

Application of Creative Thinking Methods in Forming Effective Work Culture

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Abstract: Within an organization, culture is the values and habits that are accepted as a shared reference that is followed and respected. This habit becomes a work culture of human resources within the organization, and is often called an organizational culture. In an increasingly competitive era, organizational culture needs to always be developed by changing organizational culture. This is not a simple process, because the organization consists of human resources with different backgrounds and levels. Thus, changes in organizational culture are carried out first by changing the mindset of all human resources in it. One method that is trying to offer to change this mindset is to provide a workshop activity that will deliver the participants (core organizational implementers) to the creative thinking process through audio visual techniques. The interesting thing about this method is its ability, in provoking the creative ideas of the organization's core implementers (managerial and executives from various divisions), whose daily functions carry out decision making and implementation of organizational policies in achieving the organization's vision and mission, to formulate values organizations (companies) utilizing creative thinking and audio visual patterns are used as a medium in creating effective work culture later.

1 INTRODUCTION

The change is a phenomenon that always occurs in the life of the Organization, many argue that the pace and magnitude of change has increased significantly in recent years. Research conducted The Institute of Management the year 1991 showed that 90% of the Organization to be more sleek and flat.

In 1992, it was reported that 80% of managers responding to the changes by doing a restructuring of the company in the last five years. Therefore, we see that in a relatively short time, most organizations and workers, has undergone a change in the substance of what they do and how they do it (Burnes, 2000:250).

The way of management and the suitability of the approach used, has many implications, especially in the way of someone experiencing a process of change and its perception towards the result. Many managers reported about the level of dissatisfaction against the results of the changes.

Burnes survey conducted in 1995 (Burnes, 2000:252) reveals that, as a result of organizational changes, the Task Manager, the load becomes heavy and far more of them should work for 15 hours in one

week. Many also reported that the increasing burden of duties, has prevented them from providing enough time for doing strategic planning or the needs of his own training and development.

Changes can occur in a variety of form, size and shape, making it difficult to get an accurate picture of the level of difficulty faced by the Organization in managing change successfully. However, there are three types of important organizational changes that need attention, namely, the introduction of new technology in the year 1980 's; adoption of Total Quality management in the last fifteen years; and application of Business Process Re-engineering since 1990 's. The third type of these changes, at the time respectively, expressed as a revolutionary approach to improve performance and ability to compete.

Research shows, that the failure rate of the use of new technologies in the range 40-70%. Meanwhile, total quality management, which showed the total effort every part of the Organization to improve quality through; changes to the structure, practices, systems and attitudes, does not indicate the sustainability and 90% said failed. Business Process Reengineering (BPR) which reflects the initiatives,

large and small, conservative and a radical performance improvement organization through business process efficiency and effectiveness, shows that the results are lower than expected, between 60-70% failed (Wibowo, 2011:245).

Therefore, although the third type of the change initiative is equipped with information and assistance, but there is no guarantee of success. Thus, managers continue to consistently identify the difficulty of managing change as one of the barriers to improving the competitiveness of organizations. One of the reasons why the success of the change is elusive because of the many disputes about the frequency of how often and how the level of change required. This of course needs to be communicated with all the existing members in the organization. And the role of communication in change becomes very important because this is what will be bridging between the desire of the leadership of subordinate funds.

In the process of change, there was interaction between the advocate, sponsors, agents, and the target, so that when the entwined good communication between them will be able to reduce the chance of resistance. Communication is essential for the management of change, and in some situations, it is said that, change management is the management of communication. Communication is crucial to develop readiness and enthusiasm changes, modify the way people think and behave, in the education/training, also ensure the changes continued to be maintained after the implementation.

The process of change, done with the redesign of processes and procedures, which enables customers served by flexible. However, face many challenges in its implementation and in some cases are still using the old procedure. The problem occurs because in the process of redesigning the changes, yet involves all elements of the human resources required, so they lack understanding and are not ready to implement. Subordinates do not have the opportunity provide opinion over changes to their jobs.

Communications must be made in the style, format, media, and the appropriate timing for subordinate groups. A lot of great work become useless because of a lack of communication. Communication is the management of expectations. Good communication will enhance care and support for the changes, and even the most unpopular changes will happen more smoothly when the person is ready to do so (Wibowo, 2011:292).

Communication enables certain changes can occur. Communications can drive change by starting a positive response. Once in understand and accepted behavior, people will begin to be modified. Its main

organizational culture change program is about modifications to performance management, combined with appropriate communication and are sustainable. Cultural change within the Organization to become one important in change management.

Culture is the values and habits that are accepted as a common reference that is followed and respected. Within an organization, this habit becomes a work culture of human resources within the organization, and is often called an organizational culture. Reality shows that, few executives use culture in their strategy. If the organizational culture environment is not managed properly, people will feel that change will come with volume, momentum and complexity greater than their ability to deal with it.

Organizations need to change the culture adopted so far to be able to create a climate that encourages the empowerment process. Values that are not in accordance with the employee's work value will cause the work ethic to decrease and result in an increase in the intensity of employee cessation (turn over). For this reason, it is necessary to redefine the expected values so that all human resources within them can be created so as to create an effective work culture.

Recognizing the importance of reformulating cultural values in the organization, this researcher tries to offer a creative and innovative method in the form of utilizing audio visual creativity during the process of formulating organizational (corporate) cultural values. This method is expected to be a complement to the existing methods, namely Organizational Management disciplines. The interesting thing about this audio-visual method is its ability, in provoking creative ideas of the core organization implementers (managerial and executives from various divisions), whose daily functions carry out decision making and implementation of organizational policies in achieving the organization's vision and mission, to formulate values value of organization (company). This method is also a measure of whether the main values that exist today are aligned with available human resources, thus helping stakeholders to make changes or alignment of organizational culture (company).

2 RESEARCH PROBLEMS

Based on this background, the research problem is:

1. How to find a complementary method that can create values that produce the most effective work culture in an organization (company)?

2. What new values emerge that reflect the value held by all leaders and staff as part of the organization?

3 RESEARCH OBJECTIVES

The objectives of this study are as follows:

1. Found a method that can provoke creative ideas of the company's core executives (managerial and executives from various divisions), whose daily functions carry out decision making and implementation of company policies in achieving the company's vision and mission, to jointly formulate corporate values by utilizing creative thinking patterns (creative thinking).
2. Found new values that will have an impact on the work culture that they apply in the organization.

4 LITERATURE REVIEW

A lot of literature explained that media literacy is always associated with media education. The problem is why does it become necessary to have a literacy media? This is because our society is heterogeneous, when viewed from ethnicity, religion, infrastructure, education, knowledge, professional background, geography and various other factors. Media literacy is the ability to understand, analyze, and deconstruct media image. The ability to do is needed so that viewers as media users (including children) become aware of how the media is constructed (made) and accessed.

Understanding of media literacy is one of the concept to build media-user knowledge on the pressures of media issues. Media literacy also gave emphasis on each individual media user in the community to control media content that might influenced consumer culture. Potter emphasized this and states: "without a good understanding of their media messages, and the effects, people can develop misunderstandings and misperceptions about their world. Those who fail to develop their media literacy. Will get the script a long in atide message (Potter: 2004: 20). Baran added that media literacy is a skill we take for granted, but like all skills, it can be improved (Baran: 2009: 26).

Organizational culture has an impact on the long-term performance of the organization, perhaps even an important factor in determining organizational success or failure. Although it is not easy to change, organizational culture can improve performance, so

that organizational productivity increases (Tan, 2002: 21).

Organizations with a strong and positive culture will enable people to feel motivated to develop, learn and improve themselves. If people work in organizations that are well managed, then the level of motivation and satisfaction will be higher. Many organizations are pressured to make changes to stay competitive and survive. The organization is aware that changes must be made due to external competition pressure. So, it was decided to immediately conduct training for staff to improve competence and motivation. Staff are sent to take part in training in a convenient place to discuss the problems faced, develop new strategies to overcome problems, build a spirit team and grow a sense of friendship. However, after returning to his workplace it did not show any change (Wibowo, 2011: 48).

Most changes are made with superficial habits. They simply change the structure, process, strategy and technology without paying attention to the fundamental impulses needed for the organization. The fundamental drive that is needed is to make organizational culture. Efforts and results of change will only be sustainable if the organization is able to provide time to form organizational culture in accordance with the desired changes, as what will be done in this research later.

According to James C. Coleman and Coustance L. Hammen, 1974 (Rachmat, 2016: 74), creative thinking is "thinking which produces new methods, new concepts, new understandings, new inventions, new work of art." Creative thinking is needed, starting from communicators who have to design the message, engineers who have to design buildings, ad experts who have to organize verbal messages and graphic messages, to community leaders who must provide new perspectives in overcoming social problems.

Creative thinking must meet three conditions. First, creativity involves a new response or idea, or that is statistically very rare. But novelty is not enough. We can overcome population density in the city by building underground houses. This is new but difficult to implement. The second condition, creativity is, can solve problems realistically. Third, creativity is an effort to maintain original insight, assess and develop it as best as possible (MacKinnon, 1965: 485).

When people think creatively, there are several types of thinking used, namely deductive, inductive, or evaluative. And what is used most often is analogical thinking. Inductive thinking is often used, precisely because it is not "selogis" thinking

deductive. Evaluative thinking helps creativity because it causes us to critically assess ideas.

Psychologists mention five stages of creative thinking

- 1) Orientation: Problems are formulated, and aspects of the problem are identified.
- 2) Preparation: The mind tries to gather as much information as possible with the problem.
- 3) Incubation: The mind rests a little, when various solutions face a dead end. At this stage the problem-solving process continues in our subconscious soul.
- 4) Illumination: The Incubation period ends when the thinker obtains a kind of insight that solves the problem. This gives rise to Aha Erlebnis.
- 5) Verification: The final stage to test and critically assess the problem solving proposed in the fourth stage.

Creative thinking thrives when supported by personal and situational factors. Creative people have diverse temperaments. Wagner is arrogant and arrogant; Tchaikovsky is shy, quiet and passive; Byron hypersexual; Newton is intolerant and angry; Einstein was humble and modest (Hunt, 1974: 455).

However, there are several factors that generally mark creative people (Coleman and Hammen 1974: 455):

- 1) Cognitive ability: Includes here above-average intelligence, the ability to produce new ideas, ideas that are in progress, and cognitive flexibility.
- 2) Open attitude: Creative people prepare themselves to receive internal and external stimuli; he has diverse and wide interests.
- 3) A free, autonomous, and self-confident attitude. Creative people don't like being "herded"; want to present himself as best he can and at will; he is not too attached to social conventions. Maybe this is why creative people are often considered "eccentric".

Item number 3 brings us to situational factors that foster creativity. Historians note that there are times when creativity thrives; for example, Islam in the Abasiyah era, Italy at the time of the Renaissance. It is well known in totalitarian countries that creativity in science is brought to life, but creativity in literature or social sciences is hindered. Creative thinking only develops in an open society, is tolerant of "strange" ideas, and gives everyone the opportunity to develop themselves.

Audio-Visual Media is a medium that has sound elements and image elements. This type of media has better capabilities, because it includes both types of media, namely Media Audio and Visual Media.

According to Sutikno (2009) Audio Visual Media is "Modern instructional media in accordance with

the times (the advancement of science and technology) covering media that can be seen and heard".

Audio visual media is one method that is often used in the learning process. The main emphasis in audio-visual teaching is on the value of learning obtained through concrete experience, not only based on mere words. The next development was the emergence of the audiovisual communication movement that occurred in the 1950s. In the late 1950s communication theory began to influence the use of audiovisual aids, so that in addition to being a media aid it also functioned as a channel for messages or learning information. From that moment on audiovisual equipment is not only seen as a teacher's tool, but also as a means of channeling messages or media. This theory is very important in the use of media for the activities of learning programs.

According to an expert in communication and education media, Rudy Breatz, the educational media has the main characteristics and has 3 main elements: Voice, Visual and motion. The oldest technology used in the learning process is printing that works on the basis of mechanical principles, then Audio-Visual technology was born which combines mechanical and electronic discoveries for learning purposes.

As a learning medium in education and teaching, audio-visual media has the following characteristics:

- Ability to improve perception
- Ability to improve understanding
- Ability to increase learning transfer.
- The ability to provide reinforcement or knowledge of the results achieved.
- Ability to increase retention.

The characteristics of Audio-Visual media are having sound and elemental elements. This type of media has better capabilities, because it covers both the first and second types of media, namely audio and visual media. (Miarso: 1986,34).

Audio-Visual Media consists of:

1. Audiovisual Silence

That is media that displays sound and still images such as:

- a. Sound frame film (sound slide)
- b. Sound Series Movie (Film Strip)
- c. Voicemail page

2. Audiovisual Motion

That is media that can display moving sound and image elements such as:

- a. Sound film
- b. Television film
- c. Film Bracelet (Loop Film)

In terms of its condition, audiovisual media is divided into:

- Pure audiovisual namely sound elements and elements of images coming from a source such as audio cassette film / video.
- Impure audiovisual, ie the sound and image elements come from different sources, for example sound frame films whose image elements are sourced from the projector slide and the sound element comes from a tape recorder.

And judging from the power of its coverage, the media is divided into, First, media with wide and simultaneous coverage. The use of this media is not limited by place and space and can reach a large number of students at the same time. Second, media with limited coverage by space and place. This media in its use requires special space and places such as films, sound slides, coupling films, which must use closed and dark places.

5 RESEARCH METHODS

This type of research is qualitative descriptive analysis using participant observation methods. The initial stage needed to do this research is to design training forms with audio visual methods by creating training modules or guidelines in accordance with the standards of the National Professional Certification Agency (BNSP). This research was carried out in March 2018, taking place at the BKKBN Office of North Sumatra Province. The study was conducted by carrying out a workshop which was attended by 15 participants consisting of all Heads of sub-sectors, Personnel Analysts, Widyaswara, and several staff members. For data analysis used qualitative descriptive analysis techniques.

6 RESULTS AND DISCUSSION

To design a training or workshop activity, a training module or guideline is needed which describes the stages of training implementation, the competencies that will be produced and measurable feedback.

The stages in this training are as follows: (1) Introduction and regulations that must be obeyed; (2) Explanation of values; (3) Start trying to recall the preferred characters or antagonists along with the reasons, to provoke participants' creative thinking abilities; (4) Explain the value contained in the corporate culture; (5) Watching audio-visual shows in

the form of advertisements that are deliberately chosen to show the values contained in the advertisement, either from the side of the image or the behavior of the characters in the advertisement, to the sound of the music that accompanies it; (6) Test the creativity of thinking by listening to the music of the advertisement with your eyes closed and the participants were asked to write down what values they tried to communicate through the music; (7) Group practice, to find out what values are communicated through the next advertisement screened, then presented to all participants; (8) The second group practice is to find out what values are communicated through the next advertisement screenplay, then re-present it to all participants; (9) Group practice, began designing the BKKBN advertisement by pouring ideas as creatively as possible to communicate what values were contained in the organization, which were expressed through player characters, storyline-metaphora, and background music in the form of story board audio shows visual and present it to all participants; (10) Feedback from participants in the form of questions related to participants' understanding of the value and course of the training process.

There are two groups that must present the results of the discussion. The results of Group I are audio visual shows about the daily lives of BKKBN employees starting from going and going home from work. The selected background music is a song that is quite cheerful from Armada with the title going early in the morning. The show began with a BKKBN employee who rode a motorcycle to his place of work by always smiling and looking happy. Meeting with the leader admonished greetings, met with friends and also reprovved greetings full of warmth. Work and coordinate with teammates while joking. When it comes to prayer, both pray together. All activities from going home to work are nuanced simplicity. The value to be communicated in the story board of this audio-visual program is honesty, kinship, responsibility, cooperation, coordination, integrity, respect, fun, intelligence and simplicity.

The results of group II are audio visual shows on how to work with PLKB (Family Planning Field Officer). The selected background music is a song that is quite cheerful from Santa Hoki with the title of a harvest party. For the values that must be owned by the PLKB officials are reported to a farmer who always works hard and is full of enthusiasm. But 2-3 months the results are not yet visible. Many problems. Land stretcher and rarely rain. Rice becomes infertile. Seeing this, the farmers did not despair, kept working hard and finally there was an idea to invite other

farmers, how to change the soil to become fertile. Conduct a joint evaluation, whatever is wrong. In the end the land became fertile because of cooperation and got ideas from other farmers. Rice thrives and they celebrate it with a harvest party. Rejoicing together welcomed the abundant harvest. Likewise, a family planning field officer should have values such as the farmer. The values that want to be communicated in the story board of this show are the values of integrity, mutual cooperation and work ethic.

Creative thinking method using audio visual shows is a new method that is very effective to be able to recognize and feel what value is. Similarly, the values contained in an organization that we are familiar with organizational culture. Most of the values contained in organizational culture are only jargon where values are derived from previous leaders.

This of course causes people who work in the organization to feel that they are not part of the organization. Even the values they profess in themselves do not understand it. Especially having to adjust personal values with the values that exist within an organization. For this reason, a creative and innovative method is needed to re-formulate what values are actually contained in the organization.

From the results of the training conducted by the participants, they realized about the importance of the meaning of a value because it will have an impact on their work culture. Through audio visual shows participants can feel the meaning of a value directly and without realizing it they actually have these values. There is no directing process in this training. All new values that emerge are the result of the participants' thinking through audio visual techniques that make participants more creative in finding value. With the discovery of new values, it is hoped that it can provide freshness in work and will certainly have an impact on the formation of an effective work culture in the organization.

7 CONCLUSION

From the results of the study it can be concluded that:

1. Creative thinking method through audio visual techniques is very effective in provoking the creative ideas of the organization's core implementers in reformulating the values embraced by the organization, which reflects the values adopted by each member in the organization. With the right value formulation process, it is expected that it

will have an impact on the creation of an effective work culture.

2. The new values that emerge in this organization are honesty, kinship, responsibility, cooperation, coordination, integrity, respect, fun, ability, simplicity and the last is the work ethic which reflects the value possessed by all leaders and staff as part of the organization
3. To find a creative and innovative method, it requires courage, intelligence and accuracy in combining several methods from different sub-disciplines in order to be able to provide freshness in a study.

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