

Organizational Culture in a Review of the Philosophy of Ontology, Epistemology, and Axiology

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Abstract: *The cultural dimension of organizational culture is the centre of all aspects of an organization's life. This research aims to describe organizational culture in philosophical terms. This research uses a qualitative method with a literature study approach. Literature documents come from various books, journals and scientific works on organizational culture. This research shows that ontologically describing organizational culture is indeed proven to exist. In the epistemological aspect, it is related to knowledge, sources, characteristics, truth, and ways to show the existence of organizational culture in an organization. In the etymology aspect, organizational culture focuses on the sources scientists use in developing organizational culture and their methods. Ultimately, the axiology aspect discusses the relationship between organizational culture and values. Because it is related to values, axiology is related to whether or not organizational culture can be developed. Educational entities must pay attention to organizational culture to ensure the continued existence and success.*

Introduction

Organizational culture literature is equally relevant to public science management and the management of private-sector business organizations (Ananda, 2022). Considering that the environment is changing rapidly along with changing times in the era of globalization, advances in technology and information development, and continuous insight into organizational effectiveness, organizational managers must seriously rethink what must be done to achieve all the aims and objectives of their organization. Organizations will improve their organizational culture (Tampubolon, 2020). For decades, the concept of culture has been considered important as a determinant of the effectiveness of an organization (Puri et al., 2022). According to Schein & Night (1993), organizational psychology was separated from industrial psychology (Mohanty & Rath, 2012). At that time, organizational (psychology began emphasizing the importance of working together in groups, not just focusing on individuals (Setiyanti, 2012). Later, they developed an overall analysis of systems theory, which laid the theoretical rather than foundation for further studies of organizational culture.

Culture is related to a way of life developed and owned by a person or group of people and passed down from generation to generation (Valentina & Senewe, 2015). Culture is a collection of essential understandings developed, believed and applied by a group (Rahayu, 2017). Meanwhile, organizations relate to groups of people from various backgrounds who work together to achieve common goals (Distefano & Maznevski, 2000; Kilag et al., 2024). Understanding organizational culture, especially the concept of culture, refers not only to the customs and traditions of a region in Indonesia but also to an organization's unique characteristics. These unique characteristics are organizational culture. Thus, organizational culture is a set of beliefs and attitudes developed and believed by members, which can differentiate the organization from other organizations.

Organizational culture cannot be separated from the role of philosophy (Teng, 2017). Organizational culture is tasked with describing, philosophy is tasked with explaining the phenomena of the universe, and its truth comes from the results of thoughts throughout the experiences experienced. Thus, developing organizational culture also strengthens philosophy, where philosophizing aims to find the absolute truth. When discussing the philosophy of

Organizational Culture, we must first understand three aspects or foundations of philosophical thinking. The three aspects of philosophy are ontology, epistemology and axiology. If you look at these three foundations, organizational culture has dimensions described in three foundations of philosophical thinking: ontology, epistemology, and axiology.

The philosophy of organizational culture provides strength for the development of the dynamics of organizational culture in an organization and, at the same time, the moral values contained in every organizational culture at the ontology, epistemology, and axiology levels. Each Organizational Culture diction has specific characteristics to answer what (ontology), how (epistemology), and for what (axiology) an Organizational Culture is used. These three aspects of philosophical thinking are interconnected with each other. The article " Organizational Culture in a Philosophical Review: Ontology, Epistemology and Axiology " will explain the dimensions of organizational culture in a philosophical review from the perspective of ontology, epistemology, and axiology.

Method

This research uses qualitative methods by examining documents related to the studied issue or problem (Hamzah et al., 2023; Sjaiful, 2023). The approach used is a descriptive study and literature that will explain Organizational Culture from a philosophical science perspective in three dimensions: ontology, epistemology, and axiology (Khoyyinuiddin et al., 2024; Sandelowski, 2000). A literature study approach was used to obtain references related to Organizational Culture in a review of philosophical science knowledge perspectives. References were obtained from the Google Scholar database based on suitability to the research theme. This study aims to determine the extent to which the topic is related to current developments to produce new things about Organizational Culture that can contribute to the organization or company.

Result and Discussion

Meaning of Philosophy

According to Rokhmah (2021), philosophy is actual knowledge regarding the object of knowledge obtained through a philosophical method, system approach, or point of view. Philosophy is present amid the diversity of science and technology, and it is used then so that it is directed towards achieving its goals. Philosophers divide the study of the philosophy of science into three aspects, namely ontology, epistemology and axiology. Furthermore, Idris & Ramly (2016) interpret philosophy as a combined study of several studies of various types to define the boundaries of a particular science. Rokhmah (2021) interprets philosophy from scientific thinking methods to find something with scientific value. In the end, Rokhmah (2021) explains that the science of philosophy is divided into three dimensions: ontology, epistemology, and axiology. This idea is supported by Wahidi et al. (2021) in their latest research version, which states that the scope of philosophy includes ontology, epistemology and axiology.

Organizational Culture Viewed Ontologically

Ontology is a branch of philosophy that deals with the nature of life regarding existence, including the existence of everything that may exist. Ontology is a branch of philosophy that deals with the nature of what happens. Ontology is the main discussion in philosophy, which discusses reality or reality. Ontology talks about the rational principles of what exists or is called a study of the theory of "existence" because it discusses what one wants to know and how far that curiosity goes.

Organizational culture is viewed ontologically, namely by using definitions from experts to prove that it does exist and occurs in an organization. According to Schein & Night (1993), organizational culture is a collection of inherent and unconscious beliefs, values , and norms accepted by members that direct their behaviour in their organization. *Organizational culture* is then

defined as "a normative system that is inherent and provides a basis for the behaviour of its members and determines how to respond to its environment.

Robbins (2014) said that organizational culture is a system of meaning shared by members and makes the difference between one organization and another. This meaning system is a set of primary characteristics an organization values and believes in. Every organization has a pattern of beliefs, practices, myths and rituals that develop over time. Organizational climate determines good and bad behaviours that are acceptable and unacceptable. The behaviour of the founder of an organization, who usually holds a position in top management, dramatically determines the climate of an organization. However, the organizational climate that then forms the organizational culture usually originates from the philosophy of the founder of an organization. It significantly impacts the criteria used to recruit members of the organization.

Luthans (2011) defines *organizational culture* as a shared belief and values that encourage every member of an organization to understand the rules, ethics or norms contained in an organization. The deeper meaning is that an organization has mutually recognized guidelines and foundations to be used as a reference in carrying out formal operational activities. These guidelines and common grounds must be conveyed, especially to new members of the organization and generally to all members, so that all can use these as the correct way to carry out all their activities.

Several experts then said the same thing: organizational culture is the feelings an employee feels regarding the organization's basic philosophy, which must be followed and implemented by each employee. This philosophy is generally presented as rules, guidelines and norms that give the organization its characteristics (Mohanty & Rath, 2012). In line with this opinion, organizational culture is shared beliefs, values, and systems of action that are continuously updated in an organization to guide the behaviour of its members (Christanto, 2017).

In a business setting, this system is usually called company culture. Organizational culture states that no individual's personality is the same, and no organizational culture will be identical. Schermerhorn believes that organizational culture can continue to change and develop along with collective experiences. Patterns of basic assumptions learned together in a group, such as problem-solving in external integration and external adaptation, are one of the essences of organizational culture. Various attempts have appeared in the literature to describe, characterize or explain organizational culture. Mohanty & Rath (2012) define *organizational culture* as a collection of beliefs, behaviours and learned characteristics of members of a particular organization.

Organizational culture is something related to the character of a company or organization. A collective system of beliefs and assumptions that underlies ideology, language, values, boundaries, rituals and myths as a way of feeling, thinking, behaving, understanding and expecting people to behave in an organizational system. These things are then taught to every organization member so that they feel like they are members (Riyanto & Supriyanto, 2017). This journal supports McShane and Glinow's theory, which states that organizational culture contains essential and unimportant things in the company and is associated with an organization's DNA (deoxyribonucleic acid). This DNA will become a strong template for forming conditions that occur where employees work, even though it cannot be seen with the naked eye (Riyanto & Supriyanto, 2017).

Organizational Culture Reviewed Epistemologically

In terms of terms, epistemology is a science that studies the sources of knowledge, methods, structure, and whether the knowledge is proper or not. *Epistemology* is a branch of philosophy that deals with the nature and scope of knowledge, its basis, and the confirmation that someone knows. Azra added that *epistemology* is a science that discusses the authenticity, understanding, structure, methods and validity of science (Rokhmah, 2021). So, *epistemology* is a science that studies matters related to knowledge and is studied substantively. Epistemology seeks to discuss the occurrence and truth of science. The epistemological foundation has a significant

meaning for building knowledge because it is a foundation on which good knowledge has a strong foundation. Apart from that, *epistemology* is a philosophical doctrine that emphasizes the role of experience in gaining knowledge and downplays the role of reason. Epistemology assumes that every human's knowledge results from examining and investigating objects until humans finally know them. Thus, it is clear that this epistemology discusses sources, processes, conditions, facility limits, and the nature of knowledge, which provides confidence and guarantees of its truth. Epistemology discusses the basis, sources, characteristics, truth, and how to obtain knowledge. The most important aspects discussed in epistemology are sources of knowledge and methods of knowledge.

In this study, epistemology discusses how knowledge about organizational culture is obtained. How organizational culture is formed and emerges in an organization. The definition of organizational culture was initially focused on the different levels of organizational culture, namely strong culture versus weak culture. Many definitions of culture emphasize cognitive components, such as assumptions, beliefs, and values. Another definition expands the concept to include behaviour and artefacts, leading to a general distinction between the visible and hidden levels of an organization's culture.. Kotter dan Heskett in Baker (2002) say that the differences are only adjusted to differences in climate or culture. In contrast to the distinction between visible and hidden levels, some theorists differentiate organizational culture into several levels. Schein (Baker, 2002), one of the leading experts in this field, identifies organizational culture with various levels, which can be illustrated in Figure 1.

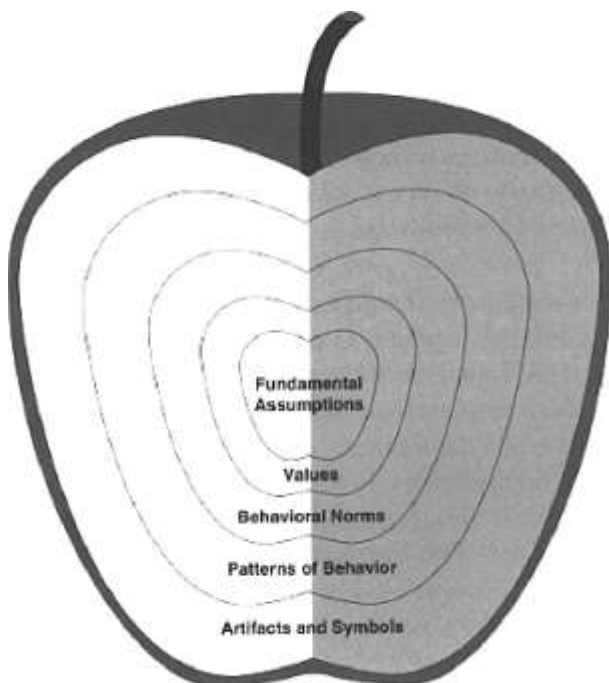


Figure 1. Levels of organizational culture.
Source: Baker (2002).

Basic assumptions at the level of organizational culture are the core and most important aspect of organizational culture, which, in the formal definition of an organization, is described as a form of shared basic assumptions that groups learn when solving problems. Internal integration and external adaptation that have synergized quite well and are valid can be instilled in new members as a correct way to think, understand and feel about a problem that occurs in an organization (Baker, 2002).

Organizations have their own cultures, but some have more robust and profound cultures

than others. A strong culture was initially conceptualized as a coherent set of beliefs, values, assumptions, and practices held and guided by most of an organization's members. The emphasis is on (1) the degree of consistency of beliefs, values, assumptions, and practices across members of the organization and (2) the breadth (number) of beliefs, values, assumptions, and practices. Many early proponents of organizational culture tended to assume that a robust and pervasive culture benefited all organizations because it would foster motivation, commitment, identity, solidarity, and commonality, facilitating internal integration and coordination. A strong culture can also be a tool for manipulation and co-optation (Perrow in Baker, 2002). Hal ini selanjutnya berkontribusi pada perpindahan tujuan atau pembentukan bagian tujuan, yang berarti norma perilaku dan cara melakukan sesuatu menjadi begitu penting sehingga mulai menutupi tujuan awal organisasi (Merton, March dan Simon dalam Baker, 2002)

The harmony of the values of new members with the existing organizational values in the selection process marks the successful socialization of organizational culture. Apart from that, indicators of the success of organizational culture socialization are characterized by the preferences of top management, which will depend on socialization methods, as shown in Figure 2 (Robbins, 2014).

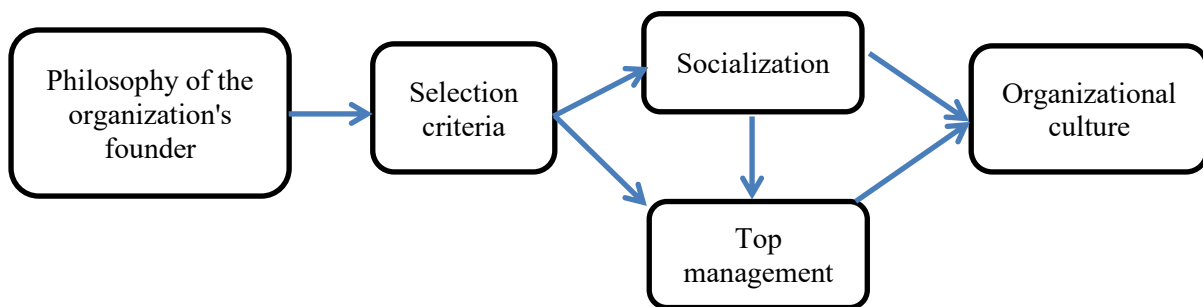


Figure 2 Formation of organizational culture.

Source: Robbins (2014).

Organizational culture has developed for a long time and occurred over many years, becoming rooted in values that are important for employees. The formation of an organizational culture is due to a system that is interpreted jointly and owned by all members of an organization. The application of organizational culture can be seen from the dimensions of organizational culture. Determining the dimensions of organizational culture is carried out through empirical studies and is not determined easily. Usually, large samples are used, and several organizations are involved in an empirical study. Establishing and understanding the dimensions of an organizational culture will enable one to fully describe the organizational culture of an organization (Robbins, 2014).

According to Robbins (2014), seven dimensions form organizational culture. First are innovation and risk-taking, namely the extent to which organization members have innovation and dare to take risks in every activity they undertake. Second is attention to detail, namely the extent to which employees and members of the organization show thoroughness, analysis, and attention to detail when carrying out organizational tasks. Third, orientation to results is the extent to which the organization focuses on the final results and the techniques and processes used to obtain the desired results.

Fourth is an orientation to people, namely how far the organization is in anticipating the impact produced by each of its human resources organizations. Fifth is team orientation, namely the extent to which all work activities can be carried out by teamwork and organized in work teams, and each individual does not carry out these work activities. Sixth, aggressiveness, namely the extent to which organizational members become competitive and aggressive by not being relaxed

or taking any work lightly. Stability is the extent to which organizational activities can resist growth or innovation by emphasizing and maintaining a culture characteristic of its status quo, especially if the innovation or growth hurts the organizational culture.

Views on the seven dimensions of organizational culture were also presented by Ginevičius & Vaitkūnaite (2006) in a journal entitled Core Dimensions of Organization Culture. These dimensions then become the main characteristics that describe the essence and indicate the formation of organizational culture. Each characteristic and dimension of organizational culture exists from low to high levels, forming a complex picture of an organizational culture. This image form is the basis for making members have the same feeling of understanding about the organization, how matters can be resolved, and how members are expected to behave according to the standard rules that apply in the organization. Organizational assessment then provides a composite description of the foundation and culture for a common understanding of the organization. They should already know how to behave and how everything is done inside. Forming an organizational culture takes quite a long time. However, once an organizational culture is formed, it becomes entrenched, making it difficult for managers to replace or change it (Robbins, 2014).

Coffey & Willar (2010) said that the construction of organizational culture is seen in involvement and participation, consistency, adaptability, and mission. Member involvement and participation in every decision-making process and constantly developing human capabilities at all levels by empowering the community and building the organization around the team. Consistent level of agreement among organizational members regarding the organization's values and the basic assumptions of those members. Ability to adapt to changes in the external environment with internal organizational changes. A mission can convince members of the organization and company towards goals that are considered essential and become the organization's primary goal..

Meanwhile, Luthans (2011) said that the dimensions of organizational culture can be seen in the regularity of behaviour, norms, philosophy, and rules. Regularity of behaviour is observed in all members who behave or act regularly and carry out activities using certain rituals, language, and symbols. All can reflect or show the norms and values held by members of the organization. Norms that regulate the standards of behaviour of organizational members indicate the prevailing organizational culture. Philosophy is used as an organizational policy to become something considered necessary in shaping organizational culture, which is a sign of belief in the philosophical values of organizational culture. Rules that can be binding on all members of the organization. Another indicator of organizational culture is organizational climate. Organizational climate is the workplace atmosphere people perceive when working there. Toulson & Smith (1994) say organizational climate is a perception of what it is like to work in a particular environment.

Budaya Organisasi Ditinjau secara Aksiologi

Salah satu cabang filsafat ilmu yang mempertanyakan bagaimana manusia menggunakan ilmunya disebut aksiologi. Aksiologi mencoba untuk mencapai hakikat dan manfaat yang ada dalam suatu pengetahuan. Karena pada dasarnya aksiologis berbicara tentang hubungan ilmu dengan nilai, maka aksiologi berhubungan dengan baik dan buruk, berhubungan dengan layak atau pantas, tidak layak atau tidak pantas. Budaya organisasi secara dimensi aksiologi yaitu untuk melihat sejauh mana budaya organisasi bisa membawa manfaat bagi sebuah organisasi. Budaya organisasi menjadi sesuatu hal yang sangat penting bagi sebuah organisasi untuk menjaga kelangsungan dan eksistensi organisasinya. Karena itu setiap organisasi berusaha membentuk dan menjaga budaya organisasi yang baik dan positif untuk dapat mendukung tercapainya visi, misi dan tujuan organisasi. Dengan mengutamakan pembentukan budaya organisasi positif diharapkan akan dapat meningkatkan kinerja organisasi sebagai upaya untuk mempercepat tercapainya tujuan organisasi.

Wibowo (2016) stated in his book that organizational culture is a philosophy that is the basis of an organization. It contains shared beliefs, norms and values , which will become the

characteristics and guide of all organization members in performing. Thus, organizational culture will have four functions and values. First, providing an organizational identity for its members, namely when the organization is recognized as an innovative organization with new products and characteristics that become the organization's identity to differentiate it from the characteristics of other organizations that are also different. Furthermore, it provides mutual commitment facilities, an organization that can make its members feel proud because they have been part of the organization. Organization members have the same commitment to following the norms and rules within the organization and are committed to achieving the organization's goals together. Third, increasing the stability of the social system as a form of reflection that conflict, change and the work environment, which are felt and reinforced positively, can be managed effectively. Social interactions and environments run stably and are not disturbed because organizational members carry out all mutual agreements regarding organizational culture. Ultimately, establishing behaviour can help members to become aware of their environment. Organizational culture can be a means of making someone think using common sense.

A strong organizational culture will build commitment, cohesiveness and loyalty to the organization. Organizations will always try to invite their members to have the same perception of the organizational culture they adhere to. The existence of cultural differences is believed by scientists and management consultants to influence the quality of work life of its members significantly. Cultural differences are also believed to impact organizational performance (Schermehon, 2010). Researchers also believe that all efforts to maintain, improve or change organizational culture help organizations become more competitive, revitalize declining organizations and give rise to nationalistic behaviour (Mohanty & Rath, 2012). In education, it was found that organizational culture in schools correlates with increasing student motivation and learning achievement, job satisfaction, and teacher productivity (Stolp, 1994). Apart from that, school organizational culture also correlates with teachers' attitudes toward teaching or carrying out their duties as a teacher. In his book on education, Yin Cheong Cheng wrote that teacher motivation would be even better if schools had a more robust culture. Teachers will gain higher job satisfaction and increased productivity in an environment with a solid organizational ideology, shared contribution, charismatic leadership, and intimacy (Cheng, 2006).

Suppose the organizational culture works in harmony with everyone in the organization. In that case, this will reduce the risk of turnover among organizational members, and the opposite will happen if the organizational culture conflicts with many members (Haggalla & Jayatilake, 2017). This opinion is confirmed by Alzubi, who states that there is a direct and significant relationship between organizational culture and turnover (Alzubi, 2018). Positive organizational culture variables can improve employee performance, which in turn can reduce the turnover rate in an organization (Alzubi, 2018; Choi et al., 2014; Luthfi Rohmadona, 2020; MacIntosh & Doherty, 2010; Musyafidah, 2018; Nisa et al., 2018; Nurhalim, 2015; Wijayanti et al., 2021). This is confirmed by the research results in the health and hospitality sectors, which found that organizational culture negatively influences turnover. Thus, every increase in the unit value of organizational culture will be followed by a decrease in the unit value of the turnover variable (Choi et al., 2014; Dwiyaniti, 2020; Smirnova et al., 2017).

Apart from reducing organizational turnover rates, several research results also reveal that organizational culture has a high, positive and significant correlation with organizational citizenship behaviour (Mohanty & Rath, 2012). This can indirectly reduce the turnover rate. Schein in Baker (2002) writes that a strong organizational culture is generally seen as a conservative force. However, this is different from the view that organizational culture may look strong but could be more functional and valuable for contemporary business organizations that need to be change-oriented. An organizational culture that is relatively stable and strong does not mean the organization will resist change. It is possible for the content of a strong culture to become change-

oriented, although this has only sometimes occurred in solid organizational cultures in the past. The culture of a modern organization must be solid but limited, distinguishing basic assumptions from the rest. Although organizational culture is less pervasive in determining norms and behaviour, today's organizations, characterized by a rapidly changing environment and a diverse internal workforce, still require a robust organizational culture. This view is supported by Collins and Porras in Baker (2002) in their famous study (Built to Last), namely about companies that have solid and long-lasting performance because they do this.

Schein and Baker (2002) suggests that organizational culture is even more critical today than in the past because increasing competition, globalization, mergers, acquisitions, alliances, and various types of personnel development have created a greater need to do things to improve organizational performance to be even better. Apart from being a more critical need in adapting to internal and external changes, organizational culture has become more critical because human resources are now the primary source of value. Maximizing the value of employees as intellectual assets requires a culture that encourages their intellectual participation and facilitates both individual and organizational learning, the creation of new things and applications, and a desire to share knowledge with other members.

Conclusion

Organizational culture is essential in maintaining an organization's continued existence and success. Culture was initially seen as a means of increasing integration and internal coordination and was also crucial for mediating adaptation to its environment. In the ontological dimension, organizational culture originates from the founder's philosophy. This culture is influenced by the actions of top management, which then builds a distinctive organizational culture. In terms of epistemological dimensions, organizational culture can be described in its entirety through the dimensions that form it. In the axiological dimension, organizational culture benefits when goals are set. Furthermore, organizational managers must pay attention to the type of culture that will be implemented into the organization to effectively achieve organizational goals and objectives and ensure the successful implementation of the necessary changes. Therefore, managing and maintaining a positive organizational culture is essential to achieve optimal organizational performance.

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