related to the statement of informants, it can be seen that the opinion of employees on the role of the owner in handling complaints of Mayster consumer is accordance the statement of owner and stated that the owner of Mayster has a role in handling the consumer complaints.</p>	<p>The interview results employees shown that employees can control the troubled consumer or consumers who make a complaint. If consumers respond well, the employee can solve existing problems, but if consumers cannot accept the solution of the employee, employee will contact the owner to ask for the best solution against the existing problems.</p>
Discipline	<p><i>“... So I applied what I'm doing ... It should be from myself first”</i></p> <p><i>“Behavior that applied daily will be habit, come on time, ... ” ... should be on time, do not delay ... professional when the mood is not good. ”</i></p>	<p>Related to the statement of informants, it can be seen that the role of the owner in accordance with the implementation of of Mayster culture and stated that the owner of Mayster plays a role in the implementation the culture of discipline and on time.</p>	<p>Interviews result shown that the owner is a reflection of the business, thus the owner should give a good example for employees. The owners also play a role in coordinating the employees who have diverse attitudes. The role of the other owners are reminded to always on time and does not delay the work.</p>
Training	<p><i>“The training is conducted one by one in order to be intimate ... directly into the brain.”</i></p> <p><i>“There is training for 1-2 monthsto know the employees of Mayster, know the culture in Mayster..... building the Mayster culture during the training.”</i></p>	<p>Related to the statement of informants, it can be seen that the role of owner in applying the culture of Mayster has been appropriate and stated that the owner of Mayster has a role in the implementation of Mayster culture during training.</p>	<p>Interview result shown that the role of the owner is to conduct training for new employees is very important, because it is the part of the introduction of new employees to the culture in Mayster.</p>
Role in The Performance of Employee	<p><i>“For me, all of performances should be good... business services should provide good service. “</i></p> <p><i>“For performance, there are some good ... they are just human, when they are not in the good mood, let them notto be professional, if they go to</i></p>	<p>Related to the statements of informants, it can be seen that the role of owner in applying the Mayster cultural has been appropriate and stated that the owner of Mayster has a role in the implementation of Mayster culture in</p>	<p>The results indicated that the role of owner in assessing the performance of employees is already good, but there are those who still need to be improved. Owner role in the application of professional culture becomes very important in the work because somehow the mood of employees in work, they are required</p>

	<i>the business, they should be professional.”</i>	understanding the performance of employees.	to be able to work well. The role of the owner is also very important to accommodate and consider the advice given employee.
Role in The Idea of Employee	<p><i>“...definitely, we give feedback or ideas to the owner, ... we are going to give the best idea for Mayster, because in Surabaya there are already so many similar business, so we need to give our best. “ “Yeah, usually the idea immediately told to the owner ...”</i></p> <p><i>“I’ve ever given the idea, but not much. Usually, suggestion is accommodated first,..... “</i></p> <p><i>“Certainly. Sometimes the employee get a suggestion, sometimes we also think that it’s right , we accommodate the idea if it is reasonable will be considered. ”</i></p>	Related to the statement of informants, it can be seen that the role of the owner against the implementation of Mayster cultur has been appropriate and stated that the owner of Mayster has a role in the implementation of Mayster culture into consideration the idea of employee.	Interviews results shown that the employee has been given an idea of promotion or system to Mayster though not every month. The owners appreciate these ideas with a variety of considerations.
Role in The Cooperative of Employee	<p><i>“...he would give advice to the employees to do something better in their work.”</i></p> <p><i>“If I assess the owner, he is competitive to the other competitors, but cooperative to the employees ”</i></p> <p><i>“Cooperative to employees, competitive to competitor ”</i></p> <p><i>“Actually he is more cooperative, rather than competitive... ”</i></p>	Related to the statement of informants, it can be seen that the role of owner in implementing the culture of Mayster has been appropriate and stated that the owner of Mayster has a role cooperatively in the application of Mayster culture.	Interview result shown that the owner has a cooperative characteristic. The owners cooperates with employees to provide services that consumers want.

<p>Role in Receiving Feedback</p>	<p><i>“... the owner should come to the store of a two-day or any day to control and ask to employees about the state of the store...”</i> <i>“Normally open to the opinion given. For example, the work result is checked by the owner and ask is it clean or not, or the need to be improved again..”</i></p>	<p>Related to the statement of informants, it can be seen that the suggestion of Mayster employee has been appropriate and stated that the owner of Mayster has a role in the implementation of Mayster culture by receiving advice and opinions of employees.</p>	<p>Interview result with employees who give advice to the owners resulted in the conclusion that the owner is open to give a feedback to the employee, but controlling frequency should be increased to just ask how’s employees and the state of the store.</p>
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DISCUSSION

The Role of Owner about Consumers’ Complaints

The owner is a person who has the skills and strengths, especially the mastery of skills in one field, thus he is able to influence others to jointly carry out certain activities, in order to achieve one or several goals (Kartono, 2013). Whereas according to Matondang (2013), the owner is someone who is able to influence other people to do or not do something desired as desired.

Customer complaints according to Rusadi (2013) are expressions of dissatisfaction felt by consumers. Customer complaints are things that cannot be underestimated because ignoring this will make consumers feel unattended and eventually the company will be left behind by consumers. Complaints are a statement or expression of dissatisfaction with a product or service, both verbally and in writing, from internal and external customers.

This requires approval from all relevant parties in the company, from staff to company leaders. Complaints are a manifestation of consumer dissatisfaction. Complaints have a big influence on the progress of the company. Complaints that are resolved properly and professionally will have a positive impact later on the company, because then the customer feels very valued in his opinion.

It is the right for consumers to express their dissatisfaction. Complaints and consumer complaints are one of the problems that can cause Mayster’s image to be bad, thus if it is not handled immediately it will result in a decline in Mayster’s image in the eyes of consumers. The role of the owner in solving problems with consumers is very important because consumers who are not given a solution will spread to their friends and social media, so that Mayster’s image will decrease. The customer complaints of Mayster require immediate countermeasures thus the company can deal quickly with what causes customer dislike. It is hoped that in the future there will be no more customers who complain about the same thing in the company.

The Role of Owner about Training

According to Widodo (2015), training is a series of individual activities in systematically increasing skills and knowledge to be able to have professional performance in their fields. Training is a learning process that allows employees to carry out current work according to standards. According to Rivai et. al., (2013), training is the process of changing employee behavior to achieve organizational goals systematically.

Training relates to the expertise and ability of employees to carry out current work. Thus, it concludes that training is a process to improve employee competency and can train the ability, skills, expertise and knowledge of employees to carry out the work effectively and efficiently to achieve goals in a company. Training is very important for new employees because the training period is a period of introduction of employees to their jobs, partners, companies and work culture in the company.

Training conducted on Mayster’s business is one-by-one training because it is more intense, intimate and the lessons will be received by new employees. During the training period, employees will get to know the things that exist in the company including the presence of cultural clashes and clashes with partners.

The Role of Owner about Professionalism Culture

If a manager claims to be a professional, he should be able to show that he is an expert in his field. He should be able to show high quality in his work. Talking about professionalism reflects a person’s attitude towards his profession. In simple terms, professionalism is defined as the behavior, ways and qualities that characterize a profession.

Professionalism is very important in a job because it is a consideration of good performance. Professional

employees at work will produce good performance and good results, thus it will not inhibit the business continuity. The performance of Mayster's employees is good but should be improved to satisfy the consumers' desires. Mayster, which is a service company, is obliged to provide services that consumers want, so that if employees are not professional, the service will not be maximal and consumers will be not satisfied with the services provided.

The Role of Owner in Company's Innovation

Innovation is usually carried out by the owner because all of innovation ideas come from the owner, but sometimes the employees submit several promotional ideas and ideas on the use of washing equipment. The idea given by employees will be appreciated by making several considerations. The owner should conduct market analysis, research, looking forward the market response, see the strengths and weaknesses of the ideas given by the employee before the idea is made into a program that will be launched.

Valencia (2011) found that organizational culture is a determinant of innovation strategies. The owner's role in accommodating ideas is greatly appreciated by employees because the owners not only accommodate their ideas but also consider even though sometimes ideas that come from employees cannot be applied. Creating a promotional program that can be conducted repeatedly should be measured in financial and operational terms. If in operational terms it still meets the standards, but in terms of financial it gives disadvantage, the idea cannot be applied. The role of the owner in implementing corporate culture is very important and is very necessary to provide direction to employees.

The cooperative character of the owner invites employees to develop Mayster together. Employees are involved in the development of the company because they know more about what consumers want, because they interact more frequently with consumers. However, the owner's role should be in providing employee enthusiasm for good service to consumers.

The owner is expected to pay more attention to employees by controlling more often, thus the owner is not only responsible for HR and controlling, but also all owners are expected to visit the store regularly to increase interaction between employees and owners. However, the closeness of employees and owners should be limited to maintaining professionalism between employees.

The Role of Owner in Implementing Mayster's Culture

According to Hutapea (2014) organizational culture is a value that is owned by an organization that is felt and understood by all members of the organization. This value is reflected in the beliefs, symbols, rituals, myths and practices that occur in the organization. These values become a guideline or guidance for organizational members in behaving. Broadly speaking, organizational culture can be understood as a value system that is shared that are important and is a belief about how an organization works.

In this way, organizational culture provides a framework that organizes and states the behavior of organizational members in the work. A strong organizational culture can control the mind, soul and body of the members of the organization. The role of the owner in creating, changing and adding to a habit or work culture greatly influences the work of employees.

The owner of a company of four people is certainly not all founders, one founder, one co-founder and the other two are owners with different shares. The owners of Mayster, which numbered four people, certainly have their respective jobs that are in accordance with the specialization per owner in managing the company. Certainly, the other difference lies in the number of shares that each owner has. Mayster's differences in specialization and shares certainly influenced the roles of each founder and owner in Mayster's operations and daily life according to their respective specialties, but both founders and owners had similarities in developing Mayster, which are when promos and work rules.

If one of the owners has an idea relating to the promo or the new work rules that will be applied the following month, then the approval of the other owner should be considered. Thus, Mayster will not reach an agreement if the owners do not have the same role in making new decisions and policies. The results of data analysis show that the role of the owner (both the founder and other owners) has similarities in the implementation of the organizational culture that is carried out by way of conducting training of each employee and controlling routinely conducted every week.

The results of data analysis show that the culture applied by the owner is the habit of the owner in running the company. Interview with the owner of Mayster creates a culture of discipline, because the owner is a disciplined person. The results of interviews with employees of Mayster can see the behavior of owners when controlling, thus the behavior of owners in working is very important in applying Mayster's culture to employees.

The results of data analysis on the role of the owner in applying Mayster's culture state that the role of the owner

is very important and very necessary to provide direction to employees. Findings about the characteristic of the owner of Mayster which is cooperative in invite the employees to jointly develop Mayster. Data shows that Mayster employees were involved in Mayster's development because employees more understand about what consumers wanted because employees interacted more frequently with consumers. But the role of Mayster's owner should be in providing employee morale for good service to consumers. The owner is expected to pay more attention to employees by controlling more often, thus the owner is not only responsible for HR and controlling, but all owners are expected to visit the store regularly to increase interaction between employees and owners. But the closeness of employees and owners should be limited to maintaining professionalism between employees. Advice from employees is the owner to increase the frequency of controlling each store, so the owner knows more about the state of the store than by telephone. Direct interaction will be more meaningful to employees then owners should pay attention to the suggestion of employees to be able to make Mayster better. Organizational culture that has been established will make employees move on the same vision and mission, thus organizational goals will be quickly achieved.

Based on the results of the discussion, it can be seen that Mayster's culture includes discipline, punctuality, friendliness, honesty, commitment, and communicative with consumers. The results of the discussion concluded that not all cultures in Mayster were applied by internal employees to work in Mayster, because culture was a value of the owner's reflection which became a guideline or guidance for members of the organization in behaving. Thus, the employees cannot apply all of cultures that are in Mayster unless employees are given direct practices from the owner. The role of the owner in the application of mayster culture lies in how the owner's role in responding to consumer complaints, work professionalism, introducing culture during employee training, controlling employees, and active role when evaluating each month to employees.

CONCLUSION AND SUGGESTION

CONCLUSION

There are several cultures in Mayster such as discipline, on-time, friendly, honest, commit to Mayster and communicative with customer. The discussion of data conclude that not all cultures in Mayster have been applied by the employees during working in Mayste, this due to a culture was a reflection of the owner that become a guidelines for the organization member in behaving. Thus, the employees could not apply all of culture in Mayster, except the employees that have been trained by the owner. The role of owner in applying the culture lies on how the role of owner in responding the complain of customer, professionalism of work, introducing the culture during employees training, when conducting controlling of employees, and active role during conducting monthly evaluation on the employees.

SUGGESTION

Suggestion for The Company

The owner should conduct controlling routinely to engaged the relationship between the owner and the employees. All of owners should participate in training of employee, the owner should participate in socialization and monthly evaluation on the employees.

Suggestion for The Following Researcher

The suggestion for the following researcher should develop the research about the application of organization culture on the other field of creative industry. The other suggestion for the following research, the researcher should add the other variables such as the leadership style and the performance of owner.

LIMITATION OF RESEARCH

The limitation of researcher during conducting interview when working hours, thus the duration of interview was too short (for about 30 minutes), thus the researcher could not dig the data specifically, then the obtained information was not optimal. According to this limitation, could be understood that this study result potentially to be more explored for the following researcher. There were limitation of research in this study related to the interpretation of researcher about the implied meaning in interview, thus there was tendency for the bias. This study result could not be generalized against the other company.

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