

ALIGNING THE ORGANIZATIONAL CULTURE WITH THE CHALLENGES OF GLOBAL COMPETITION: CASE STUDY AT A PUBLIC SERVICE ORGANIZATION IN INDONESIA

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FOREWORD

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This issue is published in line with the Fourth International Seminar on Industrial Engineering and Management (4th ISIEM). The theme to this seminar is Industrial Design and Technology Development Towards Global Challenge. The articles cover a broad spectrum of topics including **Quality Engineering and Management, Supply Chain Management, Operation Research, Decision Support System and Artificial Intelligence, Production System, Industrial management, Ergonomics**. The articles provide an overview of critical research issues reflecting on past achievements and future challenges.

We accepted full papers about 100 titles from Indonesia and abroad. Full papers were reviewed by peer reviewers and finally we published 88 titles. This issue and seminar become special as more delegates come and join from various country as well as universities. We host 79 delegates both from abroad and local.

First and second ISIEM are hosted only with three universities, namely Trisakti, Esa Unggul and Gunadarma Universities. The third hosted by 6 universities, namely Gunadarma, Esa Unggul, Trisakti, Atma Jaya Jakarta Catholic, Bina Nusantara and Petra Christian Universities. This year event, it's hosted by **seven** universities, i.e. Esa Unggul University, Atma Jaya Jakarta Catholic University, Gunadarma University, Trisakti University, Pasundan University, Al-Azhar Indonesia University, Petra Christian University.

In this occasion; let us give special thank to Mr. Ajay Verma (Vice President AP-South Dassault Systems India, Pvt. Ltd), Mrs. Ass. Prof. Dr. Dzuraidah Abd. Wahab from University Kebangsaan Malaysia. Your contribution to this seminar as reviewer and as **keynote speakers** makes this event more valuable. Allow us to thank Prof Dr. I Nyoman Pujawan from Sepuluh Nopember Institute of Technology Surabaya, Indonesia, and Dr. rer. nat Siana Sim, S.Si, M.Sc from Petra Christian University, Indonesia, for their contribution in workshop "How to write in International and National Accredited Journal". We are also grateful to all reviewers, for their commitment, effort and dedication in undertaking the task of reviewing all of the abstracts and full paper. Without their help and dedication. It would not be possible to produce this proceeding in such a short time frame.

We want to thank all those who submitted papers for review and those whose papers were chosen for presentation at the seminar and those who submitted manuscripts to published in this proceeding. We highly appreciate all members of committee director, steering committee and organizing committee for mutual efforts and invaluable contributions for the success of the seminar.

Finally, have intensive discussion in this seminar and enjoyable stay in Lombok

Iphov Kumala Sriwana, ST., M.Si
Chair

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ALIGNING THE ORGANIZATIONAL CULTURE WITH THE CHALLENGES OF GLOBAL COMPETITION: CASE STUDY AT A PUBLIC SERVICE ORGANIZATION IN INDONESIA

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ABSTRACT

In an effort to begin a teambuilding and organizational development program to meet the challenge of global competition, organizational culture was identified for study. This study will provide insight into the organizational culture type exhibited by a certain public service organization in Indonesia. The overall purpose is to describe the dominant culture type of the organizational culture in both the current and preferred situations, using the Organizational Cultural Assessment Instrument (OCAI) developed by Cameron and Quinn (1999). The result of this study shows that the organization personnel exhibited a Hierarchy culture type as dominant in the current and a Market culture type as dominant in the preferred situations.

Key words: Organizational Culture, OCAI, Dominant Culture.

1. INTRODUCTION

In an increasingly global competition, providing goods and services that people want is more vital to the future prosperity than ever. To meet this challenge, every organization has to undertake aggressive innovation agendas that focus not only on product innovation, but also on service, business model, business process, management and organizational culture innovation.

The concept of culture is particularly important when attempting to manage organization-wide change. Practitioners are coming to realize that, despite the best-laid plans, organizational change must include not only changing the structures and the processes, but changing the organizational culture as well. In order to make a cultural change effective a clear vision of the organization's new strategy, shared values and behaviours is needed. This vision provides the intention and direction for the culture change (Cummings & Worley, 2005).

Measuring organizational culture is the first step to successful, sustainable change. It shows where a team or organization is currently and where they want to go. It's very instructive to discover numerous

subgroups and find out where for instance executives and employees differ. That gives ideas on what to do next: what exactly do employees expect, how could executives make the change program better, and how to overcome resistance.

2. THEORETICAL BACKGROUND

Basically, organizational culture is the personality of the organization. Culture is comprised of the assumptions, values, norms and tangible signs (artefacts) of organization members and their behaviours (Hill and Jones, 2001).

Culture is one of those terms that are difficult to express distinctly, but everyone knows it when they sense it. In some cultures, for example, creativity is stressed. In others, the status quo is valued. Some cultures are more socially oriented, while others are task-oriented, "business only" environments. In some cultures individual achievement is encouraged and valued, while in others the organization's teamwork is the key (McNamara, 2000).

Kim Cameron and Robert Quinn (1999) have developed an organizational culture framework built upon a theoretical model called the "Competing Values Framework." The Competing Values Framework has

proven to be a helpful framework for assessing and profiling the dominant cultures of organizations because it helps individuals identify the underlying cultural dynamics that exist in their organizations.

The framework consists of two dimensions, one that differentiates a focus on flexibility, discretion, and dynamism from a focus on stability, order, and control. The second dimension differentiates a focus on an internal orientation, integration, and unity from a focus on an external orientation, differentiation, and rivalry. Together these two dimensions form four quadrants, each representing a distinct set of organizational effectiveness indicators.

The upper left quadrant identifies values that emphasize an internal, organic focus, whereas the lower right quadrant identifies values that emphasize external, control focus. Similarly, the upper right quadrant identifies values that emphasize external, organic focus whereas the lower left quadrant emphasizes internal, control values.

An instrument, called the Organizational Culture Assessment Instrument (OCAI), was developed to identify an organization's culture profile (Cameron & Quinn, 1999). By using the OCAI, an organizational culture profile can be drawn by establishing the organization's dominant culture type characteristics. In this respect the overall culture profile of an organization can be identified as:

- Clan (in the upper left quadrant): an organization that concentrates on internal maintenance with flexibility, concern for people, and sensitivity for customers.
- Hierarchy (in the lower left quadrant): an organization that focuses on internal maintenance with a need for stability and control.
- Adhocracy (in the upper right quadrant): an organization that concentrates on external positioning with a high degree of flexibility and individuality.
- Market (in the lower right quadrant): an organization that focuses on external maintenance with a need for stability and control.

The clan culture is typified as a friendly place to work where people share a lot of

themselves. Leaders are thought of as mentors, coaches, and, perhaps, even as parent figures. The glue that maintains the organization together is loyalty and tradition, with a high level of commitment among its members. Success is defined in terms of internal climate and concern for people. The organization places a premium on teamwork, participation, and consensus. The hierarchy culture is characterized as a formalized and structured place to work. Procedures and well-defined processes govern what people do. Effective leaders are good coordinators, organizers, and efficiency experts. Maintaining a smooth-running organization is important. The long-term concerns of the organization are stability, predictability, and efficiency. Formal rules and policies hold the organization together.

The adhocracy culture is characterized as a dynamic, entrepreneurial, and creative workplace. The emphasis is on being at the leading edge of new knowledge, products, and/or services. Effective leadership is visionary, innovative, and risk-oriented. The glue that holds the organization together is commitment to experimentation and innovation. Readiness for change and meeting new challenges are important. The organization's long term emphasis is on rapid growth and acquiring new resources. Success means producing unique and original products and services.

The market culture is a results-oriented workplace that highlights finishing work and getting things done. People are competitive and concentrated on goals. Leaders are hard drivers, producers, and competitors at the same time. They are demanding and have high expectations. The glue that holds the organization together is an emphasis on winning. Reputation and success are the most important. The long-term concern is on competitive actions and achieving stretch goals and targets.

The graphical representation of the Competing Value Framework axis and quadrants is shown in Figure 1.

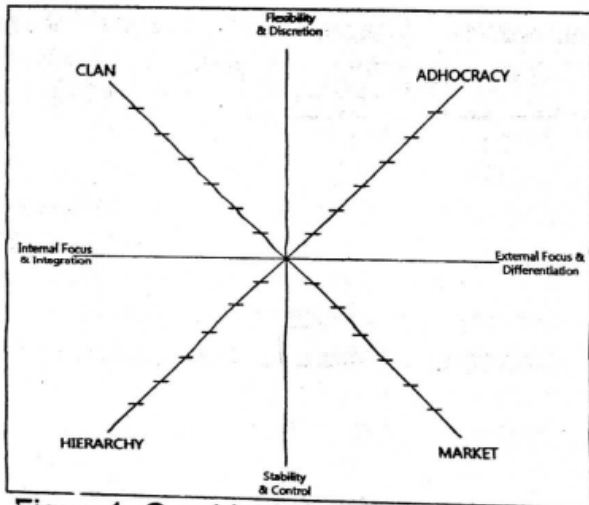


Figure 1. Graphical representation of the Competing Value Framework

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

perceived that the current dominant culture was the Hierarchical culture type.

Table 1. The Mean Scores for the Current Situation

| Organization Unit | n | Clan | Adhocracy | Market | Hierarchy | Dominant |
|-------------------|-----|-------|-----------|--------|-----------|-----------|
| Total | 703 | 24.17 | 24.36 | 25.14 | 26.33 | Hierarchy |
| 1 | 58 | 24.58 | 21.82 | 25.86 | 27.73 | Hierarchy |
| 2 | 181 | 23.9 | 22.7 | 26.8 | 26.6 | Market |
| 3 | 109 | 23.3 | 22.4 | 26.4 | 28 | Hierarchy |
| 4 | 116 | 22.9 | 22.5 | 26.5 | 28.2 | Hierarchy |
| 5 | 88 | 23.3 | 22.8 | 27 | 27.3 | Hierarchy |
| 6 | 86 | 23.34 | 22.48 | 26 | 28.14 | Hierarchy |
| 7 | 65 | 23.56 | 22.68 | 26.38 | 27.38 | Hierarchy |

Table 2 demonstrate that the dominant culture type perceived by the personnel in all of the organization units, thus in the organization, in the preferred situation is the Market culture.

Table 2. The Mean Scores for the Preferred Situation

| Organization Unit | n | Clan | Adhocracy | Market | Hierarchy | Dominant |
|-------------------|-----|-------|-----------|--------|-----------|----------|
| Total | 703 | 22.68 | 26.04 | 27.86 | 23.42 | Market |
| 1 | 58 | 24.6 | 23.6 | 26.7 | 25.2 | Market |
| 2 | 181 | 23.7 | 24.8 | 26.9 | 24.6 | Market |
| 3 | 109 | 24.1 | 24.3 | 26.1 | 25.4 | Market |
| 4 | 116 | 22.9 | 24.4 | 26.7 | 26 | Market |
| 5 | 88 | 24.4 | 25.2 | 26.9 | 23.5 | Market |
| 6 | 86 | 23.55 | 25.05 | 26.12 | 25.28 | Market |
| 7 | 65 | 23.68 | 24.75 | 26.72 | 24.85 | Market |

The graphical representation of the mean scores obtained in each of the four culture types for both the current and preferred situations of the organization personnel is demonstrated in Figure 2. The different between the current and the preferred situation is that the mean scores are diminishing in the Clan and Hierarchy culture quadrants, while the mean scores in the Adhocracy and Market quadrants are increasing.

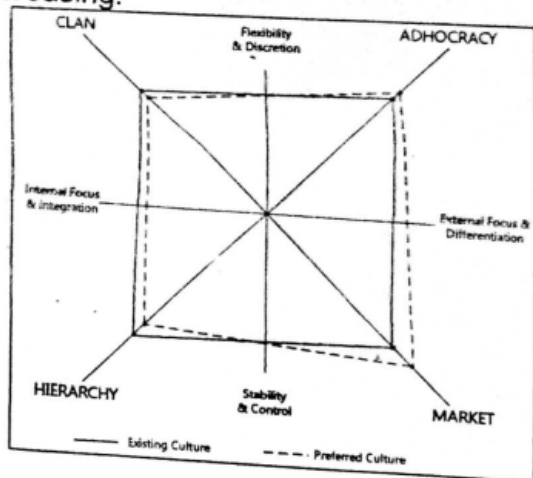


Figure 2. Graphical Representation of the Highest Mean Scores in the Four Culture Types for both Actual and Preferred Situations

Aligning the Organizational Culture (Tjutu Tariyah Dimiyati)

5.2 The Dominant Culture Type Strength

The strength of the dominant culture type is related to the number of points assigned to a specific culture type as shown in Table 3.

Table 3. The Mean Scores by Culture Type

| Culture Types | Current | | Preferred | |
|---------------|---------|----------|-----------|----------|
| | Mean | Std. Dev | Mean | Std. Dev |
| Clan | 24.17 | 2.8 | 22.68 | 2.9 |
| Adhocracy | 24.36 | 2.7 | 26.04 | 3.1 |
| Market | 25.14 | 2.1 | 27.86 | 3.2 |
| Hierarchy | 26.33 | 3.6 | 23.42 | 3.1 |

In the current situation, the Hierarchy culture type is slightly strong compare to the Market culture type, but moderately strong compare to the Clan and Adhocracy culture types. In the preferred situation, the Market culture type is moderately strong compare to the Adhocracy culture type and significantly strong compare to the Clan and Hierarchy culture types. This finding suggests the presence of characteristics of both Market and Adhocracy culture types in the organization.

5.3 The Organizational Attributes Profile

In the OCAI, six core attributes of an organization are rated by the organization personnel. The six core attributes provide an adequate picture of the type of culture that exists in the organization.

The highest mean score on the six core attributes for each of the culture type in the current situation is shown in Table 4, while the highest mean score in the preferred situations is shown in Table 5.

Table 4. The Mean Scores of the Attributes in the Current Situation

| Dimension | Mean | Std. Dev | Culture Type |
|---|-------|----------|--------------|
| Dominant Organizational Characteristics | 27.42 | 3.4 | Hierarchy |
| Organizational Leadership | 27.85 | 3.6 | Market |
| Management of Employee | 27.49 | 2.7 | Hierarchy |
| Organizational Glue | 27.83 | 3.1 | Clan |
| Strategic Emphasis | 30.23 | 3.9 | Hierarchy |
| Criteria of Success | 26.75 | 1.2 | Market |

In the current situation, the highest mean score exhibited by the organization personnel was in the strategic emphasis

attribute, while the lowest mean score recorded was in the criteria of success attribute. Three organizational attributes profiles demonstrated to be different from the overall Hierarchy culture profile in the current situation. They are organizational leadership (Market), organizational glue (Clan) and criteria of success (Market).

Table 5. The Mean Scores of the Attributes in the Preferred Situation

| Dimension | Mean | Std. Dev | Culture Type |
|---|-------|----------|--------------|
| Dominant Organizational Characteristics | 28.29 | 3.1 | Market |
| Organizational Leadership | 28.77 | 3.4 | Market |
| Management of Employee | 27.24 | 2.48 | Market |
| Organizational Glue | 28.64 | 1.7 | Market |
| Strategic Emphasis | 27.19 | 2.4 | Market |
| Criteria of Success | 28.01 | 1.9 | Market |

In the preferred situation, the highest mean score was in the organization leadership, while the lowest mean score recorded was in the criteria of success. All of the six organizational attributes profiles are match with the overall Market culture profile in the preferred situation.

6. CONCLUSION

The result of this study demonstrates that the personnel at 6 out of 7 organization units perceived that the current dominant culture was the Hierarchical culture type. This finding describes that the current dominant culture type exhibited by the organization personnel was indeed the Hierarchical culture.

As the development program orientation of the organization change from strengthen their internal capacity to providing the excellent service to the stakeholders, the Market culture becomes the dominant culture type perceived by the organization personnel.

Dealing with the strength of the four kinds of organizational cultures, the culture in the current situation is the combination of (in decreasing order) Hierarchy type, Market type, Adhocracy type and Clan type, respectively. In the preferred situation, the

strength of each culture type has changed so that the organizational culture is the combination of (in decreasing order) Market type, Adhocracy type, Hierarchy type and Clan type, respectively.

The change of the organizational culture dominance from the Hierarchical type to the Market type implies that the profiles of the core organizational attributes need to change as well. To be able to implement the next development program orientation which is provide the excellent service to the stakeholders, three core attributes are demanded to be adjusted with the Market type.

The first attribute to be adjusted is the one labeled as the dominant characteristics of the organization which is concerned with what the overall organization is like. The second is the management of employees, which is concerned with how employees are treated and what the working environment is like. The last attribute to be adjusted is the strategic emphases that define what areas of emphasis drive the organization's strategy.

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