

ORGANIZATIONAL CULTURE MAPPING USING ORGANIZATIONAL CULTURE ASSESSMENT INSTRUMENT (OCAI) AT PT NEW RATNA MOTOR (NASMOCO) SEMARANG

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ABSTRACT

This study was carried out to determine the current organizational culture at PT. New Ratna Motor (Nasmoco) Semarang, as well as the organizational culture that is expected in the next two years at PT. New Ratna Motor (Nasmoco), and to formulate the appropriate recommendations to achieve the expected organizational culture at PT. New Ratna Motor (Nasmoco) Semarang. The research was done by data collecting method such as questionnaire, observation and literature study. Meanwhile, the OCAI instrument is used for analysis, with respondents requested to complete a questionnaire about current organizational culture and organizational culture over the next two years (which is expected). The respondents in this research were 50 persons from PT. New Ratna Motor (Nasmoco) Semarang employees. Based on the study's findings, it was discovered that leaders and employees share the belief that the dominant organizational culture at PT. New Ratna Motor (Nasmoco) Semarang right now is a clan culture, while the leadership anticipates a decline in clan and an increase in market culture over the next two years.

Keywords: *Clan Culture, Organization Culture, Organizational Culture Assessment Instrument (OCAI), Leadership*

INTRODUCTION

The establishment of a company is undertaken in order to achieve specified goals, both those sought in the near future and those favored in the far future. The founder of the company established the company's goals as an expression of the ambitions and ideals to be accomplished and realized by the organization's or company's founders and owners. Organizational objectives can be understood as aspirations aimed at achieving greater future objectives for each existing and future stakeholder (Widodo & Nuhayatie, 2018)

Organizational objectives must always be relevant to the current circumstances; hence, the organization must continuously assess environmental changes (Widodo & Nuhayatie, 2018). Many factors influence the success of achieving organizational goals consisting of internal factors, including human resources, natural resources, operations, production, finance and marketing of company products. External factors that can affect organizational goals include state regulations, pressure from the emergence of new competitors, field conditions and opportunities in organizational development (Wirawan et al., 2008).

Management must be competent in leading the company toward its objectives, not only by

staying the course but also by adapting to the strategies of a rapidly evolving business environment marked by intense competition and the introduction of novel ideas from competing businesses whose ultimate goal may be the same as the company's own (Norman et al., 2010).

With the development and changing times, organizations or companies must be able to follow the pattern of change. Change is a form of realignment from a condition that already exists at the moment towards the desired condition in the future (A. Wibowo, 2016). In other words, the organization or company will experience and accept changes from external factors and internal factors in order to continue to survive.

According to (Palmer et al., 2009) there are 6 factors of change that come from the external environment, namely (1) fashion pressures or imitating other companies, (2) supervisory and policy pressures, (3) geopolitical pressures, (4) market decline pressure, (5) hyper competition pressure. Meanwhile, the factors of change in the company's internal environment include (1) growth pressure, (2) integration and collaboration pressure, (3) identity pressure, (4) new leadership pressure, (5) power and political pressure.

In addition, changes are triggered by the emergence of interests regarding the plans owned by the company to realize goals in relation to

company effectiveness (Palmer et al., 2009). As said by Charler Darwin in (SWAonline, 2008) stated that "It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is the most adaptable to change", so the key word for the sustainability of an organization or company that can be taken from Charles Darwin's statement is the readiness of the organization or company in facing change or transformation.

With a change, this means that the company is changing the habits that have long existed within the organization or company. These habits are closely related to the culture that exists within the organization or company. In his book, Wibowo (2016) said that cultural change is not a simple thing, because it involves individuals who have been bound and trusted each other's culture before. Indeed, the company already has a culture that has been formed and makes it its own characteristics and makes it different from other companies.

One of the rapid changes that occurred in this era was in the automotive industry which had very promising prospects. At present the need for transportation is prioritized by the community because transportation is considered to greatly facilitate people's lives in terms of mobility, efficiency and comfort in carrying out daily activities (Koster et al., 2018). One of the most well-known automotive industries in the world is Toyota, an automotive company from Japan that is currently the largest car manufacturer in the world beating Chevrolet and Ford. In Indonesia, sales of Toyota products rank first among other automotive brands (Meyer, 2017).

Based on domestic car sales data for January - November 2019 sourced from the Association of Indonesian Automotive Industries (known as Gaikindo) in 2019, it can be seen that sales of Toyota products are in the top rank compared to other automotive company brands, this proves that Toyota's performance in Indonesia pretty good in 2019 (Jayani, 2019). Toyota is the best car company in the world. They make the most reliable cars, SUVs, and trucks of any auto company. Toyota is one of the top quality car companies. They first started in Japan but then expanded to the United States and grew from there. Toyota has been successful for years in the car business, and no one really knows why. They still have a dream to always improve their performance so that they can always have proud achievements in the years to come (Young, 2015).

The success that has been achieved and continues to strive to be achieved in the future that

is in line with the vision and mission of Toyota certainly does not just happen, there are many factors that affect the success of Toyota, one of which and the most basic is the values and culture that are instilled and also implemented in the company. The culture developed within the company will certainly affect the performance of all employees. Toyota's organizational culture effectively supports the company's efforts in innovation and continuous improvement. This understanding of organizational culture is beneficial for identifying the beliefs and principles that contribute to the strength of a company's business and brand.

Organizational culture is a value that is formed, believed and held together in an organization that gives a characteristic in each organization (S. P. Robbins & Judge, 2013). Culture within the organization is often identified with symbols, uniforms or posters that are heroic or symbolize the spirit of the organization, which are attached or visible in organizational facilities. However, it turns out that these things are only secondary, while how leaders behave and focus their attention in their daily lives, how leaders allocate resources, how to lead, how to recruit, promote and give rewards or punishments is the main thing (Septiadi, 2016).

Culture is fundamental and is a guideline for a company, therefore it is normal for a company that is experiencing a change in culture to often encounter conflict (Rukanda & Suharnomo, 2013). Rejection often occurs because organizational or company leaders and employees view these changes from the opposite perspective (Wibowo, 2012). Hence, companies must be able to properly manage change and resistance if the company wants good change.

The meanings contained in the company have not fully described a corporate culture. So far, the meanings contained in the company have not been embodied in the shared characteristics of the elements that exist in the company, and have not become part of a corporate culture. Various arrangements of plans and concepts of thought regarding organizational culture were held, but this was in the form of socialization. Meanwhile, there is one more influential step, namely the acceptance of culture as part of oneself or an individual. Methodologically, this step can be obtained if the organizational culture is measurable (SWAonline, 2007).

Various experts have done various ways to measure something that is invisible but is a very important thing. Answering this question, several experts have developed methods used to measure

organizational culture from various aspects or aspects of the organizational culture itself both from a visible and an invisible side.

The first method was introduced by Harrison, a method known as Harrison's Organizational Ideology Questionnaire. This method measures the ideology of an organization in terms of orientation towards powers, roles, tasks and individuals. The advantages of this method are its good level of validity and it shows both the current corporate culture and the desired culture. The weakness of this method is the limited number of identified cultural types.

The second measurement was introduced by Glazser, Zamanou & Hacker to develop the Organizational Culture Survey which measures 6 empirical factors, namely teamwork's and conflict, climate and morale, information flow, involvement, supervisions and meetings. The advantage of this method is that it is easy to use and the development process is comprehensive, while the disadvantage of this method is that it only discusses things that are visible on the surface.

The fourth measurement was carried out by Cameron & Freeman developing the Competing Values Framework method, this method measures key dimensions in the form of staff climate, leadership style, bonding system and prioritization of goals. The results of this method are 4 different types of culture which are described as clan, adhocracy, hierarchy and market where every organization usually has more than one type of culture.

The fourth method was introduced by Shortell et al. developed the Quality Improvement Implementation Survey method which is a development of the Competing Values Framework method. The dimensions measured are the character of the organization, manager's style, cohesion, prioritization of goals and rewards. The result is 4 different cultural models group development, hierarchy and rational. Just like the CVF method, this method is very simple and fast to complete.

The fifth method was introduced by Cameron & Quinn to develop a method called The Organizational Culture Assessment Instrument (OCAI) which is also an extension of the CVF method. This method measures organizational culture from six dimensions, namely dominant characteristic, organizational leadership, management of employees, organizational glue, strategic emphases and criteria of success. The results of this method are 4 cultural models namely clan, adhocracy, market and hierarchy.

Apart from the steps listed above, of course there are other steps developed by experts to be used in mapping organizational culture in an organizational or corporate environment.

The Organizational Culture Assessment Instrument (OCAI) method was chosen in this study because OCAI (Organization Culture Assessment Instrument) is useful for representing the orientation of grouping companies according to their cultural type in order to support their vision and mission and to identify the components contained in the culture which are feared to be against or contrary to the vision and mission (Umartias & Djastuti, 2014) besides that Nie & Wu (2009) revealed the advantages of OCAI, including measurements carried out from several dimensions that have broad implications, have been validated empirically in cross-cultural research and have the most concise questionnaire. Hence, if organizational culture mapping needs to be done using steps that can create a culture today at every level of position within the organization or company and not only the current culture, this method can be used to find out the picture of the culture expected by the organization or future company.

By mapping the organizational culture in an organization or company it is intended as one of the materials for consideration for the organization or company in order to realize the company's vision and mission and provide an overview of the form of organizational culture that will be applied in the future.

Commonly, organizational culture is defined as the shared understanding and implementation of a company's symbols so that its members think of themselves as a group with a special affinity, thereby fostering an environment in which each individual has a distinct feeling compared to other organizations. This fact is reinforced by the perspective of Dickinson & Robbins (2008), who stated that the culture of a company is an order that has specific meanings that are believed by every employee in the organization and constitute a difference between the organization and others.

Culture in an organization is defined by Norman et al. (2010) as a form of fundamental benchmark that is made, obtained, or formed by certain circles or parties as a result of the learning process to overcome problems of external adjustment and internal integration, where the results are considered acceptable so that they are deemed valuable and then used as a guide for new individuals from the group to become a true rule in feeling, thinking, and feeling related to a particular group.

According to Beach (1993) in (Kusuma, 2012) culture has an important role in an organization. Such as the activity of a leadership in giving orders or determining the limits of what can be done and what cannot be done that controls the behavior of individuals in the organization. As such, culture is a written or unwritten rule regarding everything that is allowed to be done and not allowed to be done and can be interpreted as a basic guideline that is used as a means of carrying out activities in an organization. The culture that exists within an organization is a foundation and guideline for uniting individuals within the organization in their daily activities within the company.

Glaser et al. (1987) in (Prihayanto, 2012) says that organizational culture can be reflected in the meaning shared by its members. This culture is based on patterns of myths, rituals, symbols and the existence of a common understanding that has developed from a certain period to the present which is useful as a binder to unite the organization. Each organization will have different characteristics and culture from one another, this situation is acceptable because each organizational environment has a different system.

There are various forms of culture in organizations that are studied to be developed with qualitative or quantitative methods in order to more easily understand a culture in an organization. (Robbins & Coulter, 2015) identified seven cultural perspectives in the organization, namely renewal and determination in facing risks (Innovation and Risk Taking), namely how far the organization encourages employees to be more creative and have the courage to face risks. In addition, the organization has a system in place to reward those that take risks and create new ideas within the company.

The second is concern about details, namely how far an organization wants employees to show thoroughness, assessment and concern in detail. Third, the focus on what is achieved is how far management focuses its interests on the end result rather than on the systems and mechanisms used to obtain the final result. Fourth is focusing on human resources, namely how far the provisions of organizational management calculate the impact of the final results for human resources within the organization. Fifth, focus on the group, which is how far the work activities are organized around the group, not just about each individual to support cooperation. Sixth, aggressiveness, namely how far the human resources in an organization are fast and able to compete to implement the culture in the organization as efficiently as possible.

Finally, consistency, namely how far activities in an organization emphasize position as a difference from development.

Robbins et al. (2013) explain that the function of culture in organizations includes that culture provides class boundaries that differentiate it from other organizations, creates an identity for its members, culture creates a commitment to goals that are greater than the interests of the individual, organizational culture serves as a social bonding agent to unite its members by establishing standards that must be met, as well as a controller and guide to regulate attitudes and behavior.

Further, Robbins & Coulter (2015) put forward another function of organizational culture, namely how an organizational culture influences managerial decisions in an organization. This managerial decision is seen from four different dimensions, namely planning, organizing, leading and controlling. In terms of planning, organizational culture influences in terms of reasoning such as how much degree of risk a plan must have, whether the plan must be carried out in a team or carried out individually. In terms of organizing, organizational culture will affect things such as the level of autonomy that can be given to the work of employees, to what extent a department manager can interact with one another. In terms of leading, organizational culture will influence things such as what type of leadership is valued, then how much a manager's level of concern is in increasing employee job satisfaction. In terms of controlling organizational culture will affect things such as what criteria are used in evaluating or assessing employee performance and the extent to which employees have control over their own actions.

Organizational Culture Assessment Instrument (OCAI) is an instrument developed by Cameron and Quinn. Measurement and mapping of organizational culture using OCAI uses six dimensions of organizational culture to be measured, namely the most prominent character, leadership patterns, employee management, uniting agencies, focusing on organizational programs or plans and success criteria. These six dimensions will be assessed from several questions representing each organizational culture group.

Some researchers have initially examined organizational culture mapping. Research on organizational culture mapping is not limited to Indonesia; in developed countries, there are numerous researchers interested in cultural mapping research. One such example is the study conducted by Lenka Lizbetinova, Silvia Lorincova, and Zdenek Caha in 2016 titled "The Application

of The Organizational Culture Assessment Instrument (OCAI) to Logistic Enterprises," which was carried out in Slovakia. The aim of this research was to determine the existing culture and the expected culture in the logistics company sector in Slovakia. The study measured both the current organizational culture (current situation) and the desired culture in the future (future situation). The results of the study showed that hierarchical culture was the most dominant at 29.5%, followed by clan culture at 26.7%. In contrast, the expected culture in the future favored clan culture at 37.8% and hierarchical culture at 23.9% (Lizbetinová, Lorincová, & Caha, 2016).

Wardhana (2017) conducted research with the title "Assessment of Organizational Culture Change Based on Organizational Culture Assessment Instrument: A Study on Tourism Service Companies in Yogyakarta." The purpose of this study was to identify the current culture in companies engaged in hospitality services and provide an explanation of the future cultural transformation to enhance the quality of human resources within the company. This research utilized the Organizational Culture Assessment Instrument to evaluate the current state of culture within the company and the anticipated culture in the future. The study's findings indicate that the company currently exhibits a tendency toward clan culture at 28.1% and hierarchical culture at 25.5%, while the preferred culture desired by the company continues to favor clan culture at 30.2% and adhocracy culture at 25.1%.

In a study conducted by (Rosidah & Gustomo, 2014) from the Bandung Institute of Technology, they examined the organizational culture and leadership style within RST Company, a Small and Medium Enterprise (SME) specializing in Muslim clothing. Their research aimed to identify the prevailing culture within the company using the OCAI method. The study found that the dominant cultures at RST Company were clan culture (29.4%), market culture (24.7%), and adhocracy culture (26.3%), with hierarchy culture accounting for 19.5%.

In a similar vein, Tanadi (2014), a Master of Management graduate from Parahyangan Catholic University, conducted a research project titled "Mapping Organizational Culture at PT. Wisata Dewa Tour and Travel in 2013." Differing somewhat from the research by Rosidah and Gustomo, this study sought to pinpoint the most prominent types of organizational culture that contributed to the company's success and progress, as well as the desired culture for the future.

Consequently, the questionnaire administered included an expectation score.

The study revealed that, in 2013, PT Wisata Dewa Tour and Travel predominantly exhibited a Hierarchy Culture, scoring an average value of 34.07%. This high score signifies that the company operated with a standardized and systematic approach, governed by strict rules that all members were obligated to follow. The company's success was contingent on a well-structured framework, a below-average budget, and unwavering adherence to established rules. In contrast, the organizational culture envisioned by PT Wisata Dewa Tour and Travel for the future leaned toward a Market Culture, with a score of 33.46%. This future orientation emphasized the end product over the process, with a primary focus on achieving set targets. The company aimed to prioritize its reputation and long-term success, preparing for future competition.

According to Cameron and Quinn (2014) there are six advantages of using the Organizational Culture Assessment Instrument (OCAI), the first is Practical which means that OCAI can capture the key cultural dimensions that have been found to make a difference in organizational success. The second is Efficient, in which the process of diagnosing and formulating a strategy for transformation can be achieved in a normal timeframe. The third is Involving, meaning that the stages in the procedure include all individuals within an organization, especially those who have responsibility for directing, strengthening values and guiding the most basic transformations. The fourth is quantitative and qualitative, which means that the process relies on quantitative measurement of the main cultural dimensions as well as qualitative methods including stories, events and symbols that represent the organizational atmosphere that are not measurable. The fifth is manageable, namely the process of diagnosis and transformation can be realized and carried out by work groups in an organization which are generally management groups. Sixth is Valid, where the process of establishing a framework is not only for an organization but is also supported by empirical literature and broad basic dimensions and has a verified scientific basis.

The advantages of the Organizational Culture Assessment Instrument (OCAI) method are also supported by a statement from (Yu & Wu, 2009) which states that some of the advantages in using the OCAI method are that measurements are only carried out from several dimensions but have broad implications, which have been validated

empirically in cross-cultural research, the most concise because the OCAI questionnaire only consists of 24 questions which are very easy to apply.

Based on this explanation, this study aims to find out the views on culture that exist within the PT. Nasmoco Toyota Semarang at the present time from the results of the mapping, knowing the organizational culture profile that is expected later by PT. Toyota Nasmoco Semarang from the mapping results, validates the gap between the current mapping results and the expected mapping results in the future by PT. Toyota Nasmoco Semarang.

RESEARCH METHODS

This study uses quantitative methods because the data to be processed was ratio comparison data and the focus of this study was to determine the value of the influence between the variables studied. The quantitative approach was carried out using a questionnaire instrument designed to measure employee perceptions of the organizational culture that exists at PT. Toyota Nasmoco by the Organization Culture Assessment Instrument (OCAI) questionnaire. This research involves three stages: problem identification, data collection for problem-solving, and presentation of solutions. This study was performed at PT. Toyota Nasmoco (New Ratna Motor) Semarang at a branch office located in Semarang. This research was conducted from July 2019 to November 2019.

The study populations were all of PT. Toyota Nasmoco (New Ratna Motor) Semarang employees. As according to Arikunto (2006) if the subject is less than 100, it is better to take all of them so that the research is a population. But if the number of subjects is large, it can be taken between 10-15% or 15-25% or more. Hence, since the entire population of PT. Toyota Nasmoco (New Ratna Motor) Semarang has a total of 50 people, so according to Arikunto's opinion above, the samples taken in this study were all employees, totaling 50 people.

Based on the source, the type of data in this study uses primary data obtained from questionnaires distributed to respondents for quantitative research. The data collection was coming from primary data collection techniques through questionnaire with reference to the Organizational Culture Assessment Instrument to obtain data or information from respondents. The format of the questionnaire used in this study was an indirect questionnaire. This questionnaire was distributed to respondents, to be filled out and returned to the researchers. The data analysis was

carried out by Quantitative data analysis which carried out in several stages, namely first calculating the average results of the answers of all respondents to each of the questionnaire questions submitted, then the results were converted into the form of a percentage of 1% - 100% to find out how high the respondents' answers were, so that it can be concluded the level of influence of organizational culture on the professionalism of PT. Toyota Nasmoco employees.

Organizational culture is closely related to the behavior of members of the organization, employee relations with superiors, employee relations with colleagues, how the organization treats employees, existing facilities, workload owned by employees. The attitude and behavior of employees towards a problem is motivated by the organizational culture adopted by the organization where he works, the measurement of organizational culture can be seen from the 8 dimensions as follows:

1. Supervision: describes the relationship between employees and superiors, how employees perceive their superiors, how superiors treat employees
2. Head office: describes the employee's perception of the head office
3. Significant role: describes the employee's perception of the work done, employee pride in what is done
4. Organizational image: describes the employee's perception of the organization from the employee's point of view as a customer
5. Competitiveness: describes the position of the organization among similar organizations
6. Facilities obtained by employees: describes the relationship between employees and the organization, how the organization views employees, employees' views of the facilities provided by the organization
7. Cohesiveness: describes the relationship between employees and coworkers, how employees treat coworkers and how coworkers treat other employees
8. Workload: describes the employee's perception of the workload they have.

RESULTS AND DISCUSSION

Consumers and Marketing Areas

Every sales activity is inseparable from the existence of consumers or customers. The company's success is also oriented towards customer satisfaction, besides that the company also expects profit from its sales, as well as PT.

Nasmoco in its marketing activities has customers even though it does not specialize in one market segment, the target consumers from the sales of PT. Nasmoco Semarang is all market shares that include the middle to upper class of society.

Current Views of Organizational Culture

Based on the recapitulation results of the questionnaires that have been filled out by fifty

employees of PT. New Ratna Motor, it was found that the most prominent organizational culture at PT. New Ratna Motor is a clan culture with a total acquisition of twelve thousand four hundred and fifty five or 42% because based on the mapping results of the OCAI questionnaire it can be seen that the PT. New Ratna Motor Semarang tends to have relation like a big family.

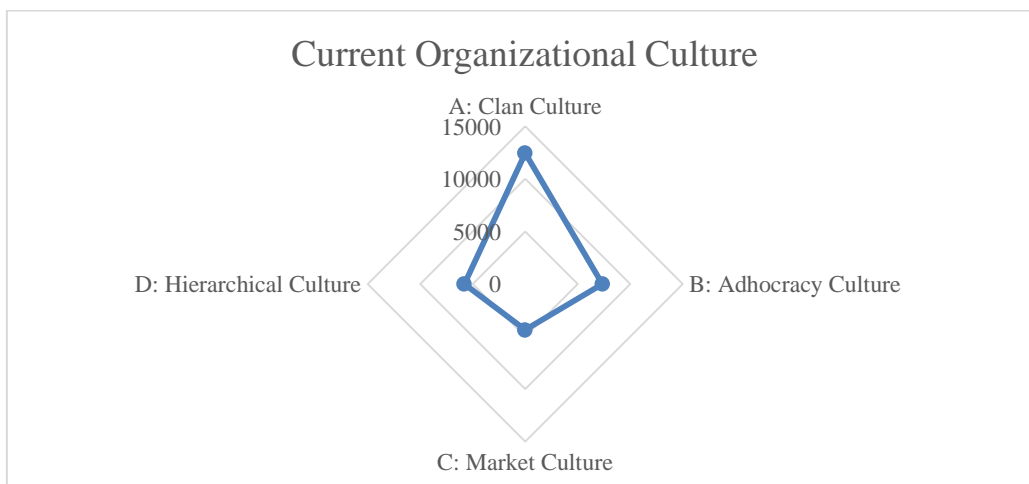


Figure 1. current organizational culture chart at PT. New Ratna Motor Semarang

Expectations of Organizational Culture in the Future

Based on the recapitulation results of the questionnaires that have been filled out by fifty employees of PT. New Ratna Motor, the results show that the organizational culture most expected by all employees at PT. New Ratna Motor is a

Clan Culture with a total acquisition of thirteen thousand one hundred and eighty or 44% because with employee management that prioritizes teamwork, mutual agreements or consensus, and participatory management, the productivity of all employees at PT. New Ratna Motor can improve.

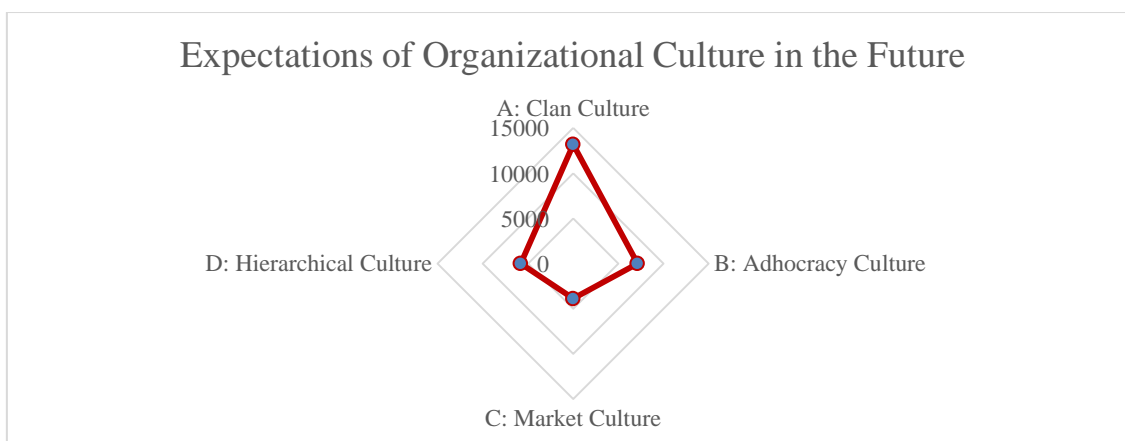


Figure 2. chart of organizational culture that is expected in the future

The Difference between Current Organizational Culture and the Expected Culture of the Future

Based on the recapitulation results of the questionnaires that have been filled out by fifty employees of PT. New Ratna Motor, the results show that the difference in organizational culture between now and what is most expected in the future by all employees at PT. There is no

significant difference in New Ratna Motor because it turns out that employees still want to maintain the organizational culture that is now embraced in the organization, namely the Clan Culture. Nevertheless, there is a slight difference in the results of the survey, namely that employees of PT. New Ratna Motor seek to further enhance the Klan culture in the future. This shows that all employees

at PT. New Ratna Motor likes the company's organizational culture at this time and hopes that

the current organizational culture can be maintained and can continue into the future.

Table 1.OCAI questionnaire result

| Organizational culture | Current Organizational Culture | | Expectations of Organizational Culture in the future | |
|-------------------------|--------------------------------|------------|------------------------------------------------------|------------|
| | Amount | Percentage | Amount | Percentage |
| A: Clan Culture | 12455 | 42% | 13180 | 44% |
| B: Adhocracy Culture | 7355 | 25% | 7125 | 24% |
| C: Market Culture | 4375 | 15% | 3870 | 13% |
| D: Hierarchical Culture | 5785 | 19% | 5815 | 19% |

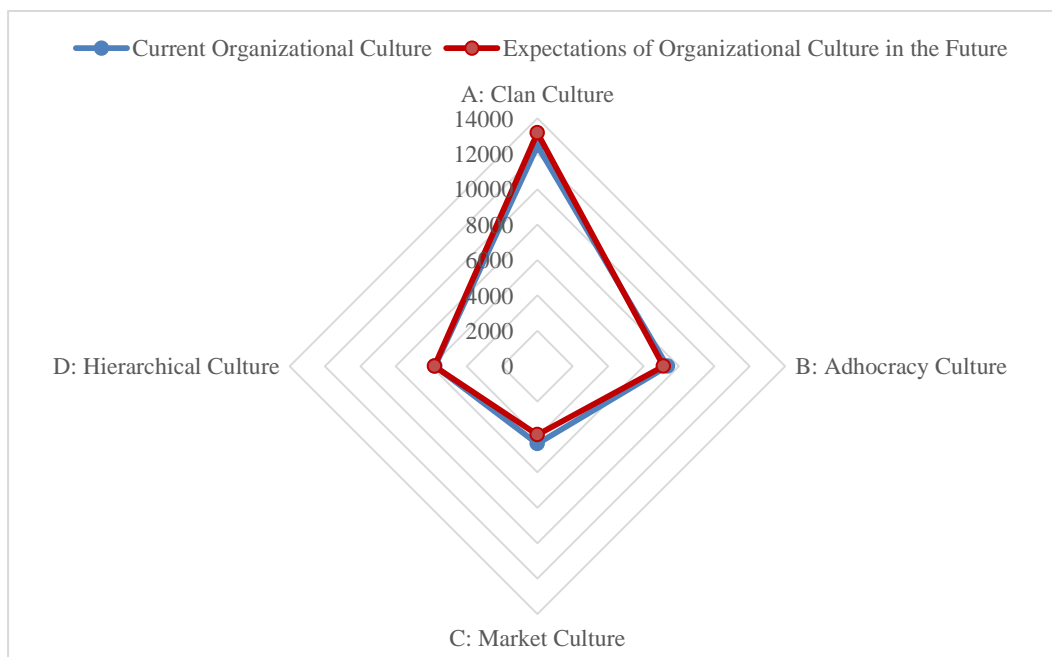


Figure 3. chart of differences in current and future organizational culture

CONCLUSION

The following conclusions can be drawn from the outcomes of the data analysis and discussion offered in the research: Measurement of organizational culture carried out at PT. New Ratna Motor (Nasmoco) Semarang, it can be concluded that the type of organizational culture that stands out at the moment is type A culture, namely clan culture. Measurement of the organizational culture expected in the future at PT. New Ratna Motor (Nasmoco) Semarang is a type of culture A that is clan culture. At PT. New Ratna Motor Semarang, there is not a significant difference between the current organizational culture and the expected organizational culture of the future. Somewhat, the only difference is that employees want a little bit more of an increase in clan cultural habits over the next two years.

Meanwhile, this study has a limitation such as distributing questionnaires which were

only carried out on certain employees so that the results in this study were less than optimal and the research was only conducted on one subsidiary branch with the same parent company so that it is less visible the differences in organizational culture in companies with the same parent company.

The results of this study and also the limitations found in order to be used as a source of ideas and input for the development of this research in the future, thus we suggest that future research is expected to examine a more thorough number of respondents. Besides, future research can be carried out on several objects at once to compare organizational culture in several branches of the organization with the same parent organization.

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