

## **Organizational Culture In Tourist Services Facing New Habits Adaptation At PT. Sari Ater Hotel & Resort**

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**Abstract.** *The purpose of this research is to determine the organizational culture at PT. Sari Ater Hotel & Resort. This research uses qualitative methods, which are based on information or reality that occurs in the field. The procedures in qualitative methods are: deliberate retrieval of informants, open data collection, analysis of text or images, presentation of information in the form of pictures and tables, and personal interpretation for the findings. The results showed that organizational culture in tourist services faced New Habit Adaptation at PT. Sari Ater Hotel & Resort is not optimal yet. Some of the indicators that are not yet optimal are People Focus, Risk Tolerance, Reward Criteria, Conflict Tolerance, Open-system Focus, while the indicators that have been optimal are the Member Identity, , Group Emphasis, Unit Integration, Control (Supervision), and Means -ends Orientation (Oriented Way).*

**Keywords:** *Organizational culture in tourist services*

### **1. INTRODUCTION**

Organizational culture is now being discussed both among experts and business practitioners and executives, because many organizations succeed in making an organization more stable, more advanced, more anticipatory to environmental change. Organizational culture is a value system obtained and developed by the organization and the pattern of habits and basic philosophy of its founder, which is formed into a rule used as a guideline in thinking and acting in achieving the objectives of the organization. A culture that grows stronger can spur organizations towards better development. Organizational culture can influence the professionalism of employees at PT Sari Ater Hotel & Resort, because it creates interactions between employees and behaviour patterns for employees at PT Sari Ater Hotel & Resort to provide its best ability in utilizing the opportunities provided by its organization. The values shared in the organization make employees feel comfortable working, have commitment and loyalty and make employees try harder, improve employee professionalism, and maintain a competitive advantage. Organizational culture is an important strategy that is effective for the organization in encouraging the professionalism of employees' work. In order to realize a suitable organizational culture applied to an organization, it is necessary to have the support and participation of all members within the scope of the organization. Employees form an overall perception based on organizational cultural characteristics that include innovation, stability, care, outcome orientation, leader behaviour, team orientation, those characteristics contained in their organization. Employees' perception of the reality of

their organizational culture becomes the basis for employees to behave. From this perception gave rise to a response in the form of support to the characteristic organization that further affects the professionalism of employees. The professionalism of employees is determined by the level of ability of employees reflected through their daily behaviour in the organization. Professionalism is the competence to carry out its duties and functions properly and also the commitment of members of a profession to improve the ability of an employee. The high level of professionalism of employees will lead to the achievement of the organization's goals that have been planned before, on the contrary if the level of professionalism of the employee's work is low then the tendency of the organization's objectives to be achieved will slowly even deviate from the original plan. The professionalism of employees' work is determined by the success of the culture of the organization of the agency or institution. The success of managing an organization is no longer only determined by the success of organizational principles such as planning, organizing, actuating, and controlling, but there are other factors that further determine the success of the agency / organization to achieve its goals. Such factor is the culture of the organization of the agency or institution. Organizational culture realistically affects the professionalism of employees' work. Awareness of organizational leaders or employees on the influence of organizational culture agencies / institutions can provide a strong spirit to maintain, maintain, and develop the culture of the organization which is a strong push for the progress of the organization of institutions.

A strong organizational culture of institutions will develop a great sense of responsibility in employees so as to motivate to display the most satisfying professionalism, achieve better goals, and in turn will motivate all members to increase the professionalism of their work. But in its implementation, if the culture of the organization owned by the Agency or institution is strong will affect the increasing professionalism of employees and vice versa if the culture of the organization owned by the agency or organization is weak will affect the decrease in professionalism of work. PT Sari Ater Hotel & Resort is one of the companies engaged in the tourism industry with the completeness of various services and have the integration of facilities that support each other. Resort is also one of the tourist destinations that are quite in demand because it is different from hotels, resorts provide services as well as facilities that are very complete so that tourists not only stay but can also enjoy a variety of available facilities, ranging from the provision of hotel rooms, the provision of accommodation, food and beverage services, organizers of entertainment and recreation activities, tourist attractions, and souvenir services. Resort has a concept, which is to stand in the remote area of the area that pays attention to location, character, planning and service. The resort itself must have a concept and theme, besides the resort refers to the facet of nature and culture, the existence of dividing zones and standard facilities. Resort has a purpose not only as a place to travel but also serve guests with complete facilities so that guests feel comfortable and feel like staying in their own place. Therefore, the resort becomes one of the tourist destinations for vacations because in addition to its complete facilities and pleasant service.

One of the objectives in the tourism industry is the achievement of consumer satisfaction, as well as PT Sari Ater Hotel & Resort, in addition to providing a complete range of facilities PT Sari Ater Hotel & Resort also provides services to tourists as consumers, this is because the most important thing in a business (Resort) is how the quality of service provided by the management to consumers (tourists), in addition to the success rate of a resort also depends on customer satisfaction that has been achieved during a visit to PT Sari Ater Hotel & Resort. In order for this consumer satisfaction to be achieved, the quality of services and facilities, as well as the level of human resources (HR) ability that is responsible for its management must be managed properly that needs to be continuously corrected from the shortcomings and limitations faced today.

## **2. LITERATURE REVIEW**

Organizational culture is an adhesive for everything in an organization. Organizational culture is the way people do things in an organization. Organizational culture is important in the growth of an organization because the culture in it is able to stimulate the spirit of human resource work so as to improve the performance of the organization. Organizational culture will encourage human resources in it so that it can generate confidence and encourage them to think positively about them and their organization. According to James L. Gibson, John M. Ivancevich, and James H. Donnelly Jr. (2010 : 17) provides an understanding of organizational culture as what workers feel and how this perception creates a pattern of beliefs, values, and expectations. Organizational culture according to Stephen P. Robbins (2010:17) is a common perception held by members of the organization, a system of shared meaning. Organizational culture is concerned with how workers feel the characteristics of an organizational culture, not with whether they like it or not. A strong organizational culture will support the company's goals, and otherwise a weak culture of organization will hinder the growth of a company. In a company whose culture of organization is strong, shared values are deeply understood, embraced, and championed by most members of the organization (employees of the company). A strong and positive culture is very influential on the effectiveness of the company's performance as stated by Deal & Kennedy, Minner, Robbins (2010:3), because it raises among others as follows:

1. Key values that are intertwined, socialized, internalized, animate to the members, and are an invisible activity.
2. Employees' behaviours are unwittingly controlled and conditioned by informal or invisible forces.
3. Members feel committed and loyal to the organization.
4. The existence of deliberation and togetherness or participation in matters that mean as a form of participation, recognition, respect for employees.
5. All activities are oriented or directed to the mission or objectives of the organization.
6. The employees are pleased, because it recognized and appreciated its dignity and contribution, which is very beneficial.
7. Coordination, integration, and consistency that stabilize the company's activities
8. Strong influence limited organization in three aspects: the direction of behaviour and performance of the organization, its dissemination to members of the organization, and its strength, namely suppressing members to implement cultural values.
9. Culture affects the behaviour of individuals and groups.

Each organization has different definitions of organizational culture. According to Robbins (2010 : 24) Organizational culture is a system of shared values in an organization that determines the level of how employees perform activities to achieve organizational goals. By understanding and realizing the importance of organizational culture for each individual, it should encourage managers to create a culture that emphasizes interpersonal relationships that will also be more attractive to employees than work tasks. According to Robbins (2010:26), there are ten key characteristics that are at the core of organizational culture, namely:

1. Member Identity, the identity of members in an organization as a whole, is compared to the identity in the working group or their respective professions.
2. Group Emphasis, how much joint work activities are emphasized more than individual work.
3. People Focus , i.e. how far management decisions are taken to consider such decisions against members of the organization.
4. Integration Unit ( Integration Unit), that is, how far the units in the organization are conditioned to operate together.

5. Control ( Supervision ), namely how many rules, regulations, direct supervision funds are used to monitor and control employee behaviour.
6. Risk Tolerance, that is the amount of encouragement to employees to be more aggressive, innovative, and dare to take risks.
7. Reward Criteria, that is how much reward is allocated according to employee performance, compared to allocation based on seniority, favouritism, or other non-performance factors.
8. Conflict Tolerance, that is how much employees are encouraged to be open to conflict and criticism.
9. Oriented Way that is, how much management emphasizes more on the cause or outcome than on the techniques or processes used to develop the results.
10. Open-system Focus ( Open System ), that is how much organizational supervision and response is given to change the external environment.

### **3. RESEARCH METHODS/METHODOLOGY**

This research uses qualitative methods, which are based on information or reality that occurs in the field as for the procedures in qualitative methods, namely: deliberate informant retrieval, open data collection, analysis of text or images, presentation of information in the form of images and tables, and personal achievement of findings. The design of this research is a qualitative descriptive research aimed at describing, painting, explaining, explaining and answering in more detail the problems that will be examined by studying as much as possible an individual, or group or an event. In qualitative research man is a research instrument and the results of writing in the form of words or statements in accordance with the actual circumstances. This research uses qualitative descriptive research design aimed at exploring facts and ensuring the correctness of existing data in the field regarding organizational culture in the service of tourists facing adaptation of new habits (Indonesian : AKB) PT. Sariater Hotel & Resort.

### **4. RESULTS AND DISCUSSION**

#### *Company Profile*

At first Ciater Natural Hot Spring Tourism Place which is now better known as Sariater Hot Spring Resort is a bathing place commonly used by the community around Ciater, Palasari and Nagrak. in 1968 subang regency government through public work office (indonesian : PU) district in collaboration with Dispenda sloly began to work on natural hot springs Ciater as a tourist attraction. As the first manager was appointed Sahro from public works office (Indonesian: PU Kabupaten) while the number of employees at that time was approximately only 11 people. In 1972 PPN DWIKORA IV (now PTPN XIII Ciater) made 1 building for bathrooms and Joglo-shaped gates complete with offices and ticketing counters.

On March 20, 1974 the Regional Government of TK II Subang handed over the management of Ciater Hot Spring Tourism Object to PT. Sari Ater led by H.A Soewarma. the first manager entrusted by PT. Sari Ater to lead the management of natural hot spring attractions Ciater is the late Gautama (1974 to 1975). The number of employees who were there at the time approximately 16 people and the entire tourist area of 7335 Ha, managed repaired and made a guardrail of barbed wire.

In 1976, the construction of Restaurant Dayang Sumbi, Bungalows kabayan, parking facilities and recreation boat pool began. The leadership was entrusted to the third manager, the late J.R. Iskandar, (from 1976 to 1977). In 1977 the head of the business entrusted to Evandra alias Muhammad Effendi an italian expert (from 1977 to 1979) and the number of employees has increased to approximately 70 people.

In 1980 began the improvement and development of facilities and infrastructure in a large scale, at that time built: Lower swimming pool or mayangsari II, Bungalow Jambhu, recreation area until waterfall Jodo. with funds from BAPINDO. the fourth manager who led at that time was Anton Tirta (from 1979 to 1985) while the employees numbered approximately 100 people.

The fourth manager appointed was Ruby and in 1987 the leadership was handed over to Herrie Hermanni with the position of Operational Manager. On October 24, 1994 carried out organizational restructuring and appointed a General Manager to lead the hotel and tourist attraction Sari Ater under the name Sari Ater Hot Spring Resort. As the first general manager appointed Herrie Hermanni with the number of employees at that time 333 people while the area of hotels and tourist attractions has become 32 Ha. In 1998, a natural hot spring facility was rebuilt in a recreation area called Pulosari, with a capacity for 500 people and was inaugurated by the Regent of level II subang Drs. H.Abdul Wahyan precisely on July 25, 1998. Sari Ater is one of the natural attractions in Bandung and Subang areas that are interesting to visit.

*Organizational Culture in Tourist Services Facing Adaptation of New Habits  
(Indonesian: AKB) In PT. Sari Ater Hotel & Resort*

Employees are the most important resource that the company has to improve the company's performance. Services provided by the company to the community through its resources that if the community is satisfied with the services provided by the company, it will have a good impact on the company. As we know that PT Sariater Hotel & Resort is improving the existing organizational culture of PT Sariater Hotel & Resort, a good organizational culture will influence the development of the company. A good organizational culture can have an impact both to employees and their companies, the presence of confidence and a sense of owning of each employee of the company will foster a sense of pride for all members of the organization that are in the organization, then if all members of the organization have a sense of pride in the place where it works then this will affect the development of a company. In this study that organizational culture at PT Sariater & Resort can be measured through the following indicators:

1. Member Identity
2. Group Emphasis
3. People Focus
4. Unit Integration
5. Control
6. Risk Tolerance
7. Reward Criteria
8. Conflict Tolerance
9. Oriented way
10. Open-System Focus

*Member Identity*

In this study, the identity of members that the identity is in an organization as a whole, compared to the identity in the working group or their respective professions. To find out how the company invited all employees at PT Sariater Hotel & Resort, for example whether distinguished from the level of education, or the difference in treatment to each employee.

Human Resources (HR) is an important asset for PT Sariater Hotel & Resort. For hr companies, it will be very important to determine how the vision and mission of the organization is built and can be achieved. PT Sariater Hotel and Resort uses its human resources based on its potential, educational background and managerial and technical abilities. Human resources need to be built to have a high commitment in upholding the company's values. The values shared in the organization make employees feel comfortable working, have commitment and loyalty and make employees try harder, improve employee professionalism, and maintain a competitive advantage. In order to realize a suitable organizational culture applied to an organization, it is necessary to have the support and participation of all members within the scope of the organization. Employees form an overall perception based on organizational cultural characteristics that include innovation, stability, care, outcome orientation, leader behaviour, team orientation, those characteristics contained in their organization. Employees' perception

of the reality of their organizational culture becomes the basis for employees to behave. From this perception gave rise to a response in the form of support to the characteristic organization that further affects the professionalism of employees.

The results showed that the administration of Human Resources at PT Sariater Hotel & Resort has been well organized and managed. The recruitment process until the retirement process has been managed in accordance with the provisions applicable to the company. Information from several informants indicates that the company Sariater Hotel & Resort has empowered employees in line with the company's provisions. However, the informant information obtained that during the Covid 19 period there are problems related to termination of employment (layoffs) in some employees, with the company's financial condition is very limited considering the holiday of tourist visits that cause the income of PT Sariater Hotel & Resort is greatly reduced. In this condition, the complaints of employees who have not been laid off are very much concerning payroll which is very unnatural because it is derived by the management of the company. The researchers' analysis that in responding to the service of tourists preparation or planning on new habit conditions need to be well prepared while still appreciating the old employees but has a good commitment and achievement. The corporate identity sets characteristics that give the company or company its own personality distinguished from other companies. This is one of the most important elements when producing a coherent company, since it includes a series of elements that allow employees to be a part of the whole, clarify the company's goals and produce a clear organizational structure and hierarchy. The concept of corporate identity is relatively easy to understand, but creating this identity means considering and producing a large number of elements that make up it.

#### *Group Emphasis*

The purpose of group emphasis in organizational culture is how much joint work activities are emphasized more than each other's work or individually. In a co-working organization is more important than each other's work, with work together work will be easier to do and does not take too long, besides the work will be lighter than each work. A good organizational culture certainly not only benefits the company, but provides satisfaction for everyone who uses this health service, an organized organization will create good performance as well. If the service is good, it will be an attraction for everyone to use the health services of PT Sariater Hotel & Resort compared to other companies. To find out how the company performs, the researchers asked the following questions: How does the organization emphasize that employees work more together than each. This information among others explains: "We as the management responsible for organizing human resources provide understanding and understanding that each employee to work together with each other, in order to facilitate the tasks and jobs given, yes but depending on yes not all of them have to work together there are some parts that are required to focus more on each other's work"

Based on the observations made by researchers that it is true that the company emphasizes more on teamwork than individuals, why because in any company the team work is needed to complete all work, with the presence of team work it will shorten the time in carrying out tasks and responsibilities. This can have a positive impact also on the end result, such as good performance and improvement. Based on the description above, researchers can conclude that PT Sariater & Resort Subang, directs and emphasizes all its employees to work as a team and not individuals, because teamwork is better than individuals. Employees who carry out their work and responsibilities are carried out in a team work will be easier and faster in the completion of their work.

Behaviour within the organization comes from two sources namely individuals and groups. Behaviour is a function of the interaction between an individual and his environment. Whereas groups are two or more individuals who interact and depend on each other, joining forces to achieve a specific goal (Robbins, 2003: 292). Behaviour is all a person does. A person's form of behaviour is all that activities, deeds and self-appearance throughout his life. This form of human behaviour is the activity of individuals with their relationships in their environment. Groups are two or more individuals who interact and join each other to achieve that goal. Thus, the definition of group behaviour is an activity that is carried out by one individual with another to obtain

the aspirations of members, interact from each individual and join each other to achieve the desired goals. Group behaviour is the response of group members to the social structure of the group and the norms it adopts. So when a group enters the world of organization, the characteristics it brings are its abilities, personal beliefs, expectations of needs, and past experience. And the organization also has characteristics that are regularly manifested in the order of hierarchy, works, tasks, authorities, responsibilities, payroll system, control system and so on. If the characteristics between the group are combined with the characteristics of the organization, the behaviour of the group in the organization will be realized. so group behaviour in the organization is a function of the interaction between a group and its environment (organization).

#### *People Focus*

People focus on how far management decisions are taken to consider those decisions to members of the organization. Every decision taken by management must consider whether employees are able and comfortable running it, or even feel burdened by the rules that the company provides. In the condition of Pandemic 19 indicator, the trend has not shown the interests of employees take precedence, the information of more employees who complained about the salary policy in the Covid 19 Pandemic Era and many employees who were laid off complained about the policy. Researchers looked at the condition of Pandemic 19 in almost many companies tend to be less even not paying attention to employees over the desire to continue working. Given the financial limitations of the company, it is certain that the company's policy is more favourable to the financial interests of the company and sacrifices the welfare of employees.

Pandemic 19 presents severe challenges for companies and employees who have to accept dilemmatic decisions. Companies need to prepare a post covid 19 strategy to increase the company's revenue so that those affected by layoffs and salary reductions can be re-noticed. Management must be very careful and always consider every decision that will be issued so that the company's mission in serving tourists needs to be normalized and maximized. This will not only be good for the company but helps employees in achieving every goal of the company to the maximum and needs to look forward wisely so that every decision that will be issued always think about those decisions so as not to burden the work process of employees.

Analysis of this indicator is associated with organizational culture, so the corporate organizational culture becomes part of the strategy implemented by the company to achieve goals. Based on this, there are various fundamental perceptions about the theory of corporate organizational culture including the following:

1. Members of the organization or company form and maintain a shared sense of the condition of the organization. This brings a better understanding of the values that exist in the organization. Organizational values are references and principles that are defined into the culture of the company's organization.
2. The culture of the organization usually uses certain symbols that are easy for members of the organization to understand. When a member understands the meaning of a symbol and practices it, the member will be able to adjust to the culture of the organization in his company.
3. The diverse culture in the organization. Then it brings about diversity in its application. But it is these differences that ultimately fill and complement each other. Hide weaknesses and strengthen each other between elements in the organization.

#### *Unit Integration*

Integration units are how far units within the organization are conditioned to operate together. To find out how about the performance of the integration unit at PT Sari Ater & Resort Subang, they asked several questions that they must answer, with the following questions: Are each unit in the organization conditioned to work together? The informant's description explains: "...of course every unit in our organization is directed to work together to provide the best service to those who use travel services in our company". Obtained also informant information: "... we do a briefing with the chairmen of each unit, later let the chairman direct to the members of each unit".

So based on the results of research that the company is always conditioning and directing each unit to cooperate, for example: each Work Unit at PT Sariater & Resort must be communication with each other and working with the Information Unit to find out for example PT Sari Ater & Resort Subang always direct every unit in the organization to always work together, in order to provide the best service to tourists to the community who have believed in using the tourism services of PT Sariater Hotel & Resort.

Analysis in research emphasizes the importance of values in the organization such as integrity in the organization. As an important value, of course integrity plays a role within the company. Here are some reasons why integrity is important for the company:

1. Creating a good reputation; For company leaders, operating a business with integrity will give a positive reputation in the industry and in the local business community. This is certainly very important if the business is a long-term or recurring business, or provides B2B (business to business) products. The value of this form of integrity is also very important for businesses that work with confidential or sensitive customer information, or who are in charge of overseeing the financial or personal affairs of their customers.
2. Having loyal customers; When customers trust your company, your business will last a long time. No one wants to knowingly do business with a company that has a bad reputation, is caught up in lies, or is involved with scandals or other acts of corruption. The advantage of running a business with integrity is retaining existing customers, and also having the potential for word of mouth advertising that will bring in more customers.
3. Creating a good corporate culture; Another reason for the importance of integrity is because this attitude is able to create a better work culture. A leader of integrity will set an example to his subordinates. Makes many employees like this leader figure. In addition, this attitude will also form trust between employees, making it easier for employees to collaborate with teams and reduce disputes.
4. Employees with excellent ethics; Employees of high standards are often attracted to companies with high integrity. Employees who have the same ethics and business values tend to be good company representatives, and excel in a trustworthy way. This will certainly help businesses attract and retain the best talent. Employees who are confident that their company will not deceive or mislead customers are usually confident they will be treated fairly by management as well. Therefore, companies that have integrity tend to reduce employee turnover and increase the quality workforce.
5. having increased earning potential; Perhaps one of the biggest advantages of running a small business with a sense of integrity is the potential for increased revenue. Businesses involved in controversies often lose large clients, and have difficulty attracting customers and employees. Conversely honest and frankly companies are more likely to gain respect in their industry and gain a greater than average market share. Companies with stellar reputations may also find it easier to get business financing and attract investors.

In addition, emotionally, generally a person with integrity also has motivation in work, self-awareness, high solidarity, empathy, sympathy, and stable emotions. Of course this is very important for the company. While socially, the form of integrity in a person makes it easier to establish good relationships with others and in cooperating in society.

Control.

The purpose of the surveillance here is how many rules, regulations, and direct supervision are used to monitor and control employee behaviour. Good supervision and carried out on an ongoing basis will help to improve employee performance, because supervision is an important thing that must be in every management in any company. To find out how about the supervision of employees at PT Sari Ater & Resort Subang, it was submitted to be excavated some informant information and data from field observations.



Based on the information of informants and observations made by researchers that it is true that the company supervises every behavior of its employees at work, because supervision is very important in an organization. Based on the description above, researchers can conclude that PT Sari Ater & Resort Subang supervises the behaviour of employees in carrying out their duties, so that employees are more disciplined and adhere to the rules that have been mutually agreed. However, it is still not maximum and this can be seen from the surveillance process is not directly supervised by the HR and General departments, but more intense supervision is carried out by the head of each unit.

Surveillance is one of the important issues that must be strengthened. How not, the current condition that occurs as a result of the not optimal supervisory function so that the high deviations. We should be aware, as the wise saying goes: Preventing is better than treating. this adage is exemplary together that the depravity of public services today as a result of weak supervisory functions. And proven and based on the facts in the field, we seem to prefer to do treatment by doing the diversion of irregularities that occurred during this time, rather than efforts to conduct strict supervision to prevent the occurrence of various irregularities. Supervision is one of the managerial functions after planning, organizing and briefing. As one of the management functions, the mechanism of supervision within an organization is absolutely necessary. The implementation of a plan or program without being accompanied by a good and sustainable surveillance system, will obviously have a slow impact or even not achieve the goals and objectives that have been set.

Maman Ukas (2006:343) stated that The Supervisory is a process of activities carried out to monitor, measuring and if necessary make improvements to the implementation of the work so that what has been planned can be carried out in accordance with the desired objectives. In its implementation, supervision is carried out by a Supervisor, who has supervisory competence in accordance with the duties and regulations governing the functions and duties of the supervisor. In short, it is from this supervision that we can measure exactly the achievements of the performance carried out. which begins with qualitatively and quantitatively assessing the implementation of the plan, organizing, and briefing. Therefore, in government agencies it is necessary to strengthen the supervisory function not only at the planning stage that must be matured. The approach in an effort to strengthen the supervisory function must be applied systematically directed and integrated. If necessary, in each SKPD there is a field or at least a section that handles this supervisory function that is in charge and fully responsible, as well as the Field or Section that handles Planning. If there is a Field of Planning, why is there no Field of Supervision, considering all managerial functions are of the same importance.

#### *Risk Tolerance*

That is how much encouragement to employees to be more aggressive, innovative, and dare to take risks. Basically in employees organization or human resources in it is the main capital develops whether or not a company, if its human resources are creative and willing to take risks then this will train employees mentally in the process of carrying out their work.

Based on the observations made by researchers that it is true that the company gives employees freedom in innovating and working aggressively. This can be seen from the employees of PT Sari Ater & Resort Subang so friendly and fast in handling patients.

Based on the description above, researchers can conclude that PT Sari Ater & Resort Subang does not restrict every employee in behaving or communicating with other employees in the sense that the company gives freedom to behave to employees in carrying out their duties and responsibilities as long as the behavior adheres to the mutually agreed rules.

In an organized life, dissent fosters an ego that can undermine the harmony of the organization itself. In the organizational system, we must agree and be able to equate perceptions in order to achieve the mission and vision of the organization itself. The main thing is to put forward logic or reason and professionalism to control all wheels and frameworks and think in organizing to stay in the rails that deliver us quickly and

precisely to a successful goal without excesses of course. Simply put, the character is something related to the nature or character of the personality and the inner being that describes the behaviour and behaviours that are expressed in the behaviour or character itself that becomes a strong bearing and identity. While organisation is simply a place or a place to gather with the same purpose of applying the mission and vision agreed with the working system of ideas or ideas and planned, structured, accommodated, and controlled and legally protected in force. Other things that can bring down the organization include, suspecting each other, swearing at each other, and knocking each other down. Which in the end will grow acute paranoid traits, if it has been stricken paranoid then do not expect to run smoothly or the realization of a common goal in organizing.

#### *Reward Criteria*

What is meant by the award criteria is how much the company rewards employees whether it is in accordance with performance or not. Appreciation is very important in the company, the goal is to increase the spirit of employees in work, and awaken its competitiveness, so that employees are more motivated.

To find out if the award criteria in the company are appropriate or not, the researcher explores the relevant information or data. one of the obtained information is explained as follows: "...the Covid 19 pandemic situation is very heavy burden for some employees because salaries are lowered; there are also some employees affected by termination of employment ... PT Sariater is experiencing a decrease in revenue due to the Government's policy to close tourist visits"... attention incentives and bonuses of the company also does not exist ....." . Based on the description, researchers can conclude that PT Sari Ater & Resort Subang has reduced attention in the issue of awards with consideration of the company's revenues that are lacking due to free day during the covid 19 pandemic. In the condition of pandemic covid 19 is also done termination of employment for some employees.

The award in the company will be directly proportional to the company's finances occurring at PT Sariater Hotel & Resort. The occurrence of pandemic covid 19 is unexpected, even prolonged to hamper up to a year gives a burden that is difficult to avoid by the company. In this condition, PT Sariater Hotel & Resort should try to evaluate the current condition and the future well. The importance of preparing the best solution in keeping employees from despairing employees becomes very important. Provisions concerning human resources need to be adjusted to government policy while maintaining good relations between the company and employees who are not currently laid off but reduced in salary.

Appreciation is a form of appreciation for a particular achievement given by either an individual or an institution. Awards are usually given in the form of medals, trophies, titles, certificates, or ribbons. An award is sometimes accompanied by prize money such as a Nobel prize for contributions to society, and a Pulitzer Prize for literature. In the organization there is an incentive term, Incentive is an award in the form of material or non-material given by the leadership of the company's organization to employees so that they work with high motivation and achievement in achieving the goals of the company or organization. In an organization it is necessary rules and laws and awards where awards in an organization are important because we do appreciate those who have tried to change the way they work. The award also shows that we consider the culture important. The important messages of a culture must be conveyed continuously. The message by conveying in the meeting or every morning before starting the activity is effective but more effective if we give the message indirectly. The award will also trigger people to do their best. It is better not to give awards to those who are the most in their field but to give targets and give awards to those who exceed existing targets. Awards also serve to show that we as superiors value their performance in accordance with applicable rules.

#### *Conflict Tolerance*

Tolerance of conflict can be seen from how much employees are encouraged to be open to conflict and criticism.

In any company there will be conflicts whether it is in management or employees with employees, the number of employees will create competition between employees, then it is familiar if there is a conflict in a job, because the sense of wanting to be recognized by the leadership and want to be seen as good by the leadership, therefore to avoid it the management has prepared boxes and suggestions for anyone who has a complaint to be immediately disclosed is not personally suppressed that will later have an impact on performance which is not maximal. To find out how to tolerate conflict in the field, the researchers asked several questions that must be answered by them, with the following question: Has there ever been a conflict between employees with each other?. Quote of interviews with human resources department and general departments stated as follows: "... conflicts wherever it must have occurred, there have been some conflicts between employees can only be overcome in family manner". The description is different from the same respondents, namely with the following question: Usually what kind of conflict has occurred between employee and another ... personal affairs between individuals, but I have warned you not to bring personal matters into the job. To get valid data, researchers dug up information to some employees of the company, with the following question: Have you ever experienced a conflict with your co-workers? the answer: "... I never, but my friend was once just a small conflict of argument problems but can be reconciled in good manner...

Based on the results of interviews and observations, it can be stated that the company still faces conflicts in employee work dynamics. Anywhere in the company will face conflicts between employees with each other or between employees with leader. It is important for PT Sariater Hotel & Resort to continue to find solutions to the working climate as well as organizational communication to maintain work harmony and impersonal relationships.

Analysis of these indicators when associated with the thinking of behavioural science experts of the organization, indeed many give a definition of conflict. Robbins, one of them formulated the Conflict as: "a process in which a deliberate attempt is made by a person to hinder the efforts made by others in various forms of obstacles (blocking) that makes the other person feel frustrated in his efforts to achieve the desired goal or realize his interest". Thus, conflict is a process of dispute that occurs while events in the form of turmoil and the like are one of its manifestations. Robbins further writes that a conflict should be regarded as "existing" by the parties involved in the conflict. Thus whether the conflict exists or not, is a matter of "perception" and if no one realizes that there is a conflict, then it can be considered that the conflict does not exist. Of Course there are conflicts that only imagined exist as a perception turns out not to be real. On the contrary it can happen that there are situations that can actually be considered as "nuanced conflict" turns out not to be considered a conflict because the members of the group do not consider it a conflict. Furthermore, whenever we discuss conflicts within our organization, conflicts are always associated with, among others, "opposition", "scarcity", and "blockade". It is also assumed that there are two or more parties whose purpose or interests do not support each other. We all know that the resources of funds, reputational power, power, and others, in life and in the organization of availability are limited. Everyone, every group or every unit in the organization will try to obtain such power adequately and the scarcity will encourage behaviour that is obstructive by every party that has the same interests. The parties then acted in opposition to each other. If this happens, then the status of the situation can be called to be in a state of "conflict". If we narrow the organizational environment then two expert writers from the United States, Cathy A Constantino, and Chistina Sickles Merchant say in simpler words, that conflict is basically: "a process of expressing dissatisfaction, disapproval, or unrealized expectations". Both authors agreed with Robbins that conflict is essentially a process. Mine coins - make money: [http://bit.ly/money\\_crypto](http://bit.ly/money_crypto)

#### *Oriented Way*

The point is how much management emphasizes more on cause or outcome, than on the techniques or processes used to develop results. Based on the observations made by researchers that the company really emphasizes the cause or the final result of performance than the process in doing the work. This can be seen from the evasion and briefing for the head of the unit conducted once a week. The working system and

implementation of various provisions are carried out fairly by the company. The company's management in building its vision and mission has been running according to the company's routine activities.

Based on the description above, researchers can conclude that PT Sari Ater & Resort Subang gives flexibility to employees in working to achieve mutually agreed goals, by focusing on the causes and results of the work done compared to the work process. However, future efforts in organizational development still need to be supported by research involving universities to review organizational development, organizational resources, employee motivation and Corporate Promotion/Marketing.

The purpose of orientation is to help one understand the surroundings well. Within the scope of the company, the purpose of orientation is to help new employees can work well, so as to increase their work productivity which will ultimately support the achievement of the company's goals. In addition to having a goal, orientation also has great benefits for new employees and companies concerned. Some of the benefits of orientation are as follows: Reducing feelings of exile, anxiety, and anxiety of new employees; In a relatively short time new employees can feel part of the organization; and Other results for new employees oriented are quite good, the level of dependency is small, the tendency to exit the company is also small, and the orientation program will also accelerate socialization. Orientation is an effective thing that will also contribute to both short-term and long-term success. Hr homework contains advice on how to make employee orientation much more effective. Research and surveys of employers report that socialization of new employees and their initial commitment to the company are positively influenced by orientation. So orientation needs to be done as well as possible. Socialization will improve the compatibility between people and organizations that also strengthens positive views to work, colleagues, and organizations. Employers have found the value of orientation that employee retention rates will be higher if new employees receive an effective orientation. This form of orientation training also contributes to overall organizational performance when employees are quicker to feel part of the organization and can begin to contribute to organizational work efforts.

#### *Open Focus System*

That is how much organizational supervision and response is given to change the external environment. In an organization or company, of course filled by different types of people. For the realization of a developed and advanced organization, the people who gather there must interact with each other frequently. The process of interaction between humans is called the process of communicating. Good communication is communication that produces common opinions among the perpetrators. A communication process may fail, if the perpetrators actually misunderstand each other, even to experience tension. This is called miscommunication. Miscommunication generally occurs because members of the organization ignore or trivialize this communication problem. In fact, the key to the success of an organization is communication. If the communication in it goes well, then the organization can develop and progress. A communication process can be successful if done effectively. The communication process is said to be effective communication if the person who serves as the messenger (communicator) can convey the messages in question to the audience or the recipient of the message (communion) well. That is, the message is conveyed by the communicator to the communion, which is understood and fully understood by the communion. If the message is conveyed properly, then the communion will provide feedback or feedback that is in accordance with the communicator's expectations. A company is included as an organization. The success of a company is determined by the success of the communication process between superiors and subordinates, both overall and in each department in it. When leaders in a company or department can communicate effectively with subordinates or subordinates, the message conveyed will be well received. In a corporate organization, effective communication has a very important role. Within a company, the success of a work team is largely determined by the communication patterns formed between the leader and the members of his team. Effective communication can convey all the important information that all team members should know. The information can be in the form of work instructions, company targets, roles that must be performed by each team

member, to problems faced by team members. With effective communication, each member of the work team can be more focused in carrying out their respective responsibilities to achieve the same goals desired by the company. The first step in establishing effective communication within the company is to develop trust in each work team. If each member of the work team can trust each other, then communication will become more open. With more open communication, each team member will uphold honesty. Honesty is what can improve integrity, both personal and group. Good integrity can make the working atmosphere more conducive. In addition, if in a work team has established effective communication, then the working time will be more effective and efficient. This is because each team member already understands their responsibilities. They also know the strengths and disadvantages of their fellow team members, so they can move quickly if any of their colleagues need help. On the contrary, if there is no effective communication within the company, then there will be no honesty in the team. Each one tries to cover his own shortcomings and further accentuate his strengths. There won't be good cooperation here because everyone is busy thinking about themselves. Automatically, teams will not work efficiently and the higher the risk for conflict.

In order for the company to be built an effective communication habit, a clear vision and mission is needed. Every member of the organization needs to know and support this vision and mission. In order for the vision and mission to get support from all team members, then of course the vision and mission must be aimed at the common good and welfare. To find out how the system is open in the field, the researchers asked some questions that they must answer, with the following questions: Employees' work can be seen from the satisfaction of the community to the services provided, in what way do organizations know satisfied whether the service that the community gets? the answer: Quotation interview with the human resources and general section namely: ....we make a box of suggestions and criticisms also for the community who feel satisfied or not to the service we provide .... yes there is, but it is not our fault, there is one tourist who does not queue at the entrance, then we reprimand to queue finally there is a fight and fortunately the tourists are given the understanding that all who come to the polyclinic must queue"

Based on the observations made by researchers that the company is very important to build effective communication. PT Sariater Hotel & Resort still needs to realize effective communication. Integration between managers and tourists still needs to be supported by supporting instruments such as information technology. Currently PT Sari Ater & Resort Subang needs to improve the information network, especially with local residents in Subang. PT Sariater needs to have social responsibility to all Subang communities. Sariater function information development as an opportunity to build community empowerment must be built with various stakeholders in Subang Regency. For this reason, PT Sari Ater & Resort Subang needs to build an openness to matters related to information about the company, and receive input from employees internally and stakeholders in order to improve the external environment in order to have a good impact on the company.

Analysis of the reasoning of communication indicators, that building communication with colleagues in communication with our colleagues need to be in accordance with the environment, colleagues, leaders and the entire organization environment. Organizational habits, cultures and strategies must be socialized continuously using several methods of communication, written, oral, direct and indirect and also need to be considered groups that get attention to be able to better adjust. All of that is to foster cooperation between individuals, between units and with superiors. A good attitude of fellow colleagues and towards everyone will increase and facilitate cooperation. So if each work goes smoothly, explanations, orders from superiors are very clear and the operational work will be able to run well and reports both oral and written will also run smoothly and in order. It is important to be aware that in communicating with colleagues there should be respect, simple, and honesty. Openness and discipline become a culture that must be pursued together, it will foster mutual respect. An honest heart is the key to establishing relationships with each other. A distinctive smile culture, honest from the deepest heart and done in a fun, menarik,

balanced with a friendly way of speaking while looking at the face of the talk partner will further add to the spirit of brotherhood required in cooperation. Things to avoid in communicating are gossip and issues about the lives of employees and also saying inappropriate things. Never risk your personal life information that you might hear from an ambitious and evil person who can distort the word so that it can degrade your own authority. This is part of the politics of office work.

Managers and leaders must work together to communicate entirely about the plan and outline of the organization's policies openly, honestly and in a free manner and must be willing to listen and encourage its employees sincerely and openly. It is necessary to realize that communication to the top is the main and most important source as feedback in order to launch cooperation in building a conducive working atmosphere. The flow of communication to the top value of communication and above is that employees understand the message conveyed by the leadership, can be a reflection on him whether in bringing a message is good or necessary by using the right techniques and communication media and can understand the shortcomings and willing to improve it. It is precisely with this feedback process that there will be a good understanding and eliminate many misunderstandings that occur. Through open communication up the person can know the extent of the capture and understanding that his talking partner captured. In creating a spirit of cooperation and encouraging and stimulating employees more active in the implementation of work needs to be considered by providing good and pleasant news and informing the problems that arise and need to be addressed in time and may need to involve various parties, otherwise it is possible to develop into an exposing and dangerous situation.

## **CONCLUSION**

Based on the results of research that researchers do about Organizational Culture In Tourist Services Facing New Habits Adaptation At Pt. Sari Ater Hotel & Resort, with the results of data analysis that has been discussed, it can be concluded as follows:

A good organizational culture will influence the development of the company. A good organizational culture can have an impact both to employees and their companies, the presence of confidence and a sense of owning of each employee of the company will foster a sense of pride for all members of the organization that are in the organization, then if all members of the organization have a sense of pride in the place where it works then this will affect the development of a company.

Organizational Culture at PT Sari Ater & Resort Subang was reviewed with the following indicators: Member Identity, Group Emphasis, People Focus, Integration Unit, Control, Risk Tolerance, Reward Criteria, Conflict Tolerance, oriented way, Open-Focus system.

The results showed that organizational culture in tourist services faced New Habit Adaptation at PT. Sari Ater Hotel & Resort is not optimal yet. Some of the indicators that are not yet optimal are People Focus, Risk Tolerance, Reward Criteria, Conflict Tolerance, Open-system Focus, while the indicators that have been optimal are the Member Identity, Group Emphasis, Unit Integration, Control (Supervision), and Oriented Way).

The most important and fundamental thing in a business of PT Sariater Hotel & Resort) is how to realize effectively the quality of service through the culture of corporate organization or management to consumers (tourists), in addition the success rate of a resort also depends on customer satisfaction that has been achieved during a visit to PT Sari Ater Hotel & Resort. In the Post-Pandemic Era with New Habits, there needs to be faster renewal of relevant, appropriate, empowered and successful organizations.

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