

21st Century Labor Challenges: The Relationship of Competence and Organizational Culture

Ikke Nodiyarjo

Universitas Widyatama

ikke.nodiyarjo@widyatama.ac.id

Abstract

Advances in digital technology, artificial intelligence, automation and data analysis have changed the way of work and competency requirements of employees so that organizations must ensure that employees have the necessary competencies and organizations must ensure that their culture supports adaptability in adopting technology and utilizing it to achieve the desired results. This research uses a mix method using descriptive analysis, verification and literature study which is used to test hypotheses or answer research questions. This research was conducted in one of the government-run and management-based or service-based companies. Based on the results of calculating the correlation coefficient and the criteria for the relationship between the independent variables, it is known that the relationship between the Competency variable and the Organizational Culture variable is in the low category. This approach supports the understanding of how an organizational culture that supports learning and innovation can help develop employee competencies, the suitability of competencies with the challenges of the 21st century, an organizational culture that supports competence, the impact on organizational performance. Organizations with a culture that supports and enables the development of employee competencies will be better able to compete in a changing market.

Keywords

Human resource management, Competency, Organizational culture, 21st century workforce

1. Introduction

The transformations in the world of work and business environment that have taken place throughout the 21st century have led to continuous and rapid changes in technological, economic, and social demands that have shaped a new landscape for organizations and workforces. This phenomenon raises many problems that must be resolved such as advances in digital technology, artificial intelligence, automation, and data analysis have changed the way of work and demands for employee competencies so that organizations must ensure that employees have the competencies needed to adopt this new technology and utilize it to achieve the desired results. . Economic, technological, and market changes occur rapidly so employees must be able to adapt to these changes quickly, and organizations must ensure that their culture supports adaptability and continuous learning. If you look at developed countries, the Pew Research Center study found that most workers in the United States experienced changes in their job demands because of technology. More than 50% of workers report that they must develop new skills or receive additional training to maintain relevance in the workplace.

Globalization has brought employees from various cultural backgrounds and different disciplines, so organizations must manage this diversity wisely and facilitate cross-border collaboration. This is in line with the report on Human Skills for the Future from the World Economic Forum, more than half of the skills needed in the workplace will change by 2025. This shows that employee competencies need to continue to evolve to meet the new demands of the 21st century. 21. Constant change requires adaptation and innovation in the way organizations manage their human capital, giving impetus to dig deeper into this challenge.

The 21st century has brought dramatic changes in the world of work, forcing organizations to face new challenges in recruiting, developing and retaining a quality workforce. One of the main challenges faced by organizations today is managing the relationship between employee competence and organizational culture amidst the widespread use of technology in business and industrial activities. In the era of globalization marked by technological changes, market dynamics, and social progress, the world of work has undergone a significant transformation. These changes not only affect how organizations operate, but also change the demands on the workforce. As a manifestation of collective values, norms and beliefs, organizational culture has become an important aspect in achieving organizational goals and ensuring sustainable operational continuity.

The Global Leadership Forecast report by DDI shows that organizational culture that supports learning and inclusivity influences organizational performance. Organizations with a culture that supports learning have 17% higher productivity and 20% higher innovation. The era of the 21st century has brought new challenges to organizations in managing the relationship between employee competencies and organizational culture. Dramatic changes in technology and market demands have driven organizations to require employees with broader and more comprehensive capabilities. Not only technical skills are required, but also the ability to adapt quickly, think critically, innovate and collaborate.

Furthermore, organizational culture refers to the values, norms, beliefs, and practices that shape the way work and behavior in an organization are important aspects. A strong and positive culture can increase productivity, employee satisfaction and their involvement in achieving common goals. However, challenges arise when there is a misalignment between individual competencies and organizational culture. Research by the Institute for Corporate Productivity (I4CP) reveals that organizations that have a culture that supports innovation are more likely to achieve higher revenue growth. This culture allows employees to contribute with new ideas and adapt to changes quickly. Therefore, harmonization between individual competencies and organizational culture is vital in facing the challenges of the 21st century workforce.

However, misalignment between competence and organizational culture can lead to conflicts and other negative impacts on organizational performance. Gallup's study of work environments found that organizations with strong cultures have employees who are more engaged and perform better. Employees who feel the organization's culture aligns with their values are 4.4 times more likely to be engaged workers. The technical problem that is often found is employees who have superior technical competence but cannot integrate with a work culture that emphasizes teamwork which can hinder productivity and innovation. Conversely, employees who are personally aligned with the organizational culture but lack the necessary competencies may have difficulty coping with the demands of the job.

Therefore, in this scientific paper, we will explore in depth the challenges of the relationship between employee competence and organizational culture in the midst of the complexity of the 21st century world of work. We will discuss the importance of compatibility between these two factors, their impact on organizational performance, and strategies that can be adopted by the organization to overcome this misalignment. Through a deeper understanding of these dynamics, it is hoped that organizations will be able to harness the potential of their employees more effectively, create productive work environments, and achieve long-term success in the midst of continuous change.

Describing the relationship between competence and organizational culture in the challenges of the 21st century workforce, scholars have conveyed diverse and valuable views. Here are some opinions from leading experts: Schein, E. H. (2010), a leading expert in the field of organizational culture, emphasizes the importance of culture as the "software" that guides behavior within organizations. According to him, a strong and integrated organizational culture can help facilitate the spread of the desired competencies. In Schein's view, a successful organization will have a culture that reflects the competencies that are valued and necessary to achieve organizational goals.

Drucker, P. F. (1999), a leading management thinker, argues that effective organizations must seek a balance between technical competence and human skills. He states that "culture eats strategy for lunch," highlighting how important organizational culture is in shaping strategy execution and goal attainment. Hofstede, G. (2001) is an expert on cultural dimensions, and he shows that organizational culture can be analyzed through dimensions such as individualism vs. collectivism, uncertainty in the face of uncertainty, and hierarchies of power. His opinion emphasizes how employee competence must be in line with the dominant cultural values in the organization.

Kotter, J. P. (1992), an expert on organizational transformation, underlined the importance of leadership in shaping an organizational culture that supports competency development. According to him, an innovative and adaptive culture must be driven by leaders who lead by example and pave the way for the development of new competencies. Smircich, L. (1983), an academic in the field of management and organizations, emphasizes the concept of "subculture" in organizations that can affect the relationship between competence and culture. He argues that there are subcultures or micro-cultures in organizations that can interact with the main culture, and organizations must understand these dynamics in managing the balance between individual competence and culture.

Through the opinions of these experts, it is clear that the challenge of managing the relationship between competence and organizational culture is not something trivial. Combining this view with empirical research and practical experience will provide deeper insight into how organizations can face and address these challenges in the 21st century workforce.

Research by McKinsey & Company (2020) indicates that the digital revolution has changed the demands on employee competencies. Artificial intelligence, automation and data analysis are increasingly becoming an integral part of business operations. Employees must have strong technical and analytical competence to take full advantage of this technology. Research by Deloitte (2021) highlights how the fast-changing business environment encourages organizations to build adaptive cultures. Organizations must ensure that their culture encourages learning and

innovation, so that employees can quickly adapt to changing market demands. A study by the Pew Research Center (2019) notes that organizations are increasingly becoming cross-cultural and cross-border. Organizations must manage the diversity of employees' cultures, values, and educational backgrounds so that they can collaborate effectively and contribute to a coherent organizational culture.

Research by Cameron and Quinn (2006) underscores how a strong organizational culture can be a foundation for developing employee competencies. A culture that supports learning, collaboration and innovation can help integrate individual competencies into organizational goals. Research by Gartner (2018) highlights a shift in the leadership paradigm. A more inclusive and collaborative leadership style requires employees with stronger communication and collaboration skills. With reference to these findings, the background of this research reflects how these phenomena shape the challenges in managing the relationship between competence and organizational culture in the 21st century workforce era. This background underlies the urgency and relevance of research on how organizations can address this challenge effectively.

This study discusses the relationship between employee competence and organizational culture is very important. If individual competencies do not match the organizational culture, this can lead to conflict, dissatisfaction, and a lack of optimal performance. For example, if an employee has strong competence in working independently but the organizational culture encourages teamwork, then the mismatch could interfere with team dynamics and productivity. Conversely, when individual competencies align with organizational culture, this can create strong synergies. Employees will feel more motivated and engaged in a work environment that supports their development and values their contributions.

1.1 Objectives

This study discusses the relationship between employee competence and organizational culture is very important. If individual competencies do not match the organizational culture, this can lead to conflict, dissatisfaction, and a lack of optimal performance. For example, if an employee has strong competence in working independently but the organizational culture encourages teamwork, then the mismatch could interfere with team dynamics and productivity. Conversely, when individual competencies align with organizational culture, this can create strong synergies. Employees will feel more motivated and engaged in a work environment that supports their development and values their contributions.

2. Literature Review

The level of effectiveness of human resource management is seen as influencing the performance of an organization no matter how big or how small the organization is. While the relationship between the organization or agency and its employees is an exchange of values with a written agreement between the employee and the agency stating the expectations of each party where the agency demands its employees to excel in carrying out their work and employees will obtain expectations for their personal needs. At the end of the 20th century the term human resource management was also used to recognize the importance of employees as an asset to an organization or agency. While the notion of human resource management according to Schuler, et al is an acknowledgment of the importance of the organization's workforce as a human resource that is very important in contributing to organizational goals, and using several functions and activities to ensure that human resources are used effectively and fairly for the benefit of individuals, organizations and society. Therefore human resource management is a continuous process, in line with the company's operational processes. So attention to human resources has a special place in a company organization or an agency to understand organizational behavior as a whole.

Organizational behavior is essentially based on the science of behavior itself which is developed with a focus on human behavior in an organization. The field of organizational behavior knowledge which has been developed for a long time, seems to have recently begun to feel its importance. Organizational behavior is a field of applied science formed based on contributions from a number of fields related to behavior, according to Stephen P. Robbins & Timothy A. Judge (2008: 11), namely "Organizational behavior is a field of study that investigates the influence possessed by individuals, groups and structure of behavior in organizations, which aims to apply this kind of knowledge to increase the effectiveness of an organization.

2.1 Competence

The terms Competences, competence, and competent which in Indonesian are translated as competence, skills and empowerment refer to the condition or quality of being able and appropriate. Competence as a person's ability to produce at a satisfactory level in the workplace, also shows the characteristics of the knowledge and skills possessed or needed by each individual that enable them to carry out their duties and responsibilities effectively and raise

professional quality standards in work. According to McClelland Competence is a fundamental characteristic possessed by someone who has a direct influence on, or can predict excellent performance.

Competence is a key determining factor for a person in producing excellent performance. In collective situations, competence is a key factor determining organizational success. Competence forms a "generic" model that is commonly found in various jobs that are used every day. According to the Decree of the Head of the Civil Service Agency Number: 46A of 2003, the meaning of Competence is: "the abilities and characteristics possessed by a Civil Servant in the form of knowledge, skills, and behavioral attitudes needed in carrying out their duties of office, so that the Civil Servant can carry out their duties are professional, effective, and efficient.

Competence consists of several different types of characteristics, which drive behavior. The foundation of this characteristic is evident in the way a person behaves at work. Competence is about what people are like and what they can do, not what they might do. Identifying the competencies possessed by individuals is sometimes difficult. For this reason, criteria are needed, either in the form of dimensions or indicators to sort out or look for things that can be shown by individuals, so that the individual is said to have competence. Individual competencies can be displayed or identified from the characteristics described above. Identifying these characteristics depends on how easy it is for us to understand each of the characteristics that exist, this is because each individual must have different characteristics and levels of competence.

Covey, Roger, and Merrill say that the competency classification includes: 1) Technical competence: knowledge and expertise to achieve agreed results, the ability to think about problems and seek new alternatives. 2) Conceptual competence: the ability to see the big picture, to test assumptions and perspective modifiers. 3) Competence to live in interdependence the ability to effectively interact with others, including the ability to listen, communicate, get a third alternative, create a winning agreement, and try to reach a third alternative solution, the ability to see and operate effectively in a complete organization or system .

The competencies possessed by each individual certainly have different characteristics and levels. Differences in position, title, age, biological characteristics and many other things will show differences in the level of competency of each individual according to the situation he is facing, both in personal life, work, social groups and the community in which the individual interacts. From the description above, it can be concluded that the level of competence for each individual varies depending on the individual and the characteristics of their work environment, but all levels are used to identify each competency in carrying out their work.

From the description of the competency theory above, in this study the researcher used the competency characteristics proposed by Spencer and Spencer that competence consists of 5 types of characteristics, namely: 1) Knowledge, referring to information and learning outcomes can be measured by indicators: general knowledge, knowledge skills, information seeking abilities, and technical skills. 2) Skills, expertise refers to a person's ability to carry out an activity which can be measured by indicators: problem analysis skills, problem solving skills, conceptual skills, and physical skills. 3) Self-concept and values, referring to one's attitudes, values and self-image can be measured by indicators: self-confidence, ability to control oneself, work principles and self-image. 4) Personal characteristics, referring to physical characteristics and consistency of responses to situations or information can be measured by indicators: initiative, cooperation, togetherness, ability to develop others. 5) Motives, which are emotions, desires, psychological needs, or other drives that trigger action, can be measured by indicators: task orientation, self-influence, ability to influence, and responsibility.

These characteristics indicate that individual competence can be seen in terms of knowledge, skills, self-concept or values, personal characteristics and motives that are owned by individuals. This is also expected to describe the competence of each administrator in carrying out their duties and responsibilities.

2.2 Organizational Culture

The study of the theme of organizational culture must always be associated with other aspects of organizational behavior, according to Sweeney & McFarlin (2002:4) relating to how people act, think and feel in an organization. To be able to explain the concept of organizational culture. The organizational culture contained in companies/agencies has a beginning, the beginnings of organizational culture are based on habits, traditions, and in general the organization does everything largely due to what has been done before and the level of success that has been obtained through the frameworks the framework. This is what can guide us towards the initial direction of organizational culture, namely its founders.

Opinions about how an organizational culture is built put forward by Stephen P. Robbins (2006: 262) Alligned from organizational culture its founder philosophy. Culture here in after this is very influencing of criterion used in hiring employees. Management action ultimately determines the common climate and behavior which can be accepted or not accepted. How employees have to declare will be dependent will be dependent to reach successful storey level in

new employees adaptation values with the organizational values in source of selection and also preference on management of top method of socialization.

With the new values brought by the new employees, it is hoped that the organization will be able to quickly adapt to the changes that are occurring so as to create a dynamic and more diverse organizational climate.

Organizational culture in a company has an important role in the company such as the opinion that there seems to be a broad agreement that organizational culture refers to a system of shared meaning held by members that distinguishes the organization from other organizations. This system of shared meaning, when examined more closely, is a key set of characteristics valued by the organization.

From the opinion above, one of the roles of organizational culture is to show a company's identity that distinguishes it from other companies. The existence of a clearer identity from a company has an impact on employees' confidence in the existence of the company.

Organizational culture is derived from its founding philosophy. Furthermore, this culture greatly influences the criteria used in hiring employees. The actions of top management today determine the general climate for acceptable or unacceptable behavior. How the employee is to be socialized will depend both on the degree of success achieved in matching the new employee's values with the organization's values in the selection process and top management's preference for socialization methods.

Stephen P. Robbins's opinion above reveals that organizational culture can function as a selection process for prospective employees. In the recruitment process, the company indirectly shows its organizational culture to prospective employees. Prospective employees can assess whether the organizational culture prevailing in the organization matches their character or not. For prospective employees who feel they are unable to adapt to the organizational culture, the prospective employee will automatically withdraw from the selection process carried out by the company to attract new employees.

Organizational culture that exists in a company appears in characteristics that can distinguish it from other organizations. By looking at the characteristics possessed by an organization, it can be seen that the organizational culture that is owned is an organizational culture that is formed from the individuals of each employee.

Furthermore, Denison argued that there are four dimensions of organizational culture that are believed to be related to the level of organizational effectiveness. The four dimensions are Involvement, Consistency, Adaptability, and Mission. Involvement is a dimension of organizational culture that shows the level of employee participation in the decision-making process. Consistency is showing the level of agreement of members of the organization. Adaptability is the ability of the organization to respond to changes in the external environment by making internal changes to the organization. While Mission is a cultural dimension that shows the core goals of the organization that make members of the organization stand firm and focus on what is considered important by the organization.

3. Methods

This research uses a mix method using descriptive analysis, verification and literature study which is used to test hypotheses or answer research questions. The descriptive method can be used for correlated research and describes the research variables and observes the relationship of these variables from hypotheses that have been made systematically through statistical testing. This research was conducted in one of the government-run and management-based or service-based companies.

Work competence, organizational culture, affective commitment and operational performance can be defined as follows:

- a. Competence is an ability to carry out or carry out a job or task that is based on skills and knowledge and is supported by the work attitude required by the job.
- b. Organizational Culture is a unique system that is owned by an organization that distinguishes it from other organizations. Stephen P. Robbins (2002:247). There are four dimensions of organizational culture that are believed to be related to the level of organizational effectiveness. The four dimensions are Involvement, Consistency, Adaptability, and Mission.

4. Data Collection

Table 1 Data Collection for Analysis

No	Competence	Average	Criteria	Organizational Culture	Average	Criteria
1	Knowledge	3,93	High	<i>Involvement</i>	3,78	Strong
2	Skills	3,96	High	<i>Consistency</i>	3,95	Strong
3	Self-Concept and Values	3,97	High	<i>Adaptability</i>	3,82	Strong
4	Personal Characteristics	3,91	High	<i>Mission</i>	3,91	Strong
5	Motive	4,02	High			

Total	3,96	High	3,96	Strong
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5. Results and Discussion

Based on the results of the analysis using SPSS 24 for 50 respondents, the magnitude of the correlation coefficient between the independent variables was obtained.

5.1 Numerical Results

The magnitude of the correlation coefficient can be seen in the table below:

Table 2
Correlation Coefficient Between Competency Variables and Organizational Culture

	X1	X2
X1	1,000	0,238
X2	0,238	1,000

Based on the table above, the relationship between the independent variables in this study is explained as follows

5.2 Graphical Results (11 font)

Based on the table above, the relationship between the independent variables in this study is explained as follows

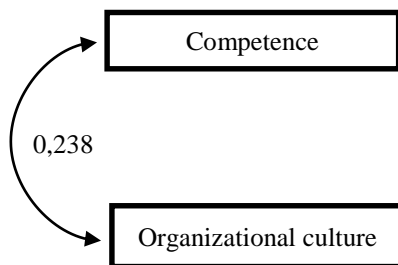


Figure 1 Relations Design

Tabel 2

Table of Correlation Criteria

<i>Corelation</i>	<i>Indication</i>
0,80-1	Very high
0,60-0,79	Tall
0,40-0,59	Currently
0,20-0,39	Low
0,01-0,19	Very low

Based on the calculation of the correlation coefficient and the criteria for the relationship between the independent variables, the following results show that the relationship between the Competency variable and the Organizational Culture variable is obtained with a coefficient value of 0.238. Thus it can be said that the relationship between the two variables is in the low category.

5.3 Proposed Improvements

The overall description of the answers regarding employee competence gives an average value of high employee competency variables, which means that employee competence which consists of the dimensions of knowledge, skills, self-concept and values, personal characteristics and motives is interpreted in high criteria. Of these dimensions, the motive dimension gives the highest contribution, while the personal characteristics dimension gives the lowest contribution. Even though it has high criteria, there are still low indicators, namely employee competence indicators. Therefore, this is one of the factors that must be addressed.

The overall description of the answers regarding employee organizational culture gives a high average organizational culture variable, which means that organizational culture consisting of the dimensions of involvement, consistency, adaptability and mission are interpreted as high criteria. Of these dimensions, the Consistency dimension provides the highest contribution, while the Involvement dimension provides the weakest contribution. Even though it has strong criteria, there is still a low indicator, namely adaptability. Therefore, this is one of the factors that must be addressed. The discussion of the results of this research is enriched by the views of relevant experts in the field of the relationship between employee competence and organizational culture. They provide an in-depth look at the impact, challenges and implications of these relationships in the 21st century workforce. Following are some expert opinions that can support the discussion of research results: 1) Edgar H. Schein (2010): In Schein's view, organizational culture is a software that guides behavior within the organization. In the context of the results of this research, this approach supports the understanding of how an organizational culture that supports learning and innovation can help develop employee competencies. Schein views that an organization that has a culture that encourages individual competence will create a productive work environment. 2) Peter F. Drucker (1999): Drucker highlighted the importance of

combining technical competency and human skills in a successful organization. In discussing research results, this view can be applied to underscore how a balanced relationship between individual competence and organizational culture forms the basis for optimal performance. 3) John P. Kotter (1992): Kotter emphasized the important role of leadership in shaping a culture that supports competency development. In discussing the results of this research, this view can support recommendations for organizational leaders to take an active role in building a culture that supports learning, collaboration, and adaptation. 4) Linda Smircich (1983): Smircich emphasizes the concept of subculture in organizations. In the context of the discussion, this view can be used to explain how subcultures or small groups within an organization can have an influence on the relationship between competence and organizational culture. This understanding is important in overcoming any discrepancies that may arise.

By linking these expert views with findings from research results, the discussion will have a strong foundation for analyzing practical implications, relationship management strategies, and recommendations for organizational leaders and practitioners in dealing with the challenges of the relationship between employee competence and organizational culture. The discussion of the results of this study is enriched by relevant previous research results, which describe patterns and trends in the relationship between employee competency and organizational culture. The results of this study provide broader empirical support for the findings of this study.

Following are some of the results of previous research that can support the discussion of research results: 1) Research by Cameron and Quinn (2006): This study identified that organizational culture that supports innovation and collaboration has a positive impact on organizational performance. These results are in line with the findings of this study, where a culture that supports learning and innovation supports the development of employee competencies. 2) Research by Deloitte (2021): This report highlights the need to adapt organizational culture in the face of rapidly changing business environments. These findings support the recommendations from the results of this study, which suggest that organizations need to create an adaptive culture to integrate developing competencies. 3) Research by Pew Research Center (2020): This study found that changes in technology affect job demands. This supports the findings that employee competencies must develop according to these changes and that organizations need to support employee learning and development. 4) Research by DDI (2021): This study highlights that an organizational culture that supports innovation and learning has a positive impact on organizational performance. These findings validate the positive implications of a balanced relationship between employee competence and organizational culture. 5) Research by Gallup Workplace (2021): The results of this study indicate that a strong organizational culture has a positive impact on employee engagement and performance. This supports the view that an organizational culture that supports employee competency development has a positive effect on overall organizational performance.

By linking these findings with the results of their own research, the discussion can lead to confirmation and strengthening of the findings found in this study. Empirical data from the results of previous studies also strengthen the practical implications and strategies for managing the relationship between employee competence and organizational culture in facing the challenges of the 21st century workforce.

5.4 Validation (11 font)

The validation discussion of the results of this study highlights the findings that emerge from the analysis of the relationship between employee competence and organizational culture in facing the challenges of the 21st century workforce. Based on empirical data and concepts from leading experts, this paper will discuss the implications, recommendations, and impact of this relationship on organizational success. The following points can be covered in discussing the results of this study: 1) Compatibility of Competence with the Challenges of the 21st Century: Empirical data analysis shows that changes in technology and market demands have changed the competencies required by employees. Organizations must ensure that employees have the necessary technical skills and adaptability to meet the challenges of the 21st century; 2) Competency Supporting Organizational Culture: Empirical data and expert views underscore the importance of organizational culture in developing employee competence. A culture that encourages learning, innovation and collaboration plays a key role in integrating individual competencies into organizational goals; 3) Impact on Organizational Performance: This discussion should highlight how a parallel relationship between competence and organizational culture can enhance the overall performance of an organization. Organizations with a culture that supports and enables the development of employee competencies will be better able to compete in a changing market.

Apart from that, we can discuss challenges that can become interesting discussions as well as find various solutions to prepare the workforce in the 21st century, namely: 1) Misalignment and Consequences: This discussion needs to highlight the negative impact of misalignment between competence and organizational culture. When individual competencies do not align with the organizational culture, it can lead to conflict, lack of engagement and performance inhibition; 2) Relationship Management Strategy: This discussion explores various strategies that can be adopted by organizations to overcome challenges in managing the relationship between competence and organizational culture.

These strategies can include employee training and development, changes in organizational culture, and leadership approaches that support collaboration and learning; 3) Research Limitations and Future Research Directions: This discussion should include reflection on research limitations, such as methodological or data source limitations. In addition, this discussion can identify future research directions, such as a deeper exploration of the role of technology in changing competencies, or a longitudinal study to see how cultural change affects competence and performance. In the overall discussion of the results of this research, the main aim is to analyze the findings that emerge from this research and relate them to the wider context, practical implications, and deeper research directions.

6. Conclusion (12 font)

All answers regarding employee competence give an average value of high employee competency variable, which means that employee competency which consists of the dimensions of knowledge, skills, self-concept and values, personal characteristics and motives is interpreted in high criteria. Of these dimensions, the motive dimension gives the highest contribution, while the personal characteristics dimension gives the lowest contribution. Even though it has high criteria, there are still low indicators, namely employee competence indicators. Therefore, this is one of the factors that must be addressed.

All answers regarding employee organizational culture give a high average organizational culture variable, which means that organizational culture consisting of the dimensions of involvement, consistency, adaptability and mission are interpreted as high criteria. Of these dimensions, the Consistency dimension provides the highest contribution, while the Involvement dimension provides the weakest contribution. Even though it has strong criteria, there is still a low indicator, namely adaptability. Therefore, this is one of the factors that must be addressed.

The conclusion of the study found that there is a weak relationship between content and organizational culture, this is because there have been many changes that have occurred in the 21st century due to changes in technology, new adaptations, new work patterns and Company achievements. This requires an existing workforce habituation pattern and the preparation of a new workforce that adapts to market needs and current work patterns. The discussion of the results of this research should also provide practical recommendations for organizational leaders and practitioners. These recommendations can be in the form of guidelines for integrating competencies in organizational culture, as well as ways to create a work environment that supports competency development.

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