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Dynamics of Organizational Culture: The Influence of Manipulative Behavior and Social Interaction in Private Universities

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Abstract: This study aims to identify the influence of manipulative behavior and social interaction on organizational culture. Referring to previous literature and research, manipulative behavior can change organizational culture, this is also based on social interaction within the organization. The quantitative method was chosen to provide an analysis related to manipulative behavior and social interaction on organizational culture by involving a sample of 140 people. The results of this study indicate that manipulative behavior carried out ethically can improve teamwork and communication, and strengthen organizational culture. However, balance is very important, because too much manipulation can have a negative impact. These findings are expected to enable managers to develop strategies that balance ethical manipulation and positive work culture.

Keyword: Manipulative Behavior, Social Interaction, & Organizational Culture

INTRODUCTION

An organization is a place for association or gathering of two or more people in a legally recorded activity to achieve agreed and structured goals (Sondang P Siagian, 2018). The management of this organization is divided into 2 (two) types, namely government and private. One of the sectors of private organizations is Private Higher Education (PTS). PTS is established and operated by foundations or associations that have obtained permission from the Minister and the coordination of this Higher Education is carried out by the Coordinator of Private Higher Education (KOPERTIS) or what is now known as LLDIKTI (Higher Education Service Institution) (Law No. 12 of 2012 concerning Higher Education).

The number of PTS spread across the territory of the Unitary State of the Republic of Indonesia (NKRI) is 3820 types ranging from Academies, Colleges to Universities. These PTS can run with the help of people who are members of them ranging from lecturers, education personnel (tendik) and staff. The people who fill these job positions are certainly

from diverse ethnic backgrounds or origins. This diversity can be seen in Balikpapan City. Balikpapan City is not only known as an oil city but also known for the diversity of the people who live there. The diversity of people who live in Balikpapan City requires them to mingle with each other in several activities.

People who are members of this PTS will certainly often do activities together. These activities gradually become organizational culture. Organizational culture is a characteristic of an organization or group that becomes a habit in order to distinguish between one organization and another (Sihite et al., 2023). Of course, not everyone can implement this organizational culture well and try to change these habits.

Activities that will have an impact on organizational culture change include manipulative behavior. Manipulative behavior can also be reflected in the actions of a person or group by applying persuasive techniques to control the impressions received by others in order to influence decisions that benefit themselves (Bloom, 2021; Cialdini & Sagarin, 2021; Fogg, 2019). Consciously or unconsciously, this manipulative behavior in PTS also often occurs, both intentionally and unintentionally.

Manipulative behavior that occurs in companies in China has found that there is an influence (Zheng, Wu, Chen, & Lin, 2017) Likewise, research conducted in Polish companies shows that manipulative behavior as a moderator variable has a significant influence (Pilch & Turska, 2015). Research conducted in Pakistan involving 306 employees found that manipulative behavior received the highest score in influencing organizational culture (Naseer, Bouckennooghe, Syed, Khan, & Qazi, 2020). This is the basis that makes researchers interested in conducting research from different objects.

Another factor that can influence organizational culture is social interaction. Social interaction can occur when there is an exchange of values, norms, habits of individuals or groups (Muhammad Fathoni, 2018) either directly or indirectly such as cyberspace (Albert-Laszlo Barabási, 2016). In essence, humans are social creatures who need other people for activities or other things. Social interactions that occur in educational organizations have been researched in 54 Secondary Schools in Hong Kong (Cheng, 1993) and educational institutions (Daniels, 2012) obtained results that social interaction has a positive and significant influence on organizational culture.

METHOD

This study uses a survey method that is distributed to lecturers and education personnel in PTS in Balikpapan City. The distribution of the survey used a questionnaire distributed via Google Form to education personnel and lecturers in PTS in Balikpapan City. The questionnaire was made using 2 (two) parts, the first containing questions to obtain personal information and the second using a semantic differential scale to answer questions by respondents regarding the model being studied. The sample used was 140 people from 7 (seven) PTS in Balikpapan City.

RESULTS AND DISCUSSION

Respondent Characteristics

This study has characteristics of respondents who are grouped based on gender, education and length of service at PTS in Balikpapan City, which can be seen in table 1 below:

Table 1. Characteristics of Respondents

Demographics	Characteristics	Number	Percentage
Sex	Male	50	35,71
	Female	90	64,28
Education	Senior High School	49	35

Demographics	Characteristics	Number	Percentage
Lengt of Employment	Magister Degree	49	35
	Doctor Degree	42	2,85
	<5 Year	60	42,85
	5 Year	50	35,71
	>5 Year	30	21,42

Source: Research data

Measurement Model, Validity and Reliability Test

Confirmatory factor analysis was chosen as a measuring tool in modeling. (Hooper, Coughlan, & Mullen, 2008). Organizational Culture (BO) is measured by 7 (seven) dimensions: values, beliefs, norms, traditions, communication, organizational structure, work environment, and innovation. Manipulative behavior (PM) uses 6 (six) dimensions: knowledge, understanding, application, analysis, synthesis and evaluation. Social interaction (IS) is measured by 6 (six) dimensions: connectedness, network structure, dynamics of distribution, social influence, openness and adaptation. The results of the processing can be seen in table 2.

Table 2. Confirmatory Factor Analysis

Variable	Dimension	Indicators	Loading Factor (Standardized)	CR	AVE
Organizational Behavior	Value of Belief	Y1, Y2	0,773, 0,865	0,954	0,743
	Norm	Y3, Y4	0,695, 0,721		
	Tradition	Y5, Y6	0,798, 0,886		
	Communication	Y7, Y8	0,705, 0,650		
	Organizational structure	Y9, Y10	0,883, 0,743		
	Work environment	Y11, Y12	0,779, 0,866		
	Innovation	Y13, Y14	0,678, 0,734		
Manipulative Behavior	Knowledge	X1, X2	0,650, 0,749	0,865	0,569
	Understanding	X3, X4	0,776, 0,821		
	Application	X5, X6	0,843, 0,790		
	Analysis	X7, X8	0,798, 0,832		
	Synthesis	X9, X10	0,689, 0,872		
	Evaluation	X11, X12	0,643, 0,732		
Social Interaction	Connectedness	X13, X14	0,667, 0,654	0,905	0,578
	Network Structure	X15, X16	0,886, 0,758		
	Dynamics of Spread	X17, X18	0,780, 0,789		
	Social Influence	X19, X20	0,889, 0,934		
	Openness	X21, X22	0,879, 0,789		
	Adaptation	X23, X24	0,978, 0,880		

Fit Index of CFA:

Chi Square = 250.789; df = 187; P-value = 0,003; RMSEA = 0,005; AGFI = 0,904; CFI = 0,967; TLI = 0,965

Looking at table 2, the loading factor value obtained on the construct measurement indicator is more than 0.5 (>0.5), the construct stability (CR) value on each measurement is more than 0.7 (>0.7) and the average variance extracted (AVE) value from each measurement is obtained more than 0.5 (>0.5) so that all indicators in this study can be used as measuring instruments for all constructs.

Hypothesis Test

Hypothesis testing in this study uses P-value and Construct reliability (CR). The assessment standard if the P-value is less than 0.05 and the CR value is more than 1.96, then the hypothesis can be accepted. The results of structural equation modeling are shown in table 3.

Table 3. Hypothesis Test

Hypothesis	Estimate	SE	CR	P	Result
H ₁ : PM has a Positive effect on BO	0.576	0,098	3,756	<0,05	Accepted
H ₂ : IS has a Positive effect on BO	0.687	0,110	4,925	<0,05	Accepted

Discussion

Table 3 shows the results of the first hypothesis being accepted, CR = 3.756 (>1.96) and P-value <0.05, PM has a positive and significant effect on BO, these results support previous research. (Naseer et al., 2020; Pilch & Turska, 2015; Zheng et al., 2017). PM that occurs within the organization can provide changes to the organizational culture. The second hypothesis obtained acceptable results, with a CR value = 4.925 (> 1.96) and P-Value <0.05, IS has a positive and significant effect on BO, this study supports the results of previous studies (Cheng, 1993; Daniels, 2012).

CONCLUSION

In conclusion, ethically executed manipulative behavior and an emphasis on social interaction are essential for a good organizational culture. Manipulative behavior can enhance communication, collaboration, and innovation. On the other hand, good social interaction creates trust and a sense of community, which support a flexible and adaptable organizational culture. However, a balance must be maintained to avoid negative impacts, such as distrust. With a careful approach, the combination of manipulative behavior and social interaction can form a healthy, achievement-oriented, and innovation-driven organizational culture.

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