The Role of Organizational Culture in the Effectiveness of School Organizations

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ABSTRACT

Organizational culture in the education system in Indonesia needs to be realized. It is intended that the next generation of the nation, especially students, grow into a generation that is smart and has the character of a leader's soul who is ready to face the challenges of life in the future. The problems above require schools to develop a school culture, such as: a culture of discipline, a sense of responsibility, honesty, sincerity, learning ethos, the habit of solving problems rationally and so on. Related to school policy means dealing with the use of resources to the results obtained. Effectiveness is the utilization of resources, funds, facilities and infrastructure in a certain amount that is consciously determined beforehand to produce a number of goods of a certain quality on time. Organizational Strategy and Organizational Culture have a complementary and reciprocal relationship in the organization's efforts to achieve its goals. Organizational culture greatly influences the organization's strategy formulation process, from strategy formulation to strategy implementation. The research method that the author takes is a literature review or literature study; which contains theories relevant to research problems. Literature review or literature study is an activity that is required in research, especially academic research whose main purpose is to develop theoretical aspects as well as aspects of practical benefits. So that by using this research method the author can easily solve the problem to be studied. The data collection method in this study was taken from data sources, which were taken from the literature of national journals. The results of the study with four literatures as references show that organizational culture plays an important role in increasing the effectiveness of school organizations and the need for organizational culture to achieve an effective school organization
***Keywords: Organizational Culture, Organizational Effectiveness, School Organizational* Effectiveness**

INTRODUCTION

The world environment that undergoes significant changes can hinder the growth of a country. Changes that occur, for example, advances in science and technology, human resources, and globalization. The community has an important role in regulating government and educational activities. Norman, E., Djamil, M., & Santoso, I. (2015). In order to be able to face the challenges of a better and prosperous future. Both for yourself and for many people by making education an investment for humans in the next life. Of course it needs to be managed and prepared which includes all aspects, both macro and micro..

Improving the quality of learning at institutions is the goal of every Islamic educational institution so that it does not stagnate in one point, namely, through better processes from time to time. For profit or to achieve common goals, which is nothing but a system in its own leadership and learning institutions not only meet the needs of the learning institution itself but also fulfill things that are also needed from outside, for example the local community (Fajriyah: 2018).

Regarding the progress of a nation and the quality of education, in the era of globalization and the demands of the times and society regarding an education, the strategy of an educational institution is very important. One way that must be implemented is the implementation of a strategy for educational institutions that is based on trustworthy strategic.

One of the factors that distinguishes an organization from other organizations in this case an educational institution is its organizational culture. This is important to understand and recognize. However, the things that are universal must be applied by management with an approach that takes into account the factors of the situation, conditions, time, and space. Therefore, the development of organizational culture in schools is needed (Suryanti: 2017).

Culture in an organization, especially in the educational environment will reflect the appearance of educational institutions, especially in the school environment. Organizational culture is the hallmark of the school with other schools, so to apply organizational culture well, every new employee who will become a member of the organization is given briefing on the basics of organizational culture. So that it will have an impact on the effectiveness of school institution strategies (E. Karlina, et al: 2019).

Organizational culture in the education system in Indonesia needs to be realized. This is intended so that the next generation of the nation, especially students, will grow into a generation that is smart and has the character of a leader's soul who is ready to face the challenges of life in the future (Anggreni: 2021)

Indonesia already has a national education system as stated in the National Education System Law No. 20 of 2003. However, a number of educational problems are still encountered. One of the problems faced by the world of education at this time is the problem of discipline in obeying school rules, cheating behavior when taking tests, a low learning and reading culture, and a culture of competence among students which is also felt to be still low.

The problems above require schools to develop a school culture, such as: a culture of discipline, a sense of responsibility, honesty, sincerity, learning ethic, the habit of solving problems rationally and so on. Norman, E. (2019). Culture built in schools will foster discipline, students' learning ethos to become human beings who are full of optimism, dare to appear, behave cooperatively and foster a sense of responsibility and a sense of togetherness in students (Maryamah: 2016).

A working environment condition is said to be good or appropriate if humans can carry out activities optimally, healthy, safe, and comfortable. The suitability of the work environment can be seen as a result in the long term furthermore, unfavorable

work environments can demand more manpower and time and do not support the obtaining of an efficient work system design (Sedarmayanti: 2001).

Basically in an organization, it must be able to formulate appropriate policies to cope with any changes that will occur, policies must have an impact on changes in organizational culture which must carry out a series of adaptations to various diversity such as race, ethnicity, gender, age, status, physical, religious , education, and so on. So that school effectiveness can be achieved (Karlina, et al: 2019).

Important elements of school organizational culture are norms, beliefs, traditions, religious ceremonies, ceremonies, and myths that are translated by a certain group of people (Depdiknas: 2001). This can be seen from the habits or actions carried out by school residents continuously. Every school has a number of cultures with one dominant culture and a number of other cultures being part of it. For example, a number of beliefs about students' learning abilities will have an impact on the actions or actions taken by students.Related to school policy means dealing with the use of resources to the results obtained. Effectiveness is the use of resources, funds, facilities and infrastructure in a certain amount that is consciously determined beforehand to produce a number of goods of a certain quality on time (Siagian, 2002: 17).

Means that effectiveness as a work orientation highlights several things, namely: resources, funds, facilities and infrastructure that can be used have been determined and limited, the amount and quality of goods or services that must be produced has been determined, the time limit for producing the goods or services has been determined, the procedures that must be taken to complete the task have been formulated. Based on the above background, the authors are interested in conducting research with the title; The Role of Organizational Culture in School Organizational Effectiveness.

LITERATUR REVIEW
Organizational Culture
1. Meaning Organizational Culture

Before discussing what organizational culture is, we need to know about the purpose of the organization. Organization (KBBI Online: 2021) is a unified structure and so on which consists of parts (people and so on) in associations and so on for certain purposes. alone. The organization is a coordinated unit consisting of two or more people, and functions to achieve one specific goal or set of goals (Veithzal and Dedi: 2009).

From the opinion above, it is known that the organization is a collection of working groups that have the same goal in one unit, composed of rights, obligations, authorities, functions and responsibilities that are interconnected with one another

While culture is based on the origin of the word, the plural form of culture is culture derived from the Sanskrit language, namely budhaya which is the plural form of mind, which means reason or everything related to the human mind

(Komariah and Triatna: 2006). Culture is seen as values or norms that refer to the form of statements about what can and what can not be done by members of the organization; as assumptions, which refer to what things are considered right or wrong (Suryanti: 2017).

Culture is a pattern of basic assumptions discovered and developed by a particular group because of studying and mastering the problems of external adaptation and internal integration, which have worked well enough to be considered properly and therefore taught to new members as a way of being perceived, thought and felt. correctly in relation to the problem (Wibowo: 2018).

According to Schein (1992), organizational culture is the basic pattern accepted by organizations to act and solve problems, form employees who are able to adapt to the environment and unite members of the organization. For this reason, it must be taught to members including new members as a correct way of studying, thinking and feeling the problems they face.

According to Yusuf (2017) organizational culture is a habit that has been going on for a long time and is used and applied in the life of work activities as one of the drivers to improve the quality of work of employees and company managers. Organizational culture is a key characteristic that is upheld by an organization that is embraced by its members so that it distinguishes organizations from one another. The cultural archetype is a significant factor in determining organizational effectiveness.

From the explanation above, it can be stated that organizational culture is the organizational culture of the organizational value system adopted by members of the organization, which then affects the way members work and behave. From the explanation above, it can be stated that organizational culture is the organizational culture of the organizational value system adopted by members of the organization, which then affects the way members work and behave.

2. Function of Organizational Culture

Organizational culture has a very important function. The function of organizational culture is as a boundary for the behavior of individuals in it. According to Robbins, the function of organizational culture is as follows: (Robbins: 1996)

- Culture creates a clear distinction between one organization and another.
- Culture brings a sense of identity to the members of the organization.
- Culture facilitates the emergence of commitment to something broader than one's individual self-interest.
- Culture is the social glue that helps hold the organization together by providing appropriate standards for employees to follow.

Organizational culture can be explained as a system of values, beliefs, and habits in an organization that interact with each other to produce behavioral norms. Basically, this culture is believed to have a major influence on

organizational life. Culture is also a pattern of basic assumptions discovered and developed by a particular group because of studying and mastering the problems of external adaptation and internal integration, which have worked well enough to be considered properly and therefore taught to new members as a way of perceiving, thinking and acting. felt correctly in relation to the problem.(Yusuf : 2017)

3. **Organization Types**

Then (Jumadi: 2005) explains the types of organizational culture are divided into three, namely:

- Culture is positive (a culture that supports the process of improving the quality of education)
- Culture is negative (culture that hinders the process of improving the quality of education)
- Neutral culture (culture that neither supports nor hinders the process of quality education)

4. **Characteristics of Organizational Culture**

Umar (2008: 208) states to assess the quality of an organization's organizational culture can be seen from ten main factors, namely as follows:

- Individual initiative, namely the level of responsibility, freedom and independence of the individual.
- Tolerance to risky actions, namely the extent to which employees are encouraged to act aggressively, innovatively, and dare to take risks.
- Direction, namely the extent to which the organization creates clear goals and expectations regarding achievement.
- Integration, namely the degree to which units within the organization are encouraged to work in a coordinated manner.
- Management support, namely the degree to which managers provide clear communication, assistance and support to their subordinates.
- Control, namely the number of regulations and direct supervision used to monitor and control employee behavior.
- Identity, namely the degree to which members identify themselves as a whole with the organization rather than with a particular work group or by areas of professional expertise. Reward system, namely the degree to which the allocation of rewards (salary increases, promotions) is based on employee performance criteria as opposed to seniority, favoritism, and so on.
- Tolerance to conflict, namely the degree to which employees are encouraged to express conflicting criticism openly.
- Communication patterns, namely the degree to which organizational communication is limited by a formal hierarchy of authority.

5. **Elements of Organizational Culture**

There are several basic elements of corporate culture, (McKenna and Beech: 2004) grouping the elements of corporate culture as follows:

- Artifacts, are things that can be seen, heard, felt, if someone relates to a new group with an unfamiliar culture. Artifacts include visible organizational structures and processes, such as products, services, and the behavior of group members.
- Espoused Values, The reasons why people sacrifice for what they do. The culture of most organizations can trace the values that are espoused back to the founders of the culture. Includes strategy, goals, and philosophy.
- Basic Underlying Assumption Beliefs that are considered to already exist by members of an organization. Culture establishes the right way of doing things in the organization, often through assumptions that are not stated but organizational members believe in the appropriateness of those

6. **Building Organizational Culture**

Basically building a strong organizational culture is not an easy thing and takes a long time and is gradual. In the process, it is likely to experience different ups and downs from time to time. Furthermore, the organizational culture that is formed needs to be maintained and by using various means conveyed to all members of the organization. (Wibowo: 2018).

School culture, always built by the thoughts of individuals who are in it. The mind of the individual who has the largest portion of influence is the mind of the leader (principal). The principal with various authorities he has certainly has the opportunity to contribute more of his individual thoughts in the mind of the organization compared to other individuals, so that he has the opportunity to instill good values in greater numbers into the culture of the school/madrasah (Maryamah: 2016).

Organizational culture (Yusuf: 2017) is a group movement, therefore the formation of organizational culture cannot be separated from the support of groups that have been formed for a long time. The formation of the organization is also inseparable from a leader or figure (top manager) who strictly applies the vision, mission and values of the organization to his subordinates, so that within a certain time it becomes a habit and is used as a reference by all members to act and behave..

Robbins (1994) menjelaskan bahwa terciptanya budaya organisasi dimulai dari ide pendiri organisasi. Para pendiri suatu organisasi secara tradisional mempunyai dampak yang besar pada pembentukan budaya organisasi. Para pendiri mempunyai suatu visi mengenai bagaimana seharusnya organisasi itu. Para pendiri tidak dikendalikan oleh kebiasaan ataupun ideologi sebelumnya.

Robbins (1996) suggests that organizations with weak cultures, individuals in them do not have the readiness for a change to occur. They prefer values, both individual values and group values that they already have. They also prefer the way of working they have been doing and resist any change, especially changes that require new abilities and skills to meet the expected demands and obligations..

The founders of the organization have traditionally had an important influence on the formation of organizational culture, because the founders are the people who have the initial ideas, they also usually have a bias about how these ideas are realized. Robbins (1990) argues that organizational culture is the result of the interaction between (1) the biases and assumptions of its founders, and (2) the learning outcomes and experiences of organizational members.

Organizational Effectiveness
1. Definition of Effectiveness

Effectiveness According to the Big Indonesian Dictionary (KKBI) comes from the word effective which is defined by: a) there is an effect (there are consequences, influence, there is an impression), b) efficacious or efficacious, c) can bring results, be effective (effort, action) (KBBI Online: 2021). Effectiveness is related to how an organization or institution succeeds in obtaining and utilizing resources in an effort to realize operational goals (Mulyana, 2009)

Success in an organization can be measured by how effective the journey and development of the organization is. So that organizational effectiveness has a very broad definition. In the field of marketing, effectiveness is related to the ability of managers to increase revenue and market share. Meanwhile, according to the concept of production and operational management helps plan an efficient production process. There are also different definitions in the realm of human resource management, organizational effectiveness occurs when employee satisfaction experiences an increase (Siswanto & Sucipto, 2008).

While the organization as discussed in the previous chapter is a unit (composition) consisting of parts (people) for a particular purpose or can also be called a cooperative group between people held to achieve a common goal. Robbins (1996) defines effectiveness as the level of long-term and short-term organizational achievement. A hospital, for example, is said to be effective if it manages to meet the needs of its clients and the hospital is efficient if it can do it at a low cost.

According to Mahmudi (2003) in his book Public Sector Performance Management defines the notion of effectiveness, as follows: "Effectiveness is the relationship between output and goals, the greater the contribution (contribution) of output to the achievement of goals, the more effective the organization, program or activity.

Based on the understanding that has been explained, broadly speaking, organizational effectiveness can be interpreted as a collection of various

activities or individual activities in an organization that are arranged systematically and accurately accompanied by the fulfillment of the systems and facilities needed, so that all members of the organization are expected to be able to work properly for achieve the goals that have been set and agreed upon.

2. **Dimensions of Organizational Effectiveness**

There are several kinds of indicators or criteria that can be used to measure organizational effectiveness. Sutrisno (2010) says there are 21 criteria to measure effectiveness:

- Overall effectiveness, namely the extent to which the organization carries out its duties to achieve its goals.
- Quality, namely the quality of the main service or product produced by the organization.
- Productivity, namely the quantity or volume of the main product or service produced by the organization.
- Preparedness, which is a thorough assessment of the likelihood that the organization will be able to successfully complete a specific task when requested.
- Efficiency, which is a ratio that reflects the comparison of several aspects of the unit of performance against the cost to produce that performance.
- Profit is income on investment used to run the organization from the owner's perspective.
- Growth, namely the growth of things such as labor, factory facilities, profits and new inventions.
- Environmental utilization, i.e. the degree to which an organization successfully interacts with its environment i.e., can obtain the necessary resources for its effective operation.
- Stability, i.e. maintenance of structure, function and resources over time, especially during difficult periods.
- Turnover or exit of employees.
- Absenteeism, namely the number of absenteeism from work.
- Accidents, namely the number of accidents at work that result in loss of time to get off the machine or repair time.
- Morale, namely the tendency of members of the organization to try harder in achieving the goals and objectives of the organization.
- Motivation, namely the strength or encouragement of a person to involve himself in activities directed at goals or objectives at work.
- Satisfaction, namely the level of pleasure that a person feels for his role or work in the organization.
- Internalization of organizational goals, namely the acceptance of organizational goals by everyone in organizational units.

- Conflict cohesion, namely the dimension of cohesion that refers to feelings of mutual liking for each other, cooperation, full and open communication. Meanwhile, the conflict dimension refers to disputes in the form of words, physical, poor coordination and ineffective communication.
- Flexibility of adaptation, namely the ability of an organization to change standard operating procedures in response to environmental challenges to prevent the occurrence of freezing in the face of environmental stimuli.
- External party assessment, which is an assessment of the organizational units of a person or institution in their environment that has an interest.
- Climate, is the environment within the organization.
- Quality of work life, namely the quality associated with employees and their work environment.

Sutrisno (2010) also states that the best way to research organizational effectiveness is to simultaneously demonstrate three interrelated concepts. These three concepts become dimensions or aspects that are used for reference in researching effectiveness, the three concepts are:

a. Optimization of goals.

Organizational effectiveness is assessed according to the measure of how far an organization has succeeded in achieving worthy goals that are interrelated with each other. To study organizational effectiveness, most of the approaches are based on the level of achievement of organizational goals. In addition, according to Etzioni in Liestyodono (2004), the level of success in achieving goals as a criterion for organizational effectiveness is the most reliable rational approach to analyzing the quality of organizational behavior.

b. System perspective.

The point is to use an open system, namely a view of the organization that is interconnected with its environment. With this approach, more attention is directed to issues of interrelationship, structure and interdependence of each other. Liestyodono (2004) also explains that the systems perspective views the organization as a unit of various elements that are functionally interconnected to achieve its goals. This aspect tries to assess the effectiveness of the organization in terms of the extent to which the elements in the organization can function optimally.

c. Emphasis on human behavior in organizational structure.

This approach is used on the basis of the fact that every organization in achieving its goals always uses human behavior as a tool. It is because of the human factor that an organization can be effective, but it is the human factor that the organization becomes ineffective

3. Factors Affecting Organizational Effectiveness

Robbins (1996) argues that organizational effectiveness can be influenced by various factors. Where these factors are grouped into two namely;

a. Internal factors

- Organizational structure and technology used

    Organizational structure and technology are very influential on the effectiveness or failure of an organization, namely whether or not the organizational structure / structure and the use of technology are related to the objectives, several organizations, the number and quality of personnel and existing facilities.

- Quality and behavior of human resources

    What is meant by quality here is the ability of both knowledge and skills possessed by individuals. Behavior here is the achievement, desire and individual actions in the organization. The quality of individual resources owned by the organization will affect the effectiveness of the organization.

- The culture that exists within the organization

    This organizational culture is closely related to the behavior of human resources, because it involves a system of values, norms or rules that exist in the organization. The existing norms or rules bind and direct individual behavior, so that individual behavior leads to the achievement of organizational goals. Therefore, organizational culture can affect the effectiveness of an organization.

- Policy

    The more precise the policies taken and the better the managerial practices or activities, the more effective the organization will be in achieving its goals.

b. External Factors
   1) Economic conditions
   2) Government policy
   3) Politics
   4) Social
   5) Culture
   6) Market segment

RESEARCH METHODS

The research method that the author takes is a literature review or literature study; which contains theories relevant to research problems. Literature studies are research conducted by researchers by collecting a number of books, magazines, leaflets relating to the problem and research objectives. The book is considered a source of data to be processed and analyzed as many historians, literature and language experts do (Danial A.R, et al, 2009). The research he did was by reviewing and comparing library sources to obtain theoretical.

The problem in this study is to find out "The Role of Organizational Culture on the Effectiveness of School Organizations." In this section, an assessment of the concepts and theories used is carried out based on the available literature, especially

from articles published in various scientific journals. Literature review serves to build concepts or theories that form the basis of studies in research (Sujawerni: 2013). Literature review or literature study is an activity that is required in research, especially academic research whose main purpose is to develop theoretical aspects as well as aspects of practical benefits (Sukardi: 2013). So that by using this research method the author can easily solve the problem to be).

Research Design

Judging from the type of research, the type of research used in this study is a literature study. Literature review is a research conducted by researchers by collecting a number of books, magazines related to the problem and research objectives. This technique is carried out with the aim of revealing various theories that are relevant to the problems being faced/researched as reference material in the discussion of research results (Danial: 2009).

Method of Collecting Data

The data collection method in this study was taken from the data source. What is meant by the data source in the study is the subject from which the data can be obtained. If the researcher uses documentation, then the document or note is the source of the data, while the contents of the research subject or research variable notes (Arikunto: 2006). This research uses primary data sources, namely national journals.

Data Analysis Technique

After all the data has been collected, the next step is to analyze the data so that a conclusion can be drawn. To obtain correct and precise results in analyzing the data, the authors use critical analysis techniques. The collected literature was analyzed using a critical appraisal table to answer the objectives of the measurement and compared with the results of simple measurements.

In general, Literature Study is a way to solve problems by tracing the sources of writings that have been written before. In other words, the term Literature Study is also very familiar with the term literature study. In a research to be carried out, of course a researcher must have broad insight regarding the object to be studied. If not, it can be ascertained in a large percentage that the research will

RESULTS

This literature study was conducted to determine the role of organizational culture on the effectiveness of school organizations using existing literature collection techniques regarding organizational culture. The collected literature was analyzed with the Critical appraisal table to answer the objectives of the measurement and compared with the results of simple measurements.

There are 4 literatures that discuss the role of organizational culture on school effectiveness. All of these journals are national journals that are searched on the Google Scholar portal by typing the keywords "organizational culture and school effectiveness", which are then analyzed using critical appraisal analysis to analyze from the core of the journal, the results of the study so as to find out the similarities and differences between these journals. . The following is a critical appraisal analysis table from 4 journals:

Tabel 1. ANALISIS *CRITICAL APPRAISAL*

No.	Journal Author (Year) and Title	Theme	Study Results
1	Semuil Tjiharjadi (2007), Importance of Cultural Position and Effectiveness Organization In Future Competition	Discussing the culture of three countries, Indonesia, Japan, and South Korea that lead to Organizational Effectiveness	The results of the study show that the organizational culture of various organizations around the world turns out to be have a very important role in creating effective organizational support the success of the organization.
2	Muksin Wijaya(2019), The Role of Organizational Culture in Optimizing Effectiveness And Efficiency	Discussing organizational strategy and organizational culture has a very important relationship and provides benefits for the organization.	The results of the study show that organizational culture influences organizational strategy from the formulation stage to the implementation stage.
3	Eulin Karlina, Rini Martiwi, Dedi Suharyadi(2018) The Effect of Organizational Culture on School Effectiveness	Discussing the influence of organizational culture on school effectiveness at SDN 1 Karangsari Waled Cirebon	The results of the study show the relationship between organizational culture variables and school effectiveness 0.521, meaning that the relationship between the two variables is strong, if organizational culture increases, school effectiveness increases.
4	Novia Ainun Baroroh(2016) Peran Budaya Organisasi Terhadap Efektivitas	Discussing the role of organizational culture on HMI organizations	The results of the study showed that 33.8% of the organizational effectiveness of HMI Malang Branch was influenced by organizational culture.

	Organisasi Di Hmi Cabang Kota Malang		

The four literature journals above show that the role of organizational culture is very important and influences the effectiveness of school organizations. The selection of the four journals was adjusted to the researcher's goal of discussing the role of organizational culture.

In a journal article written by Semuil Tjiharjadi (2007) with the title "The Importance of Cultural Position and Organizational Effectiveness in Future Competition" describes in detail that organizational culture and organizational effectiveness have a very close relationship. So that both cannot be separated from organizational life in order to achieve its goals. In this article, the author reviews the relationship between organizational culture and organizational effectiveness. The review is accompanied by various real cases obtained from various sources, both from books, magazines, seminars, interviews as well as the experiences and personal opinions of the journal writers. This research has a relationship with the author's research because it explains organizational culture towards international organizations.

In a journal article written by Muksin Wijaya (2019), with the title "The Role of Organizational Culture in Optimizing the Effectiveness and Efficiency of Organizational Strategy", explaining the relationship between organizational strategy and organizational culture in current developments is very necessary. The author of the journal explains that organizational culture influences organizational strategy from the formulation stage to the implementation stage. Organizational culture will affect the strategy formulation stage in terms of forming patterns of understanding and patterns of organizational meaning for changes that occur in the internal and external environment. Organizational culture influences the organization's management in gathering information related to its environment for later use as organizational considerations in making organizational decisions and policies. This research is also closely related to research because it explains how organizational culture affects organizational strategy starting from the process of formulating organizational strategy to implementing strategy within the organization.

Meanwhile, in the journal article E. Karlina, et al, (2018) with the title The Effect of Organizational Culture on School Effectiveness, explains the influence of organizational culture on school effectiveness at SDN 1 Karangsari with quantitative descriptive research. In the research results Karlina et al. It can be seen that the relationship between organizational culture variables and school effectiveness is 0.521, meaning that the relationship between the two variables is strong, if organizational culture increases, school effectiveness increases. While the coefficient of determination of the influence between organizational culture and school effectiveness is 34% and the remaining 66% is influenced by other factors. This

research is also related to researchers because it can explain the relationship between organizational culture and school effectiveness in a measurable.

Then in the journal article Novia Ainun Baharun (2016), with the title "The Role of Organizational Culture on Organizational Effectiveness at HMI Malang City Branch" explains in the results of his research that there is a positive relationship or role between Organizational Culture and Organizational Effectiveness at HMI Malang Branch, namely there are 33 .8% of the role of organizational culture on organizational effectiveness or 33.8% of the organizational effectiveness of HMI Malang Branch is influenced by organizational culture. While the remaining 66.2% is influenced by other factors. This study is also related to the author's research because it explains the positive role of an organizational culture on organizational effectiveness. Then in the journal article Novia Ainun Baharun (2016), with the title "The Role of Organizational Culture on Organizational Effectiveness at HMI Malang City Branch" explains in the results of his research that there is a relationship between or the positive role between Organizational Culture and Organizational Effectiveness in HMI Malang Branch, which is 33.8% of the role of organizational culture on organizational effectiveness or 33.8% of organizational effectiveness of HMI Malang Branch is influenced by organizational culture. While the remaining 66.2% is influenced by other factors. This study is also related to the author's research because it explains the positive role of an organizational culture on organizational effectiveness.

CONCLUSION AND SUGGESTION

Based on the results of the literature review above, regarding the role of organizational culture on the effectiveness of school organizations, several conclusions were obtained including research that examined organizational culture on the effectiveness of school organizations. The results obtained are varied but have in common that organizational culture plays an important role in increasing organizational effectiveness. The results obtained from the four literatures indicate that an organizational culture is needed in order to achieve an effective school organization

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