

Analysis of GEMOHING Organizational Culture in Supporting Business Practices

Lusia Tuto Boli Ina^{1*}, Rolland E. Fanggidae², Muhamad Dian Aryono³, Tarsisius Timuneno⁴

Universitas Nusa Cendana, Kupang, Indonesia^{1,2,3,4}

lusiatus0@gmail.com^{1*}, rollandfanggidae@staf.undana.ac.id²,

muhamad.aryono@staf.undana.ac.id³, tarsisiustimuneno@staf.undana.ac.id⁴



Article History

Received on 16 January 2025

1st Revision 18 January 2025

2nd Revision 08 February 2025

3rd Revision 15 February 2025

Accepted on 17 February 2025

Abstract

Purpose: This study aims to analyze the implementation of GEMOHING organizational cultural values in supporting cooperative business practices and identify the supporting and inhibiting factors.

Methodology/approach: This study employed a qualitative approach with a descriptive design. The research informants consisted of 10 people, including the cooperative manager and employees, who were selected using purposive sampling method. Data were collected through interviews, observations, and documentation, and data analysis was performed using the Miles and Huberman model, which consists of data reduction, data display, and conclusion drawing.

Results: GEMOHING cultural values such as mutual cooperation, efficiency, dignity, objectivity, conscience, integrity, neutrality, and generation have been implemented in daily work activities, particularly in teamwork, member services, and respectful working relationships. In addition, other cultural values such as kinship, open communication, and concern for members were identified, which further strengthened the implementation of organizational culture. However, the diversity of members' backgrounds and limited time for work evaluation were found to be inhibiting factors in the optimal implementation of the organizational culture.

Conclusions: GEMOHING's organizational culture plays an important role in supporting cooperative business practices. Although it has been implemented, the level of understanding and internalization of these cultural values is still suboptimal.

Limitations: This study was limited to a single cooperative and used a qualitative approach.

Contributions: This study contributes to the development of organizational culture studies based on local wisdom, particularly in the context of cooperatives.

Keywords: *Cooperative Business Practices, GEMOHING, Organizational Culture*

How to Cite: Ina, L. T. B., Fanggidae, R. E., Aryono, M. D., Timuneno, T. (2024). Analysis of GEMOHING Organizational Culture in Supporting Business Practices. *Jurnal Studi Multidisiplin Ilmu*, 2(2) 83-93

1. Introduction

The development of the business world in the era of globalization has brought about increasingly complex and dynamic competition. Every organization is required to adapt quickly to change to survive and grow amid rapid technological and social progress. In facing these challenges, human resources become a determining factor because they play a direct role in driving all organizational functions and determining the success of goal achievement (Jufrizen & Rahmadhani, 2020). Human resources are not merely an asset but also a long-term investment that requires professional management so that the organization can operate efficiently and productively (Mulia, 2021).

The optimization of human resource potential is not only carried out through the improvement of skills and knowledge but also through the development of a strong organizational culture ([Hikmah, Khoiroh, & Manan, 2024](#)). Organizational culture is a system of shared values and beliefs that grows and is accepted by all members of an organization as a guide for action and interaction ([Robbins, 2003](#)). The values embedded in organizational culture shape the identity, character, and behavioral patterns that reflect the way an organization works and its image in the public eye ([Alhempri, Yusuf, Alex, & Lukas, 2024](#)). A strong culture encourages work spirit, solidarity, and commitment to common goals, whereas a weak culture has the potential to create conflict and reduce organizational effectiveness ([Wibowo, 2018](#)).

In the context of cooperatives, organizational culture plays an important role as a foundation for business practices. Cooperatives function not only as business entities but also as economic movements based on kinship and mutual cooperation ([Rizqi, Hafizd, & Sukardi, 2024](#)). Based on Law Number 25 of 1992, cooperatives are built on the principles of togetherness and voluntary membership, which places the welfare of members as the main objective ([Sitio, 2001](#)). Thus, the consistent application of organizational culture is a key determinant of the success of cooperatives in carrying out business activities oriented toward social welfare ([Ayu & Pramuki, 2024](#)).

A strong organizational culture has been proven to strengthen solidarity and improve performance. Through the Competing Values Framework, the four types of organizational culture—clan, adhocracy, market, and hierarchy—can influence resource management strategies and the direction of business policy ([Cameron & Quinn, 2011](#)). In practice, a culture rooted in mutual cooperation values, such as in East Nusa Tenggara, can foster a strong sense of solidarity and loyalty among members, although it may sometimes limit flexibility in decision making ([Suryani, 2020](#)). This condition shows that the effectiveness of organizational culture strongly depends on the social character, leadership, and value structure that live within it ([Schein, 2010](#)).

KSP Kopdit Guru Kelubagolit is a cooperative that has developed in the East Flores Regency. It was established on November 25, 1995, at the initiative of the PGRI Kelubagolit Branch, with the initial aim of addressing teachers' financial problems. However, over time, this cooperative began to open its membership to the general public outside the teaching profession.

Based on the membership data, the number of members of KSP Kopdit Guru Kelubagolit has continued to increase over the last three years, as shown in the following table:

Table 1. Membership data of KSP Kopdit Guru Kelubagolit

Year	Number of Members	Teachers	Non-Teachers
2022	18,204	5,461	12,743
2023	19,574	5,872	13,702
2024	21,571	6,471	15,100

Based on these data, the proportion of members from the teaching profession is only about 30%, while the remaining 70% are non-teaching members. This diversity in membership composition reflects social and professional heterogeneity, which brings new challenges for cooperatives in maintaining uniform organizational values and culture. In this context, cooperative employees have a strategic role in ensuring that the cooperative's fundamental values remain the guiding principles in every organizational activity, despite increasingly diverse membership. This heterogeneity has the potential to create differences in objectives, reduce participation, and increase coordination costs, which may hinder the effectiveness of business practices ([Iliopoulos & Valentinov, 2018](#)). Therefore, the role of organizational culture is important in maintaining balance and unifying the direction of all members in achieving common goals.

A similar phenomenon can be observed at KSP Kopdit Guru Kelubagolit, where the organizational cultural values that form the basis of the cooperative's business practices, namely GEMOHING (*Gotong Royong*, Efficient, Dignity, Objective, Conscience, Integrity, Neutral, and Generation), serve

as moral and ethical guidelines for employees to carry out their duties and provide services to members. GEMOHING reflects the character of local culture, emphasizing togetherness, work efficiency, respect for human dignity, and integrity in decision-making. However, the implementation of GEMOHING values has not been fully internalized within the cooperative's work environment.

Based on preliminary interviews with one of the employees of KSP Kopdit Guru Kelubagolit, it was found that in the implementation of the Annual Members Meeting (RAT), participation from teacher members still dominates in expressing ideas and decision-making, and most managerial and supervisory positions are still held by the teachers. Meanwhile, non-teacher members have begun to show participation, but not as intensively as the teacher group members. This condition indicates that the organizational cultural values of the cooperative are still largely influenced by the founding group, while the process of cultural internalization for new members (non-teachers) has not been optimal yet.

This condition creates a gap between an organization's core values and its actual behavior in practice. Thus, the main problem of this research is the suboptimal implementation of organizational cultural values as guidelines for carrying out cooperative business practices. Based on the above description, the researcher is interested in conducting a study entitled: "Analysis of GEMOHING Organizational Culture in Supporting Business Practices (Study at KSP Kopdit Guru Kelubagolit Adonara, East Flores Regency)."

2. Methodology

This was a descriptive study. According to [Sugiyono \(2019\)](#), descriptive research is a type of research that aims to describe or explain the characteristics of independent variables, either one or more variables, as they are without making comparisons or relating them to other variables. The focus is on presenting facts, characteristics, or phenomena systematically, accurately, and factually, without testing hypotheses or examining causal relationships between variables. The research approach used in this study was qualitative. Qualitative research aims to understand the meaning that emerges from the experiences of individuals or groups regarding a social phenomenon in its natural environment. This study focuses on gaining an in-depth understanding of how organizational culture is implemented and how it influences business practices at KSP Kopdit Guru Kelubagolit in the East Flores Regency.

This study focuses on describing and analyzing the implementation of organizational culture at KSP Kopdit Guru Kelubagolit, East Flores Regency, and its influence on cooperative business practices. This study examines how organizational cultural values such as GEMOHING (*Gotong Royong*, Efficient, Dignity, Objective, Conscience, Integrity, Neutral, and Generation) are internalized and manifested in cooperative daily business activities. In addition, this study focuses on identifying forms of business practices that reflect the implementation of organizational cultural values and explores the factors that support and hinder the effectiveness of implementing these cultural values amid the diverse social and professional backgrounds of cooperative members.

Research informants or sources are individuals who have knowledge, understanding, and direct experience related to the research object; therefore, they can provide relevant information related to the focus of the study. The selection of informants in this study was carried out using a purposive sampling technique, which is a technique for selecting informants deliberately based on certain considerations. According to [Sugiyono \(2019\)](#), purposive sampling is a data sampling technique with certain considerations, for example, selecting someone who is considered to know the most, understand, and be directly involved in the social situation or phenomenon being studied. Thus, the informants selected were those considered capable of providing in-depth data in accordance with the research needs. In the context of this study, the informants consist of parties who are directly involved in the implementation of organizational culture and business practices at KSP Kopdit Guru Kelubagolit, East Flores Regency, namely, managers, cooperative employees or staff, and cooperative members (teachers and non-teachers).

The number of informants was not determined with certainty but was adjusted based on the principle of data saturation, which is when the information obtained becomes repetitive and no new significant

data are found. This study used qualitative data. According to [Nasution \(2023\)](#), qualitative data refers to data in the form of words related to characteristics in the form of qualities (not numbers). Qualitative data are data stated by people based on questions asked by the researcher. Qualitative data can also be referred to as data that describe and characterize something. This type of data is generally presented through descriptive explanations.

2.1 Primary Data

The data source for this study was primary data. Primary data are obtained directly from the first source. Data were collected by obtaining information directly from the field. One of the characteristics of primary data is that the data are collected by the researcher (or with the help of assistants) and used by the researcher ([Simanjuntak & Purba, 2011](#)).

2.2 Secondary Data

Secondary data are a source of research data obtained indirectly by the researcher through intermediary media (obtained and recorded by other parties). The secondary data used by the researcher included documented records in the form of written documents and images ([Sulung & Muspawi, 2024](#)).

The data collection techniques used in this study were as follows:

2.2.1 In-depth Interview

According to [Kriyantono \(2022\)](#), in-depth interviews are a method of collecting data and information conducted face-to-face with informants to obtain complete and comprehensive data. This interview distinguishes between respondents (people who are interviewed only once) and informants (people whom the researcher wants to understand and who will be interviewed multiple times). This method is usually the main tool in qualitative research, combined with participant observation. During in-depth interviews, the interviewer has relatively little control over the informant's responses, meaning that informants are free to provide answers as they see fit. The researcher's task is to ensure that informants are willing to provide complete and in-depth answers and, if necessary, do not hide information from the researcher. This can be achieved by conducting informal interviews, such as casual conversations.

2.2.2 Documentation

Documentation is a method that greatly helps researchers in terms of research evidence collection. Documentation is a record of past events ([Sugiyono, 2013](#)). Written documents and images are forms of communication. In this regard, the researcher used documentation in the form of photographs as evidence that the researcher conducted interviews with informants at KSP Kopdit Guru Kelubagolit.

2.2.3 Observation

Observation is a method of collecting information by conducting systematic observation and recording of phenomena that become the object of observation ([Lubis, 2018](#)). Observation is the basis of all sciences; through observation, researchers learn about behavior and the meaning of that behavior. This method was used to directly observe events or phenomena that were the focus of the research.

2.2.4 Data Analysis Technique

The data analysis technique used in this study refers to the qualitative data analysis method proposed by Miles and Huberman, as cited in [Nasution \(2023\)](#), which states that qualitative data processing can be carried out through three stages: data reduction, data display, and conclusion drawing/verification.

2.2.5 Data Reduction

Data obtained from the field are usually quite large and less systematic than quantitative data. Therefore, data reduction was performed, which means summarizing the data, selecting the main points, focusing on important aspects, identifying themes and patterns, and removing unnecessary information. This process was conducted continuously throughout the research to produce more focused and meaningful data ([Rijali, 2018](#)).

2.2.6 Data Display

After the data were reduced, the next step was data display. In quantitative research, data presentation can be done using tables, graphs, pictograms, etc. Through data display, the data are organized and arranged into patterns of relationships, making them easier to comprehend. In qualitative research, however, data are presented in the form of brief descriptions, charts, relationships between categories, and similar forms so that the data can be clearly understood and interpreted ([Rijali, 2018](#)).

2.2.6 Conclusion Drawing/Verification

The third step in qualitative data analysis, is conclusion drawing and verification. The initial conclusions drawn are still temporary and may change if strong supporting evidence is found during subsequent data collection. However, if valid and consistent evidence is found when the researcher returns to the field to collect data, the conclusions drawn can be considered credible.

3. Results and discussion

3.1 Implementation of GEMOHING Organizational Cultural Values in Supporting Business Practices

To gain a deeper understanding of the implementation of the GEMOHING organizational culture in cooperative business practices, this study examines several core values contained in the GEMOHING concept: mutual cooperation, efficiency, dignity, objectivity, conscience, integrity, neutrality, and generation. These values serve as the foundation for building working relationships and carrying out service activities for cooperative members.

3.2 Implementation of the Mutual Cooperation Value

Mutual cooperation is one of the most prominent values in the work practices at KSP Kopdit Guru Kelubagolit Adonara. This value is reflected in the cooperation between managers and employees in carrying out daily work activities in cooperatives. One form of mutual cooperation implementation can be seen in the practice of joint prayer and briefing before starting work activities. This activity aims not only to begin the workday but also to build togetherness and align perceptions regarding the work to be performed.

In addition, a culture of mutual cooperation is reflected in a work environment that upholds family values. In daily work activities, employees help each other and work together to complete their tasks. If an employee is absent or experiences difficulties in completing work, other employees will help so that service activities for members continue to run smoothly. These findings indicate that the value of mutual cooperation has been internalized in the daily work behavior of employees. The culture of helping one another not only strengthens relationships among employees but also plays an important role in maintaining the continuity of services to cooperative members.

This finding is supported by [Elanain \(2007\)](#) and [Purba and Seniati \(2004\)](#), who emphasized that employee personality and emotional attachment significantly influence Organizational Citizenship Behavior (OCB), which is a voluntary behavior to help coworkers and the organization beyond formal job duties. Values such as openness, conscientiousness, emotional stability, and a strong culture of togetherness encourage employees to help each other, tolerate less-than-ideal working conditions, and maintain organizational sustainability.

3.3 Implementation of the Efficiency Value

The efficiency in the GEMOHING culture is related to the organization's ability to utilize time and resources effectively in carrying out work activities. Based on the interview results, the value of efficiency is reflected in the briefing activities conducted before starting work activities. Through these briefings, leaders provide work directions, task distribution, and determination of work priorities so that employees can understand their respective duties more clearly and effectively.

These findings indicate that briefings function not only as a means of building togetherness but also as a medium for work coordination that helps employees work in a more directed and efficient way. This statement is in line with the research conducted by [Amri and Nurjaya \(2022\)](#), which states that briefings

conducted consistently play an important role in improving employee performance because they serve as a medium for daily work planning, target setting, task distribution, and determining activity priorities. Through briefings, employees gain clarity regarding what must be done, who is responsible, and the targets to be achieved, so that work becomes more directed and focused on achieving the goals. In addition, the implementation of joint prayer during morning briefings builds togetherness and mental readiness before starting work activities. The combination of briefings and joint prayer forms a disciplined and systematic work culture that can positively influence employee performance.

3.4 Implementation of the Dignity Value

In the GEMOHING culture, dignity is related to mutual respect among individuals in the work environment. Based on the interview results, the working relationship between leaders and employees is open and communicative, allowing two-way communication in conveying opinions, suggestions, and work-related problems. Close working relationships support the creation of open communication and mutual respect without ignoring established rules and the division of tasks. If differences of opinion occur in the implementation of work, they are resolved through deliberation by prioritizing togetherness and mutual respect among the team members.

This indicates that the value of dignity is reflected in the pattern of working relationships characterized by mutual respect between leaders and employees in carrying out organizational activities. This mutual respect supports the creation of a harmonious work environment and strengthens cooperation in achieving organizational goals (Sihaloho & Siregar, 2020). This condition is in line with the concept of clan culture proposed by Kristina, Ariyanto, and Muslikah (2023), which states that clan culture emphasizes close working relationships, employee involvement, and open communication while still relying on shared values and internal commitment as behavioral control rather than merely formal rules.

3.5 Implementation of the Objectivity Value

The value of objectivity is related to fairness and impartiality in providing services to cooperative members. Based on the interview results, employees strive to provide fair services to members while adhering to the rules applicable to the cooperative. Employees view members as part of the cooperative family; therefore, services are provided with full responsibility without distinguishing members' backgrounds. This attitude shows that employees strive to maintain members' trust by providing equal services to each member in accordance with cooperative rules. Thus, the implementation of the objectivity value is reflected not only in employees' fairness but also in their efforts to maintain professional service delivery in accordance with the established cooperative rules.

3.6 Implementation of the Conscience Value

The value of conscience is related to employees' moral awareness and concern when performing service duties to cooperative members. Based on the interview results, employees do not only carry out administrative tasks but also try to understand the needs and conditions of members more deeply. This statement indicates that the services provided by cooperative employees are not only oriented toward administrative completion but also toward maintaining good relationships with the members.

Through open communication, employees listen to the problems faced by members and seek solutions that can help resolve these problems. In some situations, employees also try to help members who experience difficulties by providing explanations or alternative solutions in accordance with cooperative rules. This attitude reflects care and moral responsibility in providing services to the members. Thus, the services provided by cooperative employees are based not only on formal organizational rules but also on empathy and concern for members. This shows that the value of conscience has become part of employees' work behavior in carrying out service duties to the cooperative's members.

3.7 Implementation of the Integrity Value

Integrity in the GEMOHING culture is related to consistency, responsibility, and employee commitment in carrying out duties in accordance with organizational rules and decisions. Based on the interview results, employee integrity can be seen from their willingness to continue carrying out their

duties professionally, even though working relationships within the organization are familial in nature. Integrity is also reflected in the decision-making process carried out through deliberation and implemented collectively after decisions are made. This indicates that the integrity of employees and management is reflected in their commitment to consistently and responsibly implement organizational decisions to maintain the sustainability of cooperative operations.

3.8 Implementation of the Neutrality Value

The value of neutrality in the GEMOHING culture is related to impartiality and fair treatment in providing services to cooperative members. Based on the interview results, employees strive to provide fair services to all members without distinguishing between their backgrounds. Thus, the implementation of the neutrality value in the GEMOHING culture can be seen in the attitude of employees who strive to provide services fairly, professionally, and in accordance with the applicable cooperative regulations.

3.9 Implementation of the Generation Value

The value of generation in the GEMOHING culture is related to efforts to maintain the sustainability of organizational cultural values so that they continue to be understood and implemented by organizational members, including new ones. Based on interviews with informants, the implementation of GEMOHING cultural values at KSP Kopdit Guru Kelubagolit Adonara is reflected in various work activities and services provided to cooperative members. Several cultural values appear to be strongly implemented in daily work practices, especially the values of mutual cooperation, dignity, conscience, and objectivity and neutrality in serving members. These values are reflected in cooperation among employees, respectful working relationships, and fair services for all cooperative members.

Meanwhile, several other values, such as efficiency, integrity, and generation, are not yet fully visible explicitly in work practices, as explained by the informants. These values tend to appear indirectly through work habits and employee responsibilities but have not been clearly expressed in the form of specific practices in the literature. This indicates that the implementation of GEMOHING culture in the cooperative has been carried out in organizational activities, although the level of implementation differs for each cultural value.

3.10 Additional Cultural Values Supporting GEMOHING Culture

In addition to the core values within the GEMOHING culture, the interview results also indicate the presence of several other cultural values that support the implementation of organizational culture in business practices at KSP Kopdit Guru Kelubagolit. These values emerge from patterns of working relationships, the way employees interact with members, and how the organization interprets its service to cooperative members. In this study, these additional cultural values are limited to those related to social relationship patterns, organizational communication, and shared values that influence the behavior of organizational members in performing work activities.

One of the values identified in the interview results was kinship. This value is reflected in the way employees and managers view cooperative members as part of the cooperative's extended family. This kinship approach makes the relationship between management and members not only formal but also based on mutual trust and care for each other. This statement indicates that kinship values form the foundation for building closer relationships between cooperative management and its members. Such kinship-based relationships help create a more harmonious work environment while increasing members' trust in the cooperative.

In addition to kinship values, the interview results also show the presence of open communication values in work interactions between employees and cooperative members. Employees attempt to build open communication with members so that various problems faced by them can be discussed together to find the best solutions. This indicates that open communication is one of the values that supports the creation of better working relationships between cooperative management and its members. With open communication, members feel more comfortable expressing the problems they face, enabling the cooperative to provide solutions that are appropriate to the members' conditions.

Another value identified in the interview results was concern for members. This value is reflected in the attitude of employees who try to understand members' conditions when they face difficulties, particularly regarding loan installment payments. In certain situations, employees try to listen to members' problems before making decisions related to the resolution of the problem. This indicates that services to members are not only based on formal rules but also consider the actual conditions that members face. This caring attitude helps maintain good relationships between members and cooperative management and strengthens members' trust in cooperatives.

Overall, additional cultural values, such as kinship, open communication, and concern for members, support the implementation of GEMOHING culture in cooperative business practices. These values help create more harmonious working relationships, increase member trust, and strengthen collective commitment to carrying out cooperative activities.

3.11 The Influence of Member Diversity

Member diversity is one of the characteristics of the KSP Kopdit Guru Kelubagolit Adonara. Cooperative members come from different professional, educational, and experiential backgrounds, particularly those who work as teachers and as non-teachers. This diversity affects the dynamics of member participation in cooperative activities and the organizational decision-making process. Member diversity becomes part of the internal dynamics of the cooperative, influencing the implementation of democratic principles in decision-making.

Based on the interview results, differences in members' backgrounds affect participation levels in cooperative activities, especially in the Annual Members Meeting. Members who work as teachers tend to be more active in expressing opinions and participating in discussions, while some non-teacher members show lower participation levels. This indicates that professional background influences members' confidence and willingness to express their opinions. Members with higher educational backgrounds tend to be more accustomed to participating in formal discussions, making them more active in cooperative decision making.

In line with [Handayani, Lestari, and Murniati \(2020\)](#) opinion, member participation in cooperatives is often influenced by differences in interests between members and the cooperative itself. These differences are related to diverse member characteristics, such as age, length of membership, gender, type of work, level of satisfaction, and number of dependents. These differences cause participation levels in cooperative activities, including decision-making processes, to vary among the members.

In addition, the interview results show that some non-teacher members still have a limited understanding of cooperative mechanisms and regulations. This condition affects their level of involvement in organizational activities and their overall performance. This indicates that differences in educational background and organizational experience also influence member participation levels. However, cooperative managers attempt to encourage the involvement of all members by providing equal opportunities to express opinions and delivering information openly and in simple terms so that it can be easily understood by all members.

Although member diversity creates differences in participation levels, it does not create significant conflict within the organization. In contrast, diversity is viewed as an opportunity to enrich perspectives and input in cooperative decision-making. Through a kinship approach and deliberation, differences in members' backgrounds can be positively managed for the common good.

3.12 Supporting and Inhibiting Factors

3.12.1 Supporting Factors

One of the main supporting factors in implementing organizational culture is the strong local cultural values that are deeply rooted in the social lives of cooperative members. Values such as mutual cooperation, togetherness, and kinship make it easier for managers and employees to internalize the organizational culture into daily work activities. This statement indicates that mutual cooperation values

originating from the local culture have become social capital that supports the implementation of the organizational culture in the cooperative. This value is reflected in the attitude of employees who help each other complete daily work, especially when facing time constraints and workload.

The culture of mutual cooperation and togetherness not only strengthens employees' working relationships but also creates a harmonious and conducive work environment. With a culture of mutual assistance, tasks can be completed more effectively so that services to cooperative members continue to run smoothly. These findings align with the concept of social capital in cooperatives, where trust, cooperation, and togetherness are important factors in supporting productivity and organizational success. Social capital strengthens the implementation of organizational culture by creating harmonious working relationships and good communication ([Khotimah & Rini, 2022](#)).

Another supporting factor is the good working relationship between the managers and employees. Open communication and a kinship approach facilitate coordination and problem-solving in the implementation of work. This condition creates a work environment based on mutual trust, where employees feel they have the space to express their opinions, suggestions, and problems encountered in carrying out their duties. Harmonious working relationships support good cooperation among organizational elements so that problems can be resolved through deliberation, without causing prolonged conflict. In addition, open communication facilitates work coordination and decision-making, which ultimately has a positive impact on the smooth operation of cooperative activity. Effective communication between managers and employees is an important aspect of supporting employee performance and organizational activities.

3.12.2 Inhibiting Factors

One of the inhibiting factors is the limited time available for managers and employees due to work activities and involvement in social and customary activities. This condition affects the implementation of work evaluations and routine meetings in the organization. External factors, such as involvement in customary activities and other work responsibilities, are obstacles to implementing an organizational culture in cooperatives ([Hanafi & Yunus, 2023](#)). This condition impacts the less optimal implementation of supervision and routine work evaluation. Irregular work evaluations can affect the consistency of implementing organizational cultural values because not all work problems can be immediately identified and followed up ([Costa, Rodrigues, & Ferreira, 2020](#)).

In addition, member diversity is an inhibiting factor in equalizing the understanding of organizational cultural values. Differences in education level, profession, and understanding of cooperative principles and regulations cause the internalization of organizational culture to not occur quickly and evenly. This condition requires different approaches to convey organizational cultural values to members. Without continuous guidance and socialization, there is a potential for differences in understanding the implementation of organizational cultural values.

Therefore, cooperative managers need to adjust communication methods and guidance so that all members, both teachers and non-teachers, can understand and consistently apply the organizational culture in cooperative activities ([Iddrisu, 2025](#)). In accordance with the organizational culture theory proposed by [Schein \(2010\)](#), the internalization of organizational cultural values does not occur instantly but through a continuous socialization process. Differences in educational background, profession, and member experience cause uneven levels of understanding of organizational values and rules, thus requiring communication and guidance approaches tailored to the member characteristics.

4. Conclusions

4.1 Conclusion

The results of this study indicate that the GEMOHING organizational culture at KSP Kopdit Guru Kelubagolit plays a role in supporting cooperative business practices through the implementation of the values of mutual cooperation, efficiency, dignity, objectivity, conscience, integrity, neutrality, and generation in daily work. These values are reflected in cooperation among employees, fair services provided to members, and respectful relationship at work. In addition to the core GEMOHING values,

other cultural values have also developed within the organization, namely kinship, open communication, and concern for members, which further strengthen the relationship between cooperative management and its members.

The diversity of members' backgrounds influences the level of participation in cooperative activities, especially in the annual members' meeting; however, these differences can be managed through a kinship approach and good communication. The implementation of organizational culture is supported by strong local cultural values and harmonious working relationships, although it still faces several obstacles, such as limited time for evaluation and differences in members' understanding of organizational culture.

4.2 Research Limitation

This study is limited to a single research object and a small number of informants; therefore, the results cannot be generalized, and the study has not quantitatively measured the effect of organizational culture on cooperative performance.

4.3 Suggestion and Directions for Future Research

For KSP Kopdit Guru Kelubagolit, it is recommended to strengthen employees' and members' understanding of GEMOHING organizational cultural values through socialization programs, internal training, and cooperative education so that these values are not only practiced as work habits but also understood as guidelines for carrying out cooperative activities. In addition, increasing member participation, especially from non-teacher members, should be supported through more effective communication and coordination. Future researchers can further develop this study by examining other variables, such as leadership, member satisfaction, and organizational performance, to obtain a more comprehensive understanding of the role of organizational culture in cooperative development.

References

- Alhempri, R. R., Yusuf, M., Alex, Z., & Lukas, A. (2024). *Budaya organisasi: Takaza Innovatix Labs*.
- Amri, A., & Nurjaya, M. (2022). "Delapan Puluh, Dua Puluh": Membangun Budaya Organisasi Dengan Penerapan Prinsip Pareto di KSPPS Bakti Huria Syariah. *Emik*, 5(2), 222-240. <https://doi.org/10.46918/emik.v5i2.1601>
- Ayu, P. C., & Pramuki, N. M. W. A. (2024). GCG dan Budaya Organisasi: Kunci Keberhasilan Koperasi Simpan Pinjam di Kecamatan Gianyar. *Jurnal Ilmiah Akuntansi dan Bisnis*, 9(1), 1-10. <https://doi.org/10.38043/jiab.v8i1.4685>
- Cameron, K., & Quinn, R. (2011). *Diagnosing and changing organizational culture: Based on the competing values framework* (Vol. 13): The Jossey-Bass Business & Management Series.
- Costa, J., Rodrigues, A. C., & Ferreira, M. R. (2020). Organizational culture in social economy organizations. *Economics & Sociology*, 13(3), 156-170. doi:<https://doi.org/10.14254/2071-789X.2020/13-3/10>
- Elanain, H. A. (2007). Relationship between personality and organizational citizenship behavior: Does personality influence employee citizenship. *International Review of Business Research Papers*, 3(4), 31-43.
- Hanafi, N. B., & Yunus, A. A. B. M. (2023). Organisational Learning and Firm Performance of Credit Co-Operative in Malaysia. *European Proceedings of Social and Behavioural Sciences*. doi:<https://doi.org/0.15405/epsbs.2023.11.02.59>
- Handayani, R., Lestari, D. A. H., & Murniati, K. (2020). Tingkat Kepuasan Anggota dan Faktor-faktor yang Berpengaruh Terhadap Partisipasi Anggota KUD Mina Jaya Kecamatan Bumi Waras di Kota Bandar Lampung. *Jurnal Ilmu Ilmu Agribisnis: Journal of Agribusiness Science*, 8(1), 39-47. <https://doi.org/10.23960/jiia.v8i1.4344>
- Hikmah, A. R., Khoiroh, F., & Manan, Y. M. (2024). Optimalisasi Sumber Daya Manusia (SDM) Terhadap Kinerja Karyawan Pada KSPPS Artha Mitra Sejati Kepanjen. *Jurnal At-Tamwil: Kajian Ekonomi Syariah*, 6(2), 215-228. <https://doi.org/10.33367/at.v6i2.1499>

- Iddrisu, I. (2025). Understanding the nexus between organizational culture and trust: The mediating roles of communication, leadership, and employee relationships. *Sustainable Futures*, 9, 100555. doi:<https://doi.org/10.1016/j.sftr.2025.100555>
- Iliopoulos, C., & Valentinov, V. (2018). Member heterogeneity in agricultural cooperatives: A systems-theoretic perspective. *Sustainability*, 10(4), 1271. <https://doi.org/10.3390/su10041271>
- Jufrizen, J., & Rahmadhani, K. N. (2020). Pengaruh budaya organisasi terhadap kinerja pegawai dengan lingkungan kerja sebagai variabel moderasi. *JMD: Jurnal Riset Manajemen & Bisnis Dewantara*, 3(1), 66-79. <https://doi.org/10.26533/jmd.v3i1.561>
- Khotimah, H., & Rini, A. D. (2022). Pengaruh Modal Sosial terhadap Mutually Beneficial Collective Action (MBCA) yang dimediasi oleh Ekspektasi Anggota Koperasi Sejati Mulya Jatipadang. *Jesya (Jurnal Ekonomi dan Ekonomi Syariah)*, 5(1), 486-497. <https://doi.org/10.36778/jesya.v5i1.534>
- Kristina, M. B., Ariyanto, E. A., & Muslikah, E. D. (2023). Motivasi kerja karyawan perusahaan: Adakah peranan dari kepemimpinan transformasional dan clan culture? *INNER: Journal of Psychological Research*, 3(2), 323-333-323-333.
- Kriyantono, R. (2022). *Teknik praktis riset komunikasi kuantitatif dan kualitatif: Edisi Kedua*: Prenada Media.
- Lubis, M. S. (2018). *Metodologi penelitian*: Deepublish.
- Mulia, R. A. (2021). *Manajemen sumber daya manusia: teori dan aplikasi dalam peningkatan kinerja*: CV. Eureka Media Aksara.
- Nasution, A. F. (2023). *Metode penelitian kualitatif*: Harva Creative.
- Purba, D. E., & Seniati, A. N. L. (2004). Pengaruh kepribadian dan komitmen organisasi terhadap organizational citizenship behavior. *Makara Human Behavior Studies in Asia*, 8(3), 105. <https://doi.org/10.7454/mssh.v8i3.98>
- Rijali, A. (2018). Analisis data kualitatif. *Alhadharah: Jurnal Ilmu Dakwah*, 17(33), 81-95.
- Rizqi, M. H., Hafizd, J. Z., & Sukardi, D. (2024). Dampak Praktik Bisnis Koperasi Unit Desa Bagi Kesejahteraan Anggota. *Jurnal Ekonomi & Manajemen Bisnis*, 1(02), 78-87. <https://doi.org/10.54622/jimbis.v1i02.322>
- Robbins, S. P. (2003). *Perilaku organisasi*.
- Schein, E. H. (2010). *Organizational culture and leadership* (Vol. 2): John Wiley & Sons.
- Sihaloho, R. D., & Siregar, H. (2020). Pengaruh lingkungan kerja terhadap kinerja karyawan Pada PT. Super setia sagita medan. *Jurnal Ilmiah Socio Secretum*, 9(2), 273-281.
- Simanjuntak, P., & Purba, E. (2011). *Metode Penelitian Medan*: Universitas HKBP Nommesen Medan.
- Sitio, A. (2001). *koperasi: Teori dan Praktek*: Erlangga.
- Sugiyono. (2013). *Metode penelitian kuantitatif kualitatif dan R&D* (Edisi ke-22) *Alfabeta, Bandung*.
- Sugiyono. (2019). *Metode penelitian kuantitatif kualitatif dan R&D*. *Alfabeta, Bandung*.
- Sulung, U., & Muspawi, M. (2024). Memahami sumber data penelitian: Primer, sekunder, dan tersier. *Edu Research*, 5(3), 110-116. <https://doi.org/10.47827/jer.v5i3.238>
- Suryani, N. (2020). Analisis Budaya Organisasi dan Dampaknya terhadap Praktik Manajemen Keuangan di Koperasi Pedesaan Nusa Tenggara Timur. *Jurnal Ekonomi dan Bisnis Regional*, 15 (1), 78-95.
- Wibowo. (2018). *Budaya organisasi : Sebuah kebutuhan untuk meningkatkan kinerja jangka panjang*.