

ABSTRAK

Organisasi saat ini berada dalam “VUCA world”, lingkungan dengan karakteristik Volatility (cepat berubah), Uncertainty (tidak pasti), Complexity (komplek), dan Ambiguity (tidak jelas). Penelitian ini ingin membangun konsep dan mengeksplorasi dinamika organisasi autentik. Pertanyaan penelitiannya adalah, “Apakah esensi organisasi autentik? Bagaimana dinamika organisasi autentik?” Penelitian dilakukan dengan dua tahap pendekatan kualitatif. Data penelitian tahap pertama dikumpulkan dan dianalisis melalui 7 langkah meta etnografi terhadap 26 artikel jurnal terpilih. Penelitian tahap kedua dilakukan dengan studi kasus terhadap suatu organisasi perguruan tinggi tertua di Indonesia (PT A). Data dikumpulkan melalui wawancara, diskusi kelompok terarah, studi dokumen, dan pelaporan diri anggota organisasi, dianalisis melalui penyusunan eksplanasi dengan bantuan NVivo 11. Hasil penelitian tahap pertama, organisasi autentik adalah organisasi yang mampu menemukan dan melestarikan nilai-nilai utama yang diyakini sejati yang mendasari proses pengembangan organisasi, sehingga mampu beradaptasi terhadap dinamika lingkungan serta menjadi rujukan bagi organisasi lain. Organisasi autentik memiliki empat faktor, yaitu Truthfulness (kejujuran), Resilience (ketangguhan), Uncertainty friendly (keramahan terhadap ketidakpastian), dan Eminence (keunggulan), disingkat “TRUE”. Hasil penelitian tahap kedua diketahui terdapat indikator yang menunjukkan organisasi autentik pada PT A, yaitu “Ibadah dan Perjuangan” sebagai nilai utama yang mendasari kualitas pengembangan organisasi untuk beradaptasi terhadap dinamika lingkungan melalui kerja sama yang menghasilkan keberkahan, sehingga menginspirasi organisasi lain.

Kata kunci: authentic organization; eminence; resilience; truthfulness; uncertainty friendly

ABSTRACT

Facing the “VUCA world” (Volatility, Uncertainty, Complexity, Ambiguity), organizations need strategies to sustain and to keep growing. The aim of this research is to construct authentic organization as an alternative concept for organizations in coping with these rapid changes. However, the concept of authentic organization has not been solid yet. This qualitative research explores the concepts and builds the dynamics of authentic organization. The research questions are, “What is the definition of authentic organizations? How is the dynamics of identity, culture, and image of authentic organizations? This study was conducted in two steps of qualitative research. Using seven steps of a meta-ethnography approach for 26 relevant articles, the first study offers two main findings: The definition and the factors of the authentic organization. Authentic organizations are organizations that can find and preserve their main values believed to be genuine, as the basis of organizational development process to adapt to the dynamics of the environment and become a reference for other organizations. There are four factors of authentic organizations: Truthfulness, Resilience, Uncertainty friendly, and Eminence (TRUE). Using a case study on the first national university in Indonesia, the second study found that “Worship and Struggle” as the core values which underlying the quality of organizational development to adapt to environmental dynamics through cooperation that produces blessings, thus inspiring other organizations.

Keywords: authentic organization; eminence; resilience; truthfulness; uncertainty friendly