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Evaluation of Implementation of Organizational Culture, Leadership, and Employment Management

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Abstract

The research investigates the issue of implementing organizational culture at the current and future General Bureau of the Regional Secretariat of the Province of NTB. The research design uses a quantitative approach to analyze the implementation of organizational culture and its relation to leadership and employee management. The sample in this study was employees of the General Bureau of the Regional Secretariat of NTB Province, with as many as 59 employees. The collection technique was carried out using a questionnaire, and the data obtained were analyzed based on the Organizational Culture Assessment Instrument (OCAI). Empirical findings found that the organizational culture felt in the General Secretariat Bureau of the Province of NTB today is the market culture. The culture desired or expected in the future is clan culture. This finding identifies that employees now perceive leadership as a competitor and a strong driver, with the principle of competition in achieving productivity where all activities focus on organizational and consumer control. However, in the future, the culture that is expected to occur is that the workplace will become a pleasant environment for all. Leaders are role models who can provide needed guidance and facilities, so the leadership of the General Secretariat Bureau for the Province of NTB needs to prepare the following: 1) work involvement; 2) team development; 3) employee empowerment; 4) Development of Human Resources; 5) Organizational openness.

Keywords: organizational culture, leadership, employment management, organization

1. Introduction

Organizational culture occasionally changes through interactions between various parties, especially leadership behavior, and consists of structures, routines, rules, and norms that guide and limit behavior (Schein, 2010). Along with the current tight business competition, every company is required to be able to compete and respond to technological and market changes. The changing corporate environment that is increasingly complex and competitive requires each company to be responsive to changes in order to survive (Fatmawatie & Endri, 2022). Planned and unplanned company changes are bound to every individual in the company, from leaders, staff, employees, and external parties related to the company.

Organizational Culture Assessment Instrument (OCAI) is instrument companies use to identify culture as a whole (Cameron et al., 2022). OCAI can provide an overview of the current and future organizational culture. OCAI, developed by Robert Quinn and Kim Cameron, provides an assessment of the current organizational culture and maps the desire for organizational change through 4 types of organizational culture, namely: a) Clan is a model or type of culture that focuses more on relationships and family systems (clan) whose nature is friendly, these family characteristics are very prominent. b) Adhocracy is a model or type of culture that tends to be "flowing" because organizational members are not limited by structure. OCAI prioritizes creating conditions that allow employees to explore and channel innovative, creative, and brilliant ideas. The market is a type of culture that promotes equal opportunities for everyone. The leadership style practiced is a rigid type and a great mover. d) Hierarchy is a culture more concerned with an orderly organizational structure. Work processes are all arranged systematically by default (Cameron et al., 2022).

The term managerial competence is often our because it relates to a person's position as a member of the organization or as an employee of the State Civil Apparatus (ASN). This term becomes essential in an organizational unit and supports employee performance improvement and determining the organization's future (Saluy et al., 2021). Regarding competence, there needs to be an effort to maximize further the performance results achieved. An employee needs technical competence, while a leader needs managerial competence combined with technical and sociocultural competence to improve the performance of organizational units (Nabella et al., 2022). Competence is defined as competence; in general, it is the ability of a person in his responsibility to carry out tasks in a field that is by his position. According to Jack and Gill (2013), there are six aspects contained in the concept of competence, namely: 1) Knowledge, 2) Understanding, 3) Ability, 4) Value, 5) Attitude 6) Interest.

Managerial competence for leaders, do we all already know what managerial competence is? Why is managerial competence necessary? Managerial competence is developed from knowledge, skills, and attitudes/behaviors to lead and manage an organization. Technical, sociocultural, and managerial competence can determine organizational success (Aycan, 1997). Why is managerial competence necessary? Because all team members can feel an increase in managerial competence of their leadership, coordination and communication are more accessible to each other, members are more open, members feel valued, and there is an employee attachment to the team (Hapsari et al., 2021). Employees must have technical competence, and leaders must prove managerial competence to manage organizational units. Therefore, technical, managerial, and sociocultural competence is essential for successfully implementing daily tasks. All team members can feel the managerial competence of the leader; communication becomes smooth, coordination becomes more accessible to each other, there is openness between members, members feel valued, members' attachment to the team is more robust, and so on.

Research on organizational culture analysis using the OCAI method has been carried out in many previous studies, including research conducted by Ližbetinová et al. (2016) with the results of research using the OCAI method in current conditions the type of organizational culture is Market Culture, the organizational culture expected by Employee Cooperative is the type of Clan Culture culture. Research by Maryati et al. (2023) with this study shows that the organizational culture

currently perceived with the expected organizational culture has the same results, namely the Clan culture. The research conducted by Naranjo-Valencia et al. (2016) with the results of research that organizational culture today can be classified as a hierarchical culture, while the expected organizational culture is a competitive and result-oriented market culture. Therefore, this study examines how employees' implementation of organizational culture in a public organization serves the people's interests. Implementation of organizational culture is also analyzed about leadership in managing employees, especially adapting to market culture. Research also compares Organizational Culture, leadership functions, and managerial competencies applied today with those expected for the future.

2. Literature Review

2.1 Understanding Organizational Culture

Culture describes the habits of people in the organization in carrying out their activities within the company (Swidler, 2005). Organizational culture is a set of values, systems, assumptions, or norms that have long been in force, agreed and followed by members of the organization (Sørensen, 2002). Organizational culture is also called corporate culture, a set of values or norms that have been relatively long in force, shared by the organization's members (employees) as norms of behavior in solving organizational problems (company). Organizational culture is the values, principles, traditions, and ways of working shared by the organization's members and influence how they act (Mulyana et al., 2022). Organizational culture becomes a guideline that underlies daily behavior and decision-making for employees and guides actions in achieving organizational goals (Zainudin et al., 2021). Organizational culture also shows the values that members uphold, the dominant leadership style, procedures and routines, language and symbols, and the organization's unique characteristics through the proper definition of achievements (Maher, 2020). Based on the views of the experts above, it can be concluded that organizational culture is the values that apply in the organization; policies and regulations applied in an organization are carried out and obeyed by all members of the organization in achieving the goals and vision, and mission of the organization.

2.2 Understanding Organizational Culture Assessment Instrument (OCAI)

Organizational Culture Assessment Instrument (OCAI) is an instrument that companies widely use to identify the overall cultural profile (Maher, 2000). This instrument is a framework developed initially from research on an effective organization's leading indicators. Cameron and Quinn's (1999) approach to analyzing organizational resources is based on the Competing Value Framework. The Competing Value Framework began to be developed in the early 1980s, starting with a study of organizational effectiveness (Quinn & Rohrbaugh, 1983) and then followed by other studies related to organizational culture, leadership, structure, and information processes. Finally, in 1999, Cameron and Quinn developed a framework of value competition viewed from two dimensions. OCAI can analyze the current and future organizational culture. OCAI is also helpful in detecting and carrying out cultural changes developed by organizations in line with progress, life cycles, and overcoming external environmental pressures.

2.3 Types of Organizational Culture Assessment Instrument (OCAI)

Cameron and Quinn (1999) and Cameron (2008) identify four types of culture, taking into account two factors: (i) Flexibility and discretion vs. stability and control; and (ii) internal focus and integration vs. external focus and differentiation. The four quadrants correspond to the four different types of organizational culture according to two dimensions, namely the two axes (internal-external focus and flexibility control), clan (internal-flexibility), adhocracy (external-flexibility), hierarchy

(internal-control), and market culture (external-control).

2.3.1 *Clan culture*

A model or type of culture that focuses more on friendly relations and family (clan) systems with dominant family characteristics. The leadership type practiced is more likely to facilitate conflict or any problems that develop within the organization (Virgiawan et al., 2021). Effectiveness criteria are emphasized on group cohesiveness (team), employee moral development (employee morale), and human resources (HR). The management guidelines are usually principled on employee or member participation. Employee or group commitment is achieved through the development of employee participation in work dynamics, management processes, and decision-making.

2.3.2 *Adhocracy culture*

This culture model or type tends to "flow" in the sense that members of the organization are free from structure because it focuses on creating situations that give freedom to employees to express creative and innovative ideas and have insight independent of a future perspective. The leadership type practiced as an innovator, entrepreneur, and far-sighted. The effectiveness criteria are oriented towards measurable output targets, effective and efficient work processes, and increased growth. Organizations with an adhocracy culture believe innovation can create new resources indispensable for growth. Management's primary responsibility is to foster an entrepreneurial spirit and creativity.

2.3.3 *Market culture*

The type of culture that prioritizes strict and high competence. Even for organizations with a strong market culture, fierce competition is shown for business competitors and employees (Susanto et al., 2020). The leadership style developed is as a strong competitor and driver. Effectiveness criteria focus on how to "conquer" competitors and achieve targets. The management guidelines used are the principle of competition in achieving productivity. This culture has a culture of assumptions of a market culture that is not friendly and competitive and consumer behavior that tends to choose and be interested in values, putting the organization in a business that is always trying to increase competition. The main task of management is to control the organization to achieve productivity, results, goals, and profits (Vizano et al., 2020).

2.3.4 *Hierarchy culture*

Hierarchical culture focuses on highlighting an effective organizational structure. The series of workflows are arranged in a standard and systematic manner. Hierarchical culture is full of bureaucratic rules. The type of leadership practiced functions as a coordinator who closely accompanies various activities and becomes a superior organizer. Effectiveness measures emphasize efficiency and strict time constraints. The main task of management is to produce goods and services efficiently to achieve prosperity in the company.

3. **Research Methods**

3.1 *Research Design and Participants*

The research methods used are qualitative and quantitative. Qualitative data is data presented in the form of spoken words rather than in the form of numbers. What includes qualitative data in this study is an overview of the research object (Silitonga et al., 2020). Quantitative data can be measured or calculated directly in the form of information or explanations expressed by numbers or in the form

of numbers. Quantitative data is that researchers can manage data using rankings (Simanjuntak et al., 2022). The study population is all employees who occupy available positions as supervisors within the General Bureau of the Regional Secretariat of NTB Province. These employees or supervisors are lower-level leadership elements who technically coordinate and supervise the activities of operational employees under them. The total population is 144 people. The sample size was calculated using the Yamane approach formula to become 59 people.

3.2 Procedures and Research Instrument

This research instrument uses a questionnaire with six groups of questions based on six dimensions, which consist of; 1. Dominant Characteristics, 2. Organizational Leadership, 3. Employee Management, 4. Organizational Glue, 5. Strategic Emphasis, and 6. Success Criteria. This instrument aims to diagnose the current organizational culture and help identify the thoughts of organizational members regarding the culture that should be developed to match the organization's challenges. According to Fralinger and Olson (2007) there are various stages in the preparation of this OCAI, namely:

1. The first stage, namely the six cultural dimensions, is operationalized into measurement variables divided into two primary sections: the current culture column and the expected culture.
2. Furthermore, each dimension is reduced to indicators of questions that can cumulatively produce a score that helps show the position of an organization in the four quadrants of organizational culture, which consists of; a) Management style shows very close group cooperation and employee participation, b) Management style encourages individuals to innovate and take risks, c) The management style shows intense competition and a high need for achievement, d) The management style is characterized by strict, standardized and systematic control.
3. In the next stage, respondents score according to their perception of cultural tendencies in their current organization. The trend is based on current cultural trends and expected culture. The score in each section must total 100. The same applies to the other five dimensions of measurement so that, in the end, a score that describes the six dimensions is obtained.
4. Respondents were asked to give scores to the four types of culture so that there were 100 in each cultural dimension. In contrast to the Likert scale, which asks respondents to give a question rating between 1-7, in this OCAI, respondents are required to see that the types of culture are something that is not separate because it is based on that every organization is a mixture of the four existing types.
5. After obtaining the organizational profile, various cultural combinations from various current positions will be seen. They will be compared with the expected culture according to the type of culture in the Competing Values Framework. Therefore, after the average tabulation stage, there will be a difference or gap between the current culture that is happening and the expected culture.
6. The data is depicted using a radar chart in the Microsoft Excel application to make the cultural mapping between the current and expected cultures at various levels of assessed employees more precise.

4. Results

4.1 Description of Statistics

The description of organizational culture can be seen in Table 1 above with the number of respondents 59 people showing that the "current" organizational culture is based on the perception

of employees of the General Bureau of the Regional Secretariat of NTB Province, which is in the first place dominated by hierarchy culture by 37 people out of 59 people chose hierarchy culture.

Table 1: OCAI assessment results with dominant Characteristic Dimensions

Indicator Sub Item	Score	Category (%)
Clan	18	18%
Adhocracy	12	12%
Market	33	33%
Hierarchy	37	37%

The description of organizational culture can be seen in Table 1 above with the number of respondents 59 people showing that the "current" organizational culture is based on the perception of employees of the General Bureau of the Regional Secretariat of NTB Province, which is in the first place dominated by hierarchy culture by 37 people out of 59 people chose hierarchy culture.

Table 2: OCAI assessment results with Organizational Leadership Dimensions

Indicator Sub Item	Score	Category (%)
Clan	22	22%
Adhocracy	16	16%
Market	33	33%
Hierarchy	29	29%

The description of organizational culture can be seen in Table 2 above with the number of respondents 59 people showing that the "current" organizational culture is based on the perception of employees of the General Bureau of the Regional Secretariat of NTB Province, which is in the first place dominated by market culture by 33 people out of 59 people chose market culture.

Table 3: OCAI assessment results with Employee Management Dimensions

Indicator Sub Item	Score	Category (%)
Clan	18	18%
Adhocracy	10	10%
Market	39	39%
Hierarchy	33	33%

The description of organizational culture can be seen in Table 3 above with the number of respondents 59 people showing that the "current" organizational culture is based on the perception of employees of the General Bureau of the Regional Secretariat of NTB Province, which is in the first place dominated by market culture by 39 people out of 59 people chose market culture.

Table 4: OCAI assessment results with Organizational Adhesive Dimensions

Indicator Sub Item	Score	Category (%)
Clan	29	29%
Adhocracy	18	18%
Market	22	22%
Hierarchy	31	31%

The description of organizational culture can be seen in Table 4 above with the number of respondents 59 people showing that the "current" organizational culture is based on the perception

of employees of the General Bureau of the Regional Secretariat of NTB Province, which is in the first place dominated by hierarchy culture by 31 people out of 59 people chose hierarchy culture.

Table 5: OCAI assessment results with Strategic Emphasis Dimension

Indicator Sub Item	Score	Category (%)
Clan	24	24%
Adhocracy	27	27%
Market	23	23%
Hierarchy	26	26%

The description of organizational culture can be seen in Table 5 above with the number of respondents 59 people showing that the "current" organizational culture is based on the perception of employees of the General Bureau of the Regional Secretariat of NTB Province, which is in the first place dominated by adhocracy culture by 27 people out of 59 people chose adhocracy culture.

Table 6: OCAI assessment results with Success Criteria Dimensions

Indicator Sub Item	Score	Category (%)
Clan	25	25%
Adhocracy	23	23%
Market	27	27%
Hierarchy	25	25%

The description of organizational culture can be seen in Table 6 above with the number of respondents 59 people showing that the "current" organizational culture based on the perception of employees of the General Bureau of the Regional Secretariat of NTB Province is in the first place dominated by market culture by 27 people out of 59 people choosing market culture.

Table 7: Current Organizational Culture Profile

No	Dimension	Current Organizational Culture Profile
1	Dominant Characteristics	Hierarchy Culture
2	Organizational Leadership	Market Culture
3	Managerial Competence	Market Culture
4	Organizational Adhesives	Hierarchy Culture
5	Strategic Emphasis	Adhocracy Culture
6	Success Criteria	Market Culture

Based on the table above from the data of 59 respondents, it can be seen that the current culture is based on perceptions from employees at the General Bureau of the Regional Secretariat of NTB Province. The first dimension of characteristics dominated by hierarchy culture is the most dominant culture oriented to organizational rules. The mechanism of organizational work that is structured and orderly can reflect the General Bureau of the Regional Secretariat of NTB Province, where every activity related to the organization has clear rules with what has been regulated and determined. The two dimensions of organizational leadership dominated by market culture are leadership culture as competitors and strong drivers with common control to achieve optimal performance and maximize service to consumers. The three dimensions of managerial competence are dominated by market culture and managerial competence by the head of the General Bureau of the Regional Secretariat of NTB Province, namely leaders as competitors and strong drivers with common control to achieve optimal performance and can maximize service to consumers. The four dimensions of organizational

glue are dominated by hierarchy culture; organizational glue with this type of hierarchy has complete characteristics of formal rules to prosper and unite the organization. Finally, the five dimensions of strategic emphasis are dominated by adhocracy culture, which emphasizes strategies where leaders can cultivate and help develop employees' ability to adapt and have deep knowledge. Finally, the dimension of success criteria is dominated by market culture; the success criteria at the General Bureau of the Regional Secretariat of NTB Province focus more on common control to achieve optimal performance and can maximize service to consumers.

4.2 Research result

The picture of organizational culture can be seen in Table 8 above with the number of respondents 59 people showing that the organizational culture "expected" based on the perception of employees of the General Bureau of the Regional Secretariat of NTB Province is in the first place dominated by hierarchy culture by 38 people out of 59 people choosing hierarchy culture.

Table 8: Results of Organizational Culture Indicator Score

No	Indicator Sub Item	Score	Category (%)
1	Clan	20	20%
2	Adhocracy	15	15%
3	Market	27	27%
4	Hierarchy	38	38%

Table 9: Organizational Culture Indicator Score Results

No	Indicator Sub Item	Score	Category (%)
1	Clan	22	22%
2	Adhocracy	18	18%
3	Market	29	29%
4	Hierarchy	31	31%

The picture of organizational culture can be seen in Table 9 above with the number of respondents 59 people showing that the organizational culture "expected" based on the perception of employees of the General Bureau of the Regional Secretariat of NTB Province is in the first place dominated by hierarchy culture by 31 people out of 59 people choosing hierarchy culture.

Table 10: Results of Organizational Culture Indicator Score

No	Indicator Sub Item	Score	Category (%)
1	Clan	19	19%
2	Adhocracy	14	14%
3	Market	39	39%
4	Hierarchy	28	28%

The picture of organizational culture can be seen in Table 10 above with the number of respondents 59 people showing that the "expected" organizational culture based on the perception of employees of the General Bureau of the Regional Secretariat of NTB Province is in the first place dominated by market culture by 39 people out of 59 people choosing market culture.

Table 11: Organizational Culture Indicator Score Results

No	Indicator Sub Item	Score	Category (%)
1	Clan	28	28%
2	Adhocracy	22	22%
3	Market	24	24%
4	Hierarchy	26	26%

The picture of organizational culture can be seen in Table 11 above with the number of respondents 59 people showing that the organizational culture "expected" based on the perception of employees of the General Bureau of the Regional Secretariat of NTB Province is in the first place dominated by clan culture by 28 people out of Fifty-nine people chose clan culture.

Table 12: Results of Organizational Culture Indicator Score

No	Indicator Sub Item	Score	Category (%)
1	Clan	27	27%
2	Adhocracy	26	26%
3	Market	25	25%
4	Hierarchy	22	22%

The description of organizational culture can be seen in Table 12 above with the number of respondents 59 people showing that the organizational culture "expected" based on the perception of employees of the General Bureau of the Regional Secretariat of NTB Province is in the first place dominated by clan culture by 27 people out of 59 people choosing clan culture.

Table 13: Results of Organizational Culture Indicator Score

No	Indicator Sub Item	Score	Category (%)
1	Clan	28	28%
2	Adhocracy	23	23%
3	Market	25	25%
4	Hierarchy	24	24%

The description of organizational culture can be seen in Table 13 above with the number of respondents 59 people showing that the organizational culture "expected" based on the perception of employees of the General Bureau of the Regional Secretariat of NTB Province is in the first place dominated by clan culture by 28 people out of 59 people choosing clan culture.

Table 14: Current and Expected Organizational Culture Score Results and Categories

No	Indicator Sub Item	Now		What to expect	
		Score	Indicators	Score	Indicators
1	Dominant Characteristics	37	Hierarchy	38	Hierarchy
2	Organizational Leadership	33	Market	31	Hierarchy
3	Managerial Competence	39	Market	39	Market
4	Organizational Adhesives	31	Hierarchy	28	Clan
5	Strategic Emphasis	27	Adhocracy	27	Clan
6	Success Criteria	27	Market	28	Clan

Table 14 is a summary of current and expected future cultures. Then grouping is done as the

following table:

Table 15:OCAI Cultural Grouping at the General Bureau of the Regional Secretariat of NTB Province

Cultural Type	1		2		3		4		5		6		TOTAL	
	N	E	N	E	N	E	N	E	N	E	N	E	N	E
A. Clan	18	20	22	22	18	19	29	28	24	27	25	28	23	29
B. Adhocracy	12	15	16	18	10	14	18	22	27	26	23	23	18	20
C. Market	33	27	33	29	39	39	22	24	23	25	27	25	30	28
D. Hierarchy	37	38	29	31	33	28	31	26	26	22	25	24	29	23
Total													100	100

Table 15 shows the results of grouping organizational culture using the OCAI method at the General Bureau of the Regional Secretariat of NTB Province, which then the results of the grouping are sought for the average or mean shown in the following table:

Table 16: Results of OCAI Cultural Grouping at the General Bureau of the Regional Secretariat of NTB Province

Organizational Culture	Now	What you want
Clan	23	29
Adhocracy	18	20
Market	30	28
Hierarchy	29	23

Thus, it can be seen in Table 16 grouping the picture of organizational culture with a total of 30 respondents showing that the "current" organizational culture is based on the perception of the employees of the General Bureau of the Regional Secretariat of NTB Province with a total of 59 respondents, namely dominated by market culture by 30 people out of 59 people choosing market culture. At the same time, the "desired" organizational culture is based on the perception of the General Bureau of the Regional Secretariat of NTB Province employees with 59 respondents, which is dominated by clan culture by 29 out of 59 people choosing clan culture.

5. Discussion

5.1 Comparison of Organizational Culture Profile Dimensions of Current and Expected Characteristics of Employees

The results of respondents' responses based on a questionnaire at the General Bureau of the Regional Secretariat of the Province of West Nusa Tenggara regarding the dimensions of the dominant characteristics show that for the current condition, there are 37 people in a hierarchy culture, this dimension is the most dominant culture which is oriented towards organizational rules, structured and regular organizational work mechanisms can reflect the General Bureau of the Regional Secretariat of the Province of NTB where every activity related to the organization has clear rules with what has been regulated and determined. While "expected" is also a type of hierarchy culture of 38 people, this dimension is the most dominant culture that is oriented towards organizational rules. A structured and regular organizational work mechanism can reflect the General Bureau of the Regional Secretariat of the Province of NTB, where every activity related to the organization has clear rules with what has been set and defined. Hierarchical culture provides a very formal and structured workplace atmosphere. Everything that is done must be based on a predetermined procedure.

Leaders are always proud to be good coordinators and have an efficient mindset (Belias et al., 2013; Majid et al., 2022).

5.2 *Comparison of Organizational Culture Profile Dimensions of Organizational Leadership Current and Expected Employees*

The results of respondents' responses based on a questionnaire at the General Bureau of the Regional Secretariat of the Province of West Nusa Tenggara regarding the dimensions of organizational leadership show that for the current conditions, there are 33 people in a market culture, this dimension is a leadership culture as a strong competitor and driver with regular control to achieve good performance. Optimally, and can maximize service to consumers. While the "expected" type of hierarchy culture is 31 people, this dimension coordinates leadership with a mentoring function and an organizer. At the General Bureau of the Regional Secretariat of the Province of NTB, the character of the leader manager acts as a coordinator because the main task of the manager is to monitor, guide and organize the employees of the General Bureau of the Regional Secretariat of the Province of West Nusa Tenggara. Implementing clan culture can make employees more open so that employees do not hesitate to speak and have opinions. This can also encourage organizations to be more creative and innovative because of the diverse ideas of employees. Organizational leaders are mentors and figures who function as parents in this culture (Berkemeyer et al., 2015; Saluy et al., 2022).

5.3 *Comparison of Organizational Culture Profile Dimensions of Current and Expected Managerial Competency of Employees*

The results of respondents' responses based on a questionnaire at the General Bureau of the Regional Secretariat of the Province of West Nusa Tenggara regarding the dimensions of managerial competence show that there are 39 people in the market culture for the current conditions. Managerial competence by the head of the Regional Secretariat General Bureau of the Province of NTB, namely leadership as a competitor and a strong driver with regular control to be able to achieve optimal performance and to be able to maximize service to consumers. While the "expected" is also the type of market culture of 39 people. The desired Managerial Competence is the head of the General Bureau of the Regional Secretariat of the Province of NTB, namely the leader as a competitor and a strong driver with regular control to be able to achieve optimal performance and to be able to maximize service to consumers.

5.4 *Comparison of Organizational Culture Profiles Organizational Cohesive Dimensions of Current and Expected Employees*

The results of respondents' responses based on a questionnaire at the Regional Secretariat General Bureau of the Province of West Nusa Tenggara regarding the dimensions of the organization's adhesiveness show that there are 31 people in a hierarchy culture for the current conditions. Organizational glue with this type of hierarchy has the complete characteristics of formal rules for the welfare and unity of the organization. At the same time, the "expected" type of clan culture is 28 people. Where is the organizational glue with the leader as a parent figure, facilitator, teamwork, employee development, and open communication? Clan culture provides an atmosphere and a sense of pleasure to work, where each member shares personal information with each other, like a big family unit. Some of the advantages of Clan Culture are (1) Solid internal communication, (2) High work productivity, and (3) Being open to new things. Another positive thing about this culture is that companies tend to be open to all input and suggestions from every employee (David et al., 2018; Riyanto et al., 2021)

5.5 *Comparison of Organizational Culture Profile Dimensions of Strategic Emphasis on Current and Expected Employees*

The results of respondents' responses based on a questionnaire at the General Bureau of the Regional Secretariat of the Province of West Nusa Tenggara regarding the dimensions of strategic emphasis show that for the current conditions in an adhocracy culture of 27 people, this dimension emphasizes strategies where leaders can foster and help develop the ability of employees to be able to adapt and have in-depth knowledge. While the "expected" type of clan culture is 27 people. With this type, the General Bureau of the Regional Secretariat of the Province of West Nusa Tenggara needs to emphasize a strategy in which the leader acts as a mentor, facilitator, and team builder to create teamwork, employee development, and open communication. Values considered necessary in a hierarchical culture are formal policies and the smooth running of the organization. The long-term vision of an organization with a hierarchical culture is organizational stability, performance, efficiency, and operational smoothness in acting (Sugita & Takahashi, 2015).

5.6 *Comparison of Organizational Culture Profile Dimension Criteria for Current Success and What Employees Expect*

The results of respondents' responses based on a questionnaire at the General Bureau of the Regional Secretariat of the Province of West Nusa Tenggara regarding the dimensions of strategic emphasis show that there are 27 people in the market culture for the current conditions. The success criteria for the General Bureau of the Regional Secretariat of the Province of West Nusa Tenggara are more focused on regular control to achieve optimal performance and maximize service to consumers. At the same time, the "expected" type of clan culture is 28 people. The desired success criteria for the General Bureau of the Regional Secretariat of the Province of NTB are employee development, organizational neutral conditions, teamwork and concern among fellow employees, employee empowerment, and open communication with the type of leader as a mentor, facilitator, and team builder.

6. Conclusion

The overall organizational culture assessment is based on perceptions from employees at the General Bureau of the Regional Secretariat of NTB Province with four types of organizational culture. The dominant characteristic dimension for the current culture shows conditions in the hierarchy culture of 37 people, and the desired culture shows conditions in the hierarchy culture of 38 people. The organizational leadership dimension for the current culture shows the condition of the market culture of 33 people, and the desired culture shows the condition of the hierarchy culture of 31 people. The dimension of managerial competence for culture currently shows conditions in market culture by 39 people, and the desired culture shows conditions for market culture also by 39 people. The glue dimension of the organization for culture today shows the condition of the hierarchy culture of 31 people, and the desired culture shows the condition of the clan culture of 28 people. Finally, the strategic emphasis dimension for the current culture shows conditions in the adhocracy culture of 27 people, and desired culture shows conditions in the clan culture of 27 people.

Moreover, the dimension of success criteria for the current culture shows conditions in the market culture of 27 people, and desired culture shows conditions in the clan culture of 28 people. Based on the grouping results for the current culture, it shows the conditions in the market culture of 30 people, and the desired culture shows the conditions in the clan culture of 29 people. At the General Bureau of the Regional Secretariat of NTB Province, if you want to change organizational culture, you must pay attention to employees' wishes, focusing on each employee's development and creativity. Flexibility in the organization or company is essential for smooth communication between superiors and subordinates and between work units. Thus it will be a strength in order to achieve the

goals of the organization or company that has been set; this suggestion is based on the results of research findings where the expected organizational culture is in the clan culture quadrant so that the advice given to the General Bureau of the Regional Secretariat of NTB Province is based on the findings.

The implications of the results of organizational culture studies are essential in public work because they can improve communication within organizations, improve policy-making, and always pay attention to change. Organizational culture is constantly changing as a result of various factors, both internal and external. Sometimes changes in an organization's culture can occur deliberately and purposefully, especially if the culture being practiced could negatively impact the organization. Thus, when organizational leadership undertakes a deliberate change plan in organizational culture, the most effective way is to evaluate the existing culture and then explore employee preferences. It should be noted in decision-making that everything needs to change; without careful planning and development can lead to resistance to change and hinder progress. An efficient approach to sustainable organizational change must be based on a detailed organizational culture assessment.

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