

**INTERVENTION DESIGN  
CHANGES IN ORGANIZATIONAL CULTURE IN PT. X**

**KARTIKA  
FACULTY OF PSYCHOLOGY GUNADARMA UNIVERSITY  
*kartikashahieb@gmail.com***

***ABSTRACT***

This study aims to make a design of organizational culture change at PT. X, where the measuring instrument used in this study was OCAI (Organizational Culture Assessment Instrument) from Quinn and Cameron. Subjects in this study were 59 employees at PT. X, with the results that show that the current culture is the lowest in the clan, the current culture is the highest in the market, while the culture that is expected to increase in the future is the clan culture, with this the intervention can be designed organizational culture to improve the clan culture in the company X.

Keyword : Organizational Culture, Intervention, OCAI, Quinn & Cameron

**PRELIMINARY**

Organizational culture is the most important factor in an organization. Organizations with strong cultures can attract the attention of an individual to join an organization. A strong and adaptive organizational culture can support the achievement of organizational goals because organizational culture can help to direct employees to do a good job, so that every employee needs to understand and implement that culture.

Kreitner and Kinicki (2010) state organizational culture as a set of shared assumptions held by people in the organization and determine how

they perceive thinking and reacting to the environment.

According to Robbins (2002) Organizational culture refers to a system of shared meanings held by members of an organization, which distinguishes the organization from other organizations. This system of shared understanding, in closer inspection, is a series of important characters that are of value to an organization.

Siehl and Martin (1990) state that organizational culture influences employee attitudes and that attitude will affect organizational effectiveness.

According to Cushway and Lodge (2000), organizational culture is an organizational value system and will affect the way work is done and the way employees behave where the organization's value system is adopted by members of the organization, which then influences the work and behavior of members of the organization.

Schein (1992) states that organizational culture is a pattern of a variety of basic assumptions that are found, created, or developed by a group with the aim that organizations learn to overcome and overcome problems that arise due to external adaptation and internal integration that has been going well enough. That way, organizational culture must be taught to all new members as a correct way to understand, think about, and feel about these problems.

It can be said that organizational culture is something held by members in the organization, which can distinguish one organization from another, organizational culture is reflected by what is considered important (values), the dominant leadership style, language and symbols,

procedures and routines, and the definition of success that makes an organization unique.

Based on interviews and preliminary observations of organizational culture at PT.X, it appears that the existing vision and mission is not spread evenly and is less socialized to employees, so employees are less aware of the vision and mission and their meaning.

PT.X also has seven values that are used to support the company's success. Where the seven values consist of passion, accountability, integrity, respect, teamwork, innovation, and excellent, but many employees do not know about the seven values and are seen some values that are not realized into work by some employees, because of the seven values less socialized as a whole within the company. Whereas the turnover rate at PT.X is quite high, at the end of 2018 yesterday it reached 20.8%, so the recruitment process at PT.X was carried out twice a week, to screen quality employees and in accordance with the criteria needed by the company and replace employees who resign.

This also affects the level of discipline of employees who do not comply with company regulations. Some employees are considered to pay less attention to work time such as coming late, rest periods that exceed the set time limit, and so on. The values that are applied in the company are not implemented well by some employees. Therefore further assessment is needed regarding organizational culture at PT.X, where prospective psychologists use research instruments from Quinn and Cameron namely Organizational Culture Assessment Instrument (OCAI).

OCAI is one of the tools to analyze the organizational culture in a company. This instrument will provide a graphic description that can see the position of the company's culture so that the company can take strategic steps in encouraging culture in accordance with the company's vision and mission. OCAI is one of the instruments designed in the form of a questionnaire to diagnose and identify the types of culture that exist in an organization that includes clan culture, adhacy culture, market culture, and hierarchy culture. culture).

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## **RESEARCH METHODS**

The number of subjects was determined by the Slovin formula in 1960 with a total sample of 59 people, taken non-randomly.

As for the organizational culture assessment, it uses a questionnaire developed by Cameron and Quinn (2006) regarding Organizational Culture Assessment Instruments (OCAI). This questionnaire consists of six attributes of organizational culture, namely dominant character, organizational leadership, employee

management, organizational attachment, strategic emphasis and success criteria so that there are 24 statements. This questionnaire consists of assessing current and expected culture. Subjects were asked to fill each alternative with a score that moved from a range of 0 to 100, where the score reflected the compatibility of the statement with the organization. The sum of the four alternatives is 100. The higher the fit of a statement with the conditions of the organization, the higher the score given by the subject. The validity of OCAI uses multitrait - multimethod analysis techniques using two different instruments. The first instrument is OCAI and the second instrument is an instrument that measures the same dimensions of organizational culture using a Likert-type response scale. The results of this trial indicate the validity of OCAI reaches a coefficient of 0.764. These results indicate that OCAI can be said to be quite valid. (Cameron & Quinn, 2006).

The second method is an interview where the selected informants can represent the entire population in company X.

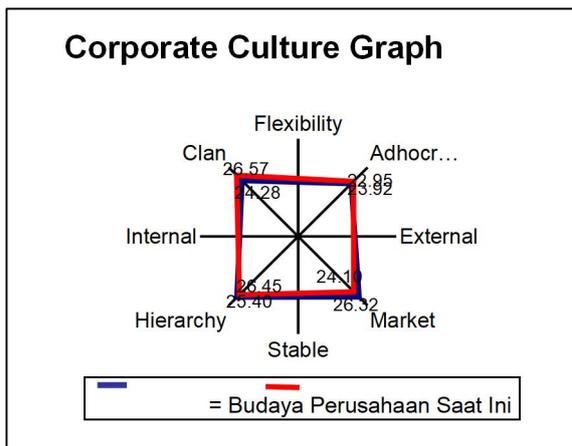
The third method is observation, which is carried out related to how the company's condition starts from the physical structure to the implementation of the organizational culture that is inside. Like observing artifacts, language, beliefs, values and attitudes of company members.

And the fourth method is an archive in which, the archive used in this assessment consists of a company profile, seven values, resign employee data, and position structure.

## **RESULTS AND DISCUSSION**

Based on the assessment carried out from October 2018 to January 2019, the results obtained are: 1) Company documentation consisting of Company Profile, 7 Values, and Cultural Portraits, 2) Observation Results, consisting of daily activities of employees at PT.X and the work environment, 3) Results of the Distribution of OCAI Questionnaires One of the media for analyzing organizational culture within companies is to use the Organizational Culture Assessment Instrument (OCAI) developed by Cameron and Quinn (2006).

After distributing questionnaires in January 2019 to 70 employees with a total of 59 returning questionnaires with a sample of employees and superiors consisting of 13 divisions, the results are as follows:



Based on the results of the graph, the current culture that is more prominent in PT. X is a market culture, with a current value of 26.32 where currently PT. X is more oriented to the results and targets of the company, likes competition to dominate the market.

While the culture that is expected to change for the better is clan culture and adocracy culture, which is more focused on employee welfare, focus on team work, and has a better commitment, so it needs to intervene to encourage companies to have a culture that is oriented to welfare

employees and able to innovate for future company development.

Based on the results of questionnaires, interviews, and observations made by prospective psychologists, the results obtained The first attribute that is the dominant characteristic in this company is the Clan, This indicates that PT.X is considered as a large family.

The second attribute is organizational leadership, based on the results of questionnaires and interviews showing that the leadership is more focused on sales and company achievements, while what is expected by employees in the future is to increase innovation, dare to take risks, and pay more attention to employee welfare, so as to create employee comfort at work.

The third attribute of employee management. The questionnaire results show that the company has standard rules and a rigid position structure, so it is expected that in the future there will be an increase in innovation and dare to take risks, in contrast to the results of interviews which show that the company is now more focused on sales and

achievement so that in the future employee welfare is expected to be given more attention.

The fourth attribute of organizational glue, interviews and questionnaires shows that the company currently focuses on sales and company achievements, so that in the future it is expected to be able to innovate in the future, dare to take risks, and have good coordination and standard but flexible rules.

The fifth attribute of strategic emphasis, from the results of the questionnaire and interview shows that current company regulations are rigid and tend to focus on achieving and selling the company, so that in the future it is expected that employee welfare and sales can run in a balanced manner.

The sixth attribute of success criteria is the compatibility between the results of the questionnaire and the interview where the current and expected conditions are the same, which is to stay focused on achieving and selling the company and can be more innovative and take risks. But for the future, PT.X employees expect an increase in Clan culture. Employees

expect PT.X work atmosphere to be like a big family, where each member shares with one another. For the sake of creating such an atmosphere, PT.X needs leaders who generally have the characteristics of a mentor or facilitator. With such a character, the style of leaders and management in managing employees is expected to be marked by teamwork, consensus, and participation. If employees feel valued and empowered, there will be an adhesive between the organization in the form of loyalty and mutual trust, so commitment to the organization will increase. Strategic emphasis and criteria for the company's success are expected to be directed more towards HR development, openness, mutual trust, and participation.

### **Organizational Culture Intervention Intervention Background**

Based on the analysis of company culture using OCAI, almost all cultural attributes have gaps. This gap results in different understandings of behavior and of course weakens the cultural characteristics of the organization. PT.X needs to build an adaptive culture, which can be realized through the steps of changing organizational

culture. Cultural changes in accordance with shared expectations will be a strong reference in building organizational identity.

Cultural change is a variation of the established ways that have been taking place in the organization and are used and obeyed by members of the organization in carrying out its activities and are different from what has been there and has been applicable in the organization. Cultural change at PT.X is certainly directed at the goal of developing a better organization. This design is expected to form a good corporate identity to be used as a guide for behavior in all work activities, so that all the resources that play a role will be more solid together in achieving the company's vision and mission.

Organizational culture intervention carried out at PT.X aims to introduce organizational culture change programs so that the culture adopted by PT. X in accordance with the culture expected by its employees, namely a balance between 4 cultures, by enhancing the culture of the Clan.

#### **Arrangement of Intervention Activities**

The intervention design uses 9 steps from Quinn & Cameron (2011) where the nine steps are used to design organizational change, where the purpose of the nine steps is to encourage involvement and minimize resistance to changes in organizational culture, namely:

The first step is reaching agreement on the current organizational culture. Conduct initial identification of individuals within the organization by completing and completing OCAI (Organizational Culture Assessment Instrument), where each individual gives a current score regarding the company's condition and the expectation score for the company's future changes.

Step two Reach an agreement about the preferred organizational culture of the future. Hold discussions with employees by focusing on organizational culture that is expected to change in the future)

The third step The limits of change between the meanings of the expected culture (mean) and extreme conditions that are not expected (doesn't mean).

Step four Identify stories that describe the desired future culture. Members must identify incidents or actual events that illustrate the key values they want to apply to the culture of the organization in the future. These incidents or events must be linked to the organization itself so members can identify with the values shared.

Step five Strategically identify the action agenda. These steps focus on generating consensus, determining what must be preserved and what not, and highlighting the culture that must exist if the organization wants to achieve spectacular performance in the future. Without clarity and consensus, the process of cultural change will be in vain.

Step six: Identify initial successes. Identify something that can be immediately implemented to begin the change process. Out of necessity, this will take the form of changes or small, additional activities, but it is important to start the change process. The rule of thumb is: Find something that is easy to change, change, then publish. Then find the second thing that is easily changed.

## Identification of Organizational Culture Change Strategies

First is the socialization of Vision and Mission and 7 Corporate Values (To socialize the vision and mission, and 7 values to all employees at PT. X).

Second, compile the SOP of the Company and realize it (Arrange the operational standard procedures so that employees can work in accordance with the SOPs that are specified, and if there is a violation will be immediately acted on).

Third, the Appraisal performance is carried out routinely (Re-running the performance appraisal routinely, so that it can find out the potential of employees, determine the reward and carrier path for employees).

Fourth, bonuses, incentives and transport money are divided clearly and routinely (distribution of bonuses and incentives must be clear so that employees know when to receive bonuses, and for transportation money there must

be an increase every year (routinely, even if only slightly).

The fifth is designing the Employee Career Path (the employee's Career Path must be clear so that employees know their career moves going forward).

The sixth is to arrange jobdesks in accordance with their position (To compile jobdesks so that responsibilities and job descriptions are clearer).

Seventh, namely decision making (Determining that superiors must take decisions firmly and clearly, without having to wait for a response from management).

Eighth, namely Product and Service Socialization (Product and service socialization provided by the company to all employees so that employees know what service products are provided by PT.X).

Seventh step Identification of Leader Characteristics

The leadership implications of cultural change are twofold. One problem involves leadership development so leaders have the

means to lead the change process and can help create the consensus and collaboration needed to achieve goals. Leaders must have the abilities and competencies needed to facilitate the process of change, plus they must have the competencies needed to lead the organization when it has developed the desired future culture. The type of leader character that is expected in the future is able to balance clan culture, adocracy, hierarchy and market, therefore an adaptive leader type is needed which has the characteristics of the type of leader from the four organizational cultures that is able to be a facilitator / mentor, able to bring or build a good work team, being an innovator, having a vision that must be achieved in the future, being able to become a coordinator who oversees the implementation of employee work and is able to move employees to produce products and provide the best service.

Next steps Identification Matrix, and Measures of Success (Stages of

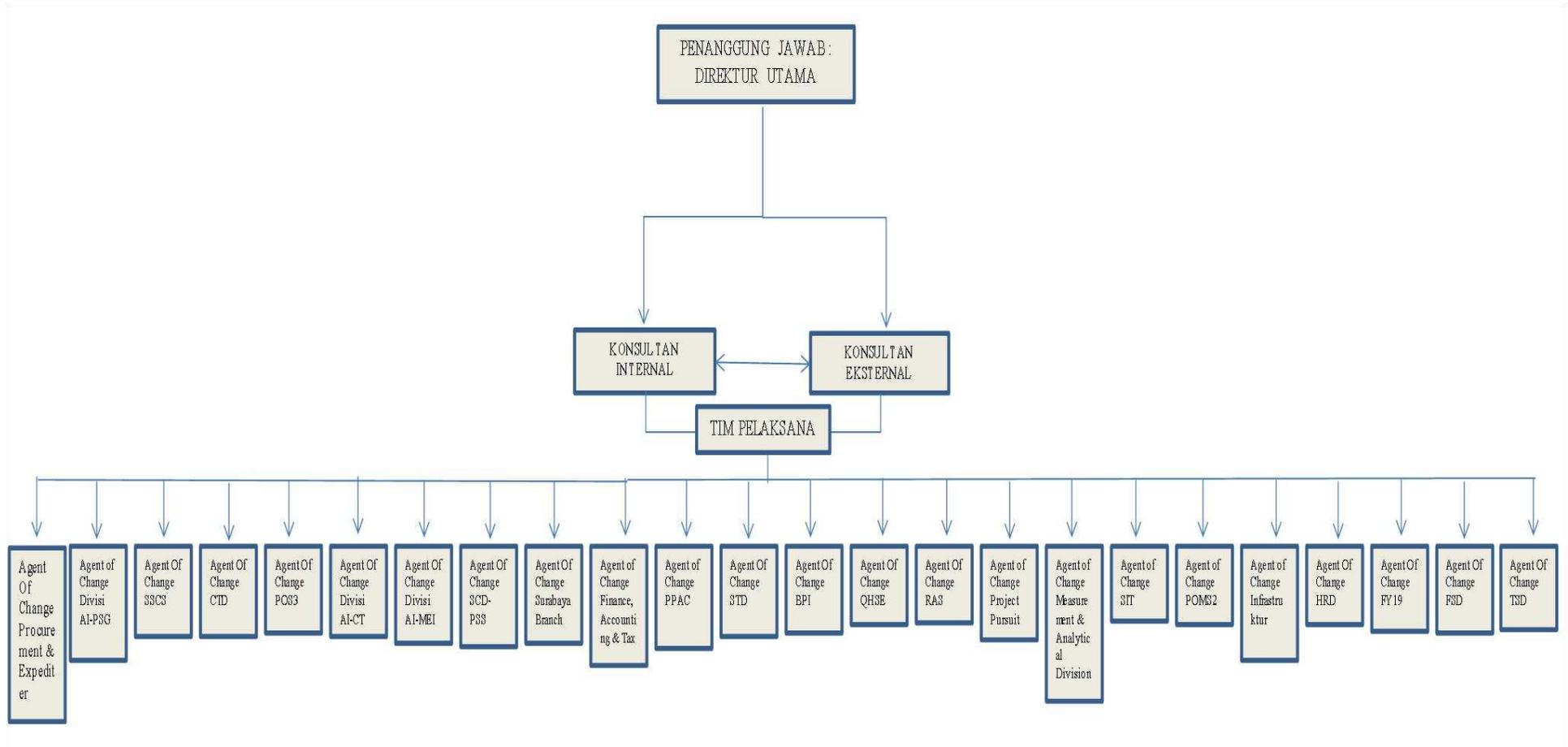
Change). An important part of the process of cultural change is to identify what steps constitute success, key indicator metrics, and milestones to mark progress along the way.

The ninth step of Communication Design for Cultural Change. The final step is to decide on the way in which the message will be distributed throughout the organization, what symbols or icons will be developed, and the ways in which commitment among all participants can be ensured. In this case cultural change will not occur without active involvement, commitment and support throughout the organization.

## Action Plan

Organizational Culture	Months																								Implementation Team	Person in charge	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24			
<b>Clan</b>																											
- Performance Appraisal is carried out routinely																											
- On Bonuses, incentives and transport money are divided clearly and routinely																										Consultant Internal and External	
- Designing the Employee Path Carrier																											
<b>Adhocracy</b>																										Consultant Internal (HRD)	<b>DIREKTUR UTAMA</b>
- Decision Making																											
<b>Hierarchy</b>																											
- Socialization of Vision and Mission and 7 Corporate Values																										Consultant Internal (MR, dan HRD)	
- Arrange Company SOP and realize them																											
- Arrange jobdesk according to position																											
<b>Market</b>																										Sales (Coordination with other department)	
- Product and Service Socialization																											

Rancangan struktur perubahan budaya organisasi :



## CONCLUSION

Based on the analysis of company culture using OCAI, the current culture at PT.X is Market which is more oriented to sales and dominates the market while what is expected to improve in the future is group culture (clan) where employees expect a working atmosphere at PT.X such as extended family, where each member shares with one another. For the sake of creating such an atmosphere, PT.X needs leaders who generally have the characteristics of a mentor or facilitator. The design of interventions made based on the 9 steps proposed by Quinn and Cameron as well as organizational culture change strategies designed by prospective psychologists ranging from, Socialization of Vision and Mission and 7 Corporate Values, Compiling Company SOPs and realizing them, Performance Appraisal is carried out routinely, Bonuses, Incentives and transport money is divided clearly and routinely, Designing Employee Career Path, Arranging jobdesk according to position, Decision Making, and Product and Service Socialization.

## SUGGESTION

Through a series of assessment methods that have been carried out, researchers provide advice that companies need to make improvements to the culture of the company so as to optimize the running of the company's operations in achieving common goals and employee welfare and career trips can be given more attention so that employees can work optimally. This research is expected to be used as an evaluation material in the future in order to support the company's progress and the design of interventions made are expected to be realized by the company.

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