Contemporary Organizational Management in the Modern Era and Its Implications in Modern Organizational Management

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Abstract

This research analyzed the management in the implementation of management science for modern organization. The data collection technique used is Library Research on secondary data. Literature study was conducted to obtain secondary data in examining in depth the object of study. Data analysis was carried out using the content analysis approach. The results of the research on the implementation the science implementation of management in the organization management based on the new structure form in creating a new culture of ornanization that emphasized on the leadership system. The conclusion is management must be implemented to inspire people through a strong vision, define the strategy, communicate effectively, support their employees, and maintain the energy and commitment to change through to completion. The Management implementation must be innovative in such a way as to enthrone changes from time to time. The upside leader is one who always embraces changes in organizations. The upside-down leader understands that as one rises on the leadership ladder, your rights begin to decrease, giving way to more responsibilities. Therefore, your focus as a leader becomes the needs of the organization, people, clients, business partners, and teams. The model above showed how change is created in organizations. The onus lies on leaders to consider the following factors if they must create valid changes in their organizations. These factors include ideas, thoughts, feelings, plans, habits, commitment, lifestyle, and change. The application of the aforementioned factors will ultimately create changes in organizations especially educational institutions globally.

Keywords: *management, modern organization, organization structure, leadership and culture of leadership.*

Introduction

Management is related to all human aspects, requiring management or management that has accuracy, economy, integration, speed, accuracy, and high security. This is in order to obtain the final result as expected. Management of an institutional activity with a large-scale investment and a very difficult level of complexity requires proven technical methods or methods, competent resources, and the ability to apply appropriate and up-to-date knowledge. Management (especially contemporary management) is a system or process management for the activities of a business entity or non-profit organization in producing products or services that can produce perfect output and can satisfy stakeholders.

Management has been interpreted by many experts and there is no universally accepted agreement on the meaning of the word management. Basically, management is often translated as a function of managing the organization itself which includes planning,

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organizing, leading, and controlling activities. Management can be concluded as an efficient organizational management of existing resources, through planning, organizing, leading, and controlling, to achieve organizational goals. Therefore, management is used in all types of organizations in order to achieve their goals, both profit organizations (companies) and non-profit organizations (government, social institutions, or community organizations), (Poonam, 2023).

At present, generally management functions have been condensed into four functions, namely: planning, organizing, directing, and controlling. Managers need a minimum of three fundamental skills. Technical Skills (technical skills), Humanity Skills (human skills), and Conceptual Skills (conceptual skills). To be able to achieve these goals, the management of an organization must be able to process the factors of production or existing resources within the company. The factors of production are labor (labor), capital (capital), physical resources (physical resources), entrepreneurship (entrepreneurship), and information resources (information resources). These five factors (and there may be other resource factors) must be managed as optimally as possible by company managers by using the role of management aspects as stated above through planning, organizing, directing and controlling, (Zheregelya, 2023).

A leader has certain characteristics that are attached to him and help him play the role of directing his members. Leadership is an integral part of management and plays an important role in managerial operations, while management is an integral component of both technical and social processes. The practice of management is as old as human civilization. However, management studies in a systematic and scientific way have only been intensively carried out since the early 20th century. Management in some form is an integral part of life and has a very important role; however human efforts are made to achieve the desired goal. The basic ingredients of management have always played a very important role, be it in terms of managing our lives or in terms of managing our business. As an example, let's look at the managerial role of a simple housewife and how she uses managerial materials in managing the household.
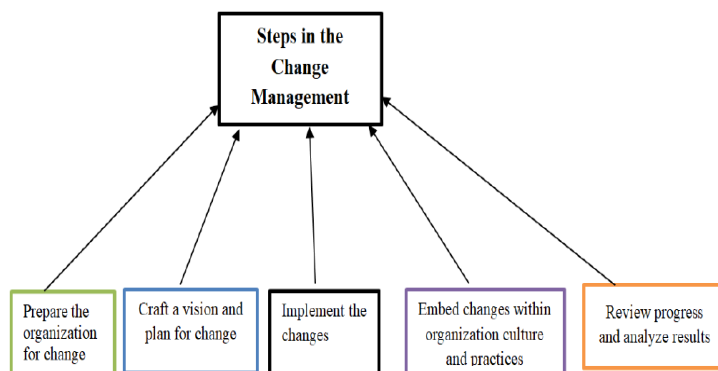

Figure 1: Steps in the Change Management Process
Source: Modified and adopted from Miller (2020)

First, assessing the condition of the household and estimating household expenses for a period of one week or one month or more. He takes stock of his resources and understands any constraints on these resources. He plans and organizes his resources to get the maximum benefit from these resources. He monitors and controls the budget for routine household expenses and expenses for other activities. In large households, she divides work among other family members and coordinates their activities. He encourages and motivates family members to do their best in completing their activities. He is always looking for improvement, naming goals, resources and means to achieve these goals. These materials are generally the basic functions of management.

A study of various people around the world shows a good example of organizational structure and organizational evolution over the years. An open-air market in a remote

village and an event in a large department store in a modern city are two places that serve the needs of consumers in the same way, bringing together the various things that society needs. Organizations in traditional markets basically require simple management because they are carried out by owners in small business groups. While the organization in the department store is much more scientific and complex with a lot of technological innovations. But it can be concluded that the basic form of management and organizational structure seems to have existed since the beginning of government activities, building large buildings, and commercial ventures on this earth.

Historical records show the application of some current management techniques as far back as 5 thousand years BC (BC), when the ancient Sumerians used written records to assist government operations. The earliest Egyptian pyramids were built in 3 thousand BC and required the organized efforts of more than 1,00,000 workers. It is natural to assume that all management functions, i.e. planning, organizing, directing and controlling play an important role in the construction of monuments to human history.

Management as a system, is not only an essential element of organized society activities, but also an integral part of life when we talk about managing our lives. Managing life is not much different from managing an organization. Just like a well-managed life, the functions and roles of management will be oriented to the goals and success of the organization. In other words, management has a function and role in the success of the organization itself. This was also highlighted by the late United States President John F. Kennedy when he said that the role of management in American society is very important for the advancement of humanity itself. It serves to identify our greatest needs and contributes to raising the standard of living for all through the utilization of human, equipment, methods, capital and material resources.

In general, the management itself consists of financial management, marketing management, human resource management, research and development management, and operational management. To carry out these various types of management, planning, management, leadership and control are needed to achieve the goals and objectives set by the company. The following is a description from Robbins and Coulter for this matter, (Margaryta, 2021).

If someone is going to travel far to a place, they need to plan the departure: the date and time of departure, the type of transportation to be used, where to stay, the money needed, and several other things. The planning person is the manager. In carrying out the planning function, a manager or company leader will define goals, establish strategies to achieve goals, and develop work plans to integrate and coordinate various activities towards these goals. A manager is also responsible for designing and establishing a work structure in order to achieve organizational goals. We call this function structuring. When a manager makes arrangements, he will determine what tasks must be completed, who will do them, how these tasks are grouped, who must report to whom, and how these decisions must be made, (Margaryta, 2021).

Every organization consists of people, and it is the job of a manager to work together and take advantage of the help of members of the organization to achieve organizational goals. This is a leadership function. When a manager motivates his subordinates, helps them resolve conflicts between them, directs individuals or groups of individuals in work, chooses the most effective communication method, or handles various other issues related to the behavior and work organization of employees; then he is carrying out a leadership function.

Management function is controlling. After the goals and work plans have been outlined, the tasks and organizational structure have been defined, and the people needed have been employed, trained, and motivated, a form of evaluation must be carried out to determine how far everything is going according to plan. To ensure goals are achieved and work is completed as intended, a manager must monitor and assess actual

performance. This actual performance must be compared with the outlined targets. If this goal has not been achieved, it is management's job to get it back on track. The process of monitoring, evaluating (evaluating), and correcting this is what is referred to as the control function.

In contemporary management activities, it is a common question about what kinds of skills are needed by a manager or an expert in a company? To describe management skills. The following is a brief discussion of the three types of basic management skills that must be possessed by a Manager in carrying out management functions, (Anton et al. 2021).

Conceptual Skill is the manager's ability to see the whole organization as a complete entity. These Conceptual Skills include an understanding of the cooperation of each work unit in the organization along with an understanding of the dependence of one work unit on other work units. Changes to a work unit will also affect other work units or sections. This skill includes an understanding of the relationship between institutions, industry, and society as well as an understanding of the influence of political, social, and economic conditions of a country on the company's business. With these understandings, a high-level manager or top management can understand the overall business conditions and take the right actions for the success of the organization.

These conceptual skills are very important for top management but less important for middle management and not required for first level management. These conceptual skills are also often referred to as analytical skills or perceptual skills.

"Skills relating to other people" or Humanity Skill is the ability of managers to interact effectively with members of the organization and build understanding and cooperative effort in the team they lead. These skills will enable managers to become leaders and motivate their employees to get better job performance. In addition, managers must also be able to utilize the potential of their employees effectively in the company's work, (Aleksandr, 2023).
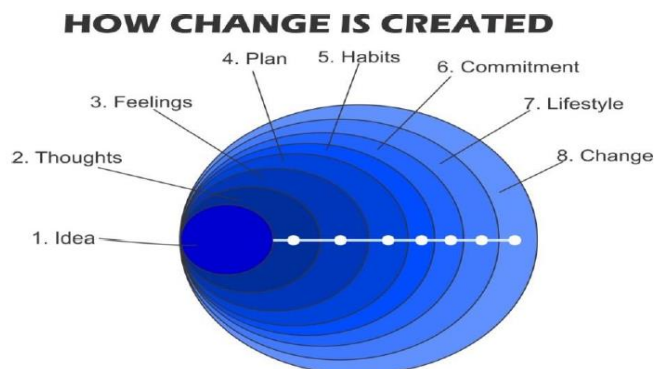

Figure 2: How Change is Created

Good and effective communication will have a positive impact on the career of the manager concerned and also in achieving organizational goals. Skills related to other people or Humanity Skills are important for all levels of management in an organization or company. These skills are also referred to as interpersonal skills (inter-personal) or human skills (human skills).

Technical skills are the ability or knowledge to use certain techniques in carrying out tasks or jobs within the company. Examples include the ability and knowledge to design products, repair machines, operate machines, assemble computers, create computer programs, prepare accounting and financial reports, sell products, and so on. These technical skills are important skills for first-level managers but are less important or not required for top-level management.

Peter Drucker's opinion about Lee Kun Hee (owner of Samsung Electronics) who not only has big dreams but also success in acting because of management. Akio Marita and Masaru Ibuka founded the Sony company in 1946, a year after Japan lost World War II. No one knows how the two of them became so successful and the leadership style they adopted. They are quick to succeed thanks to careful calculations and management thinking. They both knew for certain that the ocean could not be crossed if the water was simply looked at. Just sitting back and thinking will not make someone successful without acting and being good at management. Because according to Goethe there is energy, passion and magic in human actions, (Dodi, 2023).
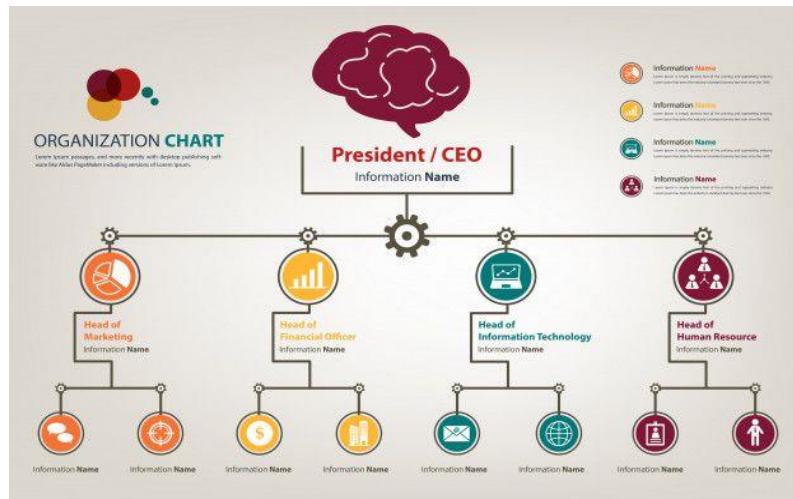

Figure 3. The Modern Organization Structure

Organizations are principles or descriptions that are essential to be understood by human resource managers (HR), because in our lives we cannot be separated from the activities of an organization, starting from a simple environment, namely the family environment to an organizational environment that has a complex organizational structure such as the United Nations. -Nation. Meanwhile, business organizations are developed through the activities carried out by its members to create goods or services. These activities then link organizational goals to results. It is management's job to group these activities in such a way as to form an organizational structure.

An organization can be formed because it is influenced by several aspects such as the unification of the same vision, mission and goals, with the realization of the existence of this group of people in society. A good organization is an organization whose existence is recognized by the surrounding community because it makes a positive contribution, such as employing local human resources, thereby reducing unemployment in the local area. People who are in an organization have a continuous relationship even for a certain period of time. Although organizations face constant changes in their membership, the people currently in the organization participate on a relatively regular basis.

Figure 4. The Management System Circumstance

An organization is a container (a group) of people, each of whom has rights and obligations, who work together to achieve predetermined goals. Most organizations today apply a structure similar to what we find in Google Incorporation or Gojek companies, with flexible work arrangements, project/order based task forces, an open communication system, and close relationships with organizational suppliers. (supplier alliances). In these kinds of organizations, work is defined in the context of the tasks to be completed (Jonas, 2023).

Every human being has different needs and goals. That is what causes the goals and roles of the organization, namely to make a need and a goal that is not the same as the need and the same goal. Organizational goals cannot be achieved by people who are in the organization individually but must be carried out in mutually supportive cooperation as a group.

As stated above, an organization is a place for activities for a group of people to achieve a common goal. Business organizations realize organizational functions by generating profits and outcomes in the form of trust from various external parties, and being able to satisfy stake holders. Government organizations embody organizational functions to produce public services, development, and empowerment. Non-profit organizations embody organizational functions to produce non-commercial services to people who need them, (Ni et al., 2022).

Running an organization requires a reliable leader. The task of a leader in an organization is to bring members of the organization to be able to work together according to their respective duties and responsibilities and to be able to bring the organization towards achieving the expected goals. In addition, the task of organizational leaders is to supervise, guide, organize, and transform the needs and expectations of organizational members. In the context of social values and norms, the leader's task is to make the organization a social system that is pleasing to its members. The organization is also a place for interaction and self-actualization for its members. Han Fei-tzu categorizes leaders into three classes: "The third class leaders make use of their own abilities. Leaders of the second class use the power of others. And, first-class leaders use other people's minds.", (Marini, 2023).

Billionaire Jack Welsch said: "Excellent leaders must be able to clearly demonstrate their vision. He can achieve his vision by guiding and mobilizing the abilities of all of his men. That way, they can carry out their duties and obligations according to their expectations. A climate of healthy competition will also be created within the company. Leaders should be mentors and coaches, not bosses." (Supriyanto, et al., 2022).

Smart organizations spread these discoveries as quickly and efficiently as possible across employees. They set up systems to capture and disseminate good ideas and information.

They may even have a formal training program. Over time, most employees know and adopt the best methods from these latest findings in everything from the way employees are recruited, production processes, use of resources, to monitoring production and company profitability. Aligning this mindset is the key to the company's success. All employees speak the same language. Everyone is focused on doing what works well and avoiding what goes wrong. Organizational skills have been formed.

The facts show something else. At this time the organization also began to be weak against the thinking of experts or other people who are outside the organization. Actions intended to help an organization develop by the minds of experts or others outside the organization, are considered "different and foreign" and unacceptable. Consequently, organizational skills can trigger a kind of immune response that kills "foreign" ideas as efficiently as the human immune system kills foreign cells. Even though these ideas are like a kind of organ transplantation in the human body that can be profitable.

A non-profit organization that the author has joined, for example, slowly year after year has succeeded in becoming a special non-profit organization. In order to secure the organization's performance, the top management begins to recruit people from within his own business company to serve as chairman elements in the non-profit organization he leads. They are over 50 years old and have at least a bachelor's degree in education. As time goes by, the authors feel like strangers in their environment.

Their language and feelings and passions are the same so that the writer becomes a kind of tourist in the organization with a different language and ideas even though the writer has been in the organization longer than their existence. The author believes that non-profit organizations must be flexible to changes in leadership so that the term of office of the chairperson has strict limits. At a time when top management and the author himself had personal issues, we started having a hard time finding the best way to communicate. All elements of the chairman, most of whom are top management employees, always have the same thoughts as those with authority. Democracy began to feel foreign in the organization.

The results of research in 2013 conducted by the California Management Review stated that subordinates will not speak when their opinions conflict with those of superiors in an organization. Former President Soekarno and former President Soeharto are examples of leaders who find it difficult to accept opinions from people outside their group. Politics make themselves to always be right in their actions and not easily fluctuate towards different views and ideas.

Likewise, with pesticide manufacturing companies and tobacco companies who are reluctant to admit that the products they produce can cause cancer in humans so that workers in these companies should use perfect work safety equipment standards. Expert opinions outside their environment can always be broken by their arguments. For organizations, employees tend to obey their seniors, obey managers, and they tend not to listen to suggestions from new employees, opinions from people outside the organization, or suggestions from quiet workers who seem to have ideas that differ from those of authority. This is really a contradiction as a student named Tesla the quiet one who was ridiculed by his teacher Prof. Jacob Poeschl in Austria first. Tesla later became a billionaire because of his invention of two-way electricity which was widely used in North America. Tesla is also an organizational name for the world's leading electric vehicle manufacturers at this time.

Method

This management research uses two different approaches in comprehensively examining aspects of regulatory legitimacy, namely normative legal research and empirical research. Normative legal research is mainly used to examine aspects of philosophical and juridical

legitimacy through two stages. First, carry out an inventory of various laws and regulations that have relevance to regional regulations regarding peace and public order, (Manan, 2019). Second, the statutory regulations that have been inventoried will then be analyzed by relying on two aspects, namely the philosophical aspect and the juridical aspect. An analysis of the philosophical aspects is carried out on the content of laws and regulations, (Supranto, 2018). The study of the juridical aspect is carried out on the norms of laws and regulations that provide the basis for regional authority as well as those that determine the regulatory substance that must be accommodated in the preparation of a Regional Regulation on the Implementation of an Electronic-Based Government System. While empirical studies are used to describe aspects of sociological legitimacy. The empirical studies are carried out through team studies and Focus Group Discussions on studies related to the vision and mission; goals and objectives of implementing data management in the implementation of organization.

The data collection technique used is Library Research on secondary data. A literature study was conducted to obtain secondary legal material by conducting a review of books related to the object of preparation (Narbuko et. al., 2017). Primary data was obtained through field studies (field research), namely by conducting interviews and Focus Group Discussions (FGD). An interview is a conversation with a specific purpose carried out by two parties, namely the interviewer (interviewer) who asks questions and the interviewee (interviewee) who provides answers to the questions. while FGDs are also commonly referred to as qualitative data collection methods and techniques by conducting group interviews, (Maleong, 2017). FGD can be defined as a method and technique in collecting qualitative data in which a group of people discuss a focus on a particular problem or topic guided by a facilitator or moderator.

Data analysis used is qualitative analysis. Qualitative analysis is a way of analyzing data sourced from law based on concepts, theories, laws and regulations, doctrines, legal principles, expert opinions or the views of the researchers themselves. Sources of data in data management research in the implementation of management in the modern organization, (Soekamto, 2018).
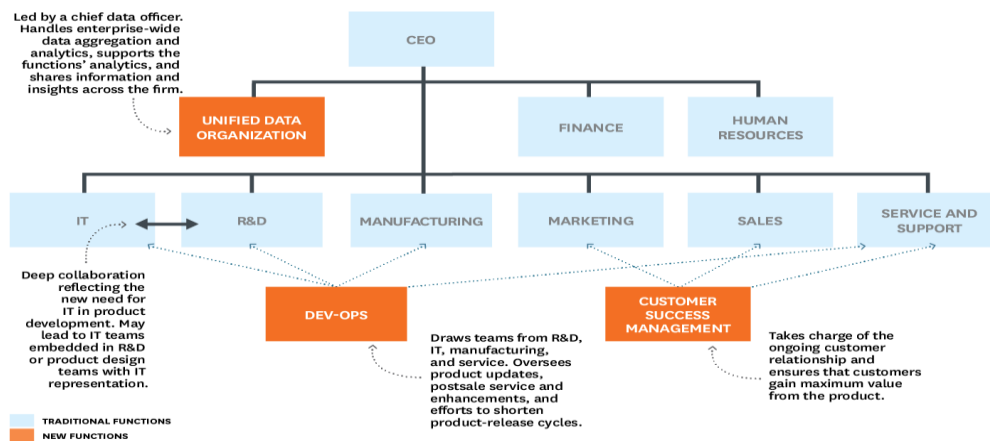
Findings and Discussion

All the employees at Toyota's automotive company talk about their way of working and the company's philosophy, they seem to share the same views; like a bunch of followers of a cult who have been brainwashed in a positive connotation. However, any strong organization that has survived through the centuries, such as the Catholic Church, has a purpose and a culture that its members share. The definition of a strong organizational culture is a culture that has values and beliefs shared by its members. Toyota has a strong organizational culture that they often refer to as their blood or DNA. Toyota is keenly aware of the importance of maintaining this organizational culture in all of their employees and is working hard to continually instill it in all of their employees.

Organizational culture has been put forward as the values, principles, traditions and ways of working that are shared by members of the organization and influence the way they act. In most organizations, these shared values and practices have influenced how the organization is run. The definition of "culture" here implies several things: First, culture is a perception not something that can be touched or seen physically, but employees receive and understand it through what they experience in the organization.

Second, organizational culture is descriptive, namely with regard to how members of the organization accept and interpret the culture, regardless of whether they like it or not (Auzanul, 2021).

A NEW ORGANIZATIONAL STRUCTURE

Smart, connected products require functions within manufacturing firms to collaborate in new ways. As a result, firms' structures are rapidly evolving. A new functional unit focused on data management is starting to appear. Though rare, units focused on ongoing product development and customer success are also beginning to be recognized.

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TRADITIONAL FUNCTIONS
NEW FUNCTIONS

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FROM "HOW SMART, CONNECTED PRODUCTS ARE TRANSFORMNING COMPANIES," OCTOBER 2015

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Figure 5. A New Organizational Structure Management

Organizational culture is a pattern of basic assumptions that are valid and work within the organization. A series of basic assumptions can be learned by members of the organization. Organizational culture is able to act as a provider of solutions to organizational problems, act as an adapter to factors that develop outside the organization, as well as in carrying out the internal integration of its members.

Discussions about organizational culture are difficult to separate from discussions about the importance of symbolism for humans, as well as events, ideas, and experiences that are experienced, and formed by groups, which are where a person is active. In the analogy of sociological studies, members of the organization are in the position of individuals while the organization is in the position of society. Organizations form members of the organization to adapt to the culture that develops within the organization in accordance with the values and norms that apply in the organization.

An example of this organizational culture is what the founding philosophy of a company such as W. L. Gore's company has shaped in accordance with the values held by the founder, Bill Gore. At Sears and Kmart retail companies, they have an organizational culture that focuses on being able to satisfy customers that creep down to the bottom line and has a positive impact on employee behavior in serving customers. At Starbucks stores, the socialization of organizational culture that is carried out by the company to new employees is a full 24-hour training so that employees can become consultant-class coffee brewers (baristas). Here they are taught about the company's philosophy, the jargon used by the company, and how they can help customers choose which type of coffee beans, grinds, and espresso machines best suit the tastes of the customer, (Arga, 2022).

Measures such as beliefs, values, and meanings are not manifest but latent measures. These measurements are qualitative and relative, so research on the culture of an organization is not easy. The previous concepts that were rationalistic and mechanistic tended to treat organizational members as effective tools in achieving organizational goals or simply calculating organizational behavior based on the formal structure of the organization. In contrast, organizational culture places more emphasis on the underlying framework within which people are treated as they are in the context of their work and social activities.

The values and norms that govern the behavior of group members are keywords for observing organizational culture. Values imply what is important or upheld by an organization while norms are an organization's attempt to regulate the expected behavior of its members. With this view, organizational culture has relative meaning from one

organization to another, depending on the values and norms it develops. Various studies have revealed that there are seven dimensions that describe the culture of an organization, (Lucia, et al., 2023).

Each of the seven dimensions' ranges from low to high, which is defined as "very uncommon in the organization" (low) or "very common in the organization" (high). Describing an organization using the seven dimensions can display a composite picture regarding the culture within the organization.

In many organizations, one cultural dimension is often given stronger emphasis than the other dimensions, and in principle shapes the personality of the organization concerned and the way its members work. For example, at Sony Corporation, the focus is shown on product innovation (innovating and taking risks). The company "lives and breathes" new product development, and employees display work behaviors that support that vision. In contrast, Southwest Airlines makes employees a central part of its culture.

Conclusion

It is never a question of whether there will be a change in an organization, the question is only when and how to implement it successfully. Consistently and effectively navigating change requires strong leadership because, in the end, it is your employees who will execute the new strategy in their day-to-day work life. Management must be implemented to inspire people through a strong vision, define the strategy, communicate effectively, support their employees, and maintain the energy and commitment to change through to completion. The Management implementation must be innovative in such a way as to enthrone changes from time to time. The upside leader is one who always embraces changes in organizations. The upside-down leader understands that as one rises on the leadership ladder, your rights begin to decrease, giving way to more responsibilities. Therefore, your focus as a leader becomes the needs of the organization, people, clients, business partners, and teams. The model above showed how change is created in organizations. The onus lies on leaders to consider the following factors if they must create valid changes in their organizations. These factors include ideas, thoughts, feelings, plans, habits, commitment, lifestyle, and change. The application of the aforementioned factors will ultimately create changes in organizations especially educational institutions globally.

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