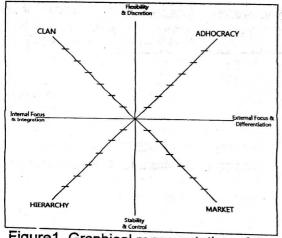Figure1. Graphical representation of the Competing Value Framework

3. PURPOSE AND OBJECTIVES

The organization being studied is a certain public service organization in Indonesia, which is on the way to implement a new orientation of their development program. As stated in their strategic planning, the orientation during the year 2005-2009 was to strengthen the internal capacity of the organization, while in the year 2010-2014 the orientation is to focus on providing the excellent service to the stakeholders. It is obvious that an appropriate organizational culture is needed to cope with the new circumstances.

Every organization has its own combination of the four kinds of organizational cultures. For this reason, the purpose of the study discussed here was to explore and describe the dominant culture type of the organization being studied, in both the current and preferred situations, using the Competing Value Framework.

The study was guided by the following objectives:

a. Describe the dominant culture type as perceived by the personnel at each organization unit in both current and preferred situations;

b. Describe the strength of the dominant culture type of the organization;

c. Describe the profile of the core organizational attributes.

4. RESEARCH METHOD

The research procedure was designed as an evaluation survey, with the target and accessible populations were the members of the organization being studied. A sample of n=703 were drawn from the population of N=12,000 distributed in 7 organization units, where respondents were selected based on their position and responsibilities in the unit.

To make this assessment, the organization personnel were asked to complete the OCAI questionnaire, thinking of the current culture and the preferred culture they would like to work in. Using the OCAI questionnaire, the organization personnel are provided with a set of scenarios that describe certain fundamental cultural aspects of organizations.

Individuals rate their own organization's similarity to those scenarios by dividing 100 points among four different scenarios, each descriptive of a quadrant in the competing values framework. Six core organizational attributes are rated: (1) the *dominant characteristics* of the organization, (2) the *leadership* style that permeates the organization, (3) the *organizational glue* that hold the organization together, (4) the *strategic emphases* that define what areas of emphasis drive the organization's strategy, (5) the *criteria of success* that determine how victory is defined and what gets rewarded and celebrated, and (6) the *management of employees* or the style that characterizes how employees are treated and what the working environment is like.

5. RESULT AND DISCUSSION

5.1 The Dominant Culture Type

The mean scores obtained from the questionnaire at each organization unit for the current situation are shown in Table 1. Since the highest mean score illustrates the dominant culture type, it can be noted that the current dominant culture type exhibited by the organization personnel was the Hierarchical culture.

For each organization unit, the result shows that only personnel at organization unit 2 perceived that the current dominant culture was Market culture type, while the personnel at 6 other organization units