

Organizational Culture Analysis Using The Organizational Culture Assessment Instrument (OCAI) Method At PT Ruby Starindo East Lombok Branch

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ABSTRACT

This study aims to determine the current and future picture of organizational culture at PT Ruby Starindo East Lombok Branch. This study uses a descriptive design designed to solve the research problem posed. The respondents in this study were permanent employees of PT Ruby Starindo East Lombok Branch which amounted to 30 employees. Data were collected through questionnaires and analyzed using the organizational culture assessment instrument (OCAI) method. The results showed that the current organizational culture felt at PT Ruby Starindo East Lombok Branch is Market Culture and the culture that is 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. But in the future the culture that is expected to occur in the organization is that the organization becomes a fun place like in one big family. Leadership is a mentor who provides facilities and guidance.

Keyword : Organizational Culture, Organizational Culture Assessment Instrument, PT Ruby Starindo Lotim Branch

1. INTRODUCTION

1.1 Background

Organizations are created in order to achieve a goal that has been formed, for short and long term goals. The leader of the organization puts the goal a desire and aspiration of all members in the company. Statements about situations and conditions that do not exist today but are intended to be achieved in the future through organizational or company activities are the goals of the organization. (Handoko, 2003).

Organizational culture is the basic philosophy of the organization, namely there are norms, beliefs, shared values that are the core characteristics of how to do things in the organization. So that in carrying out its performance all these beliefs, norms, and values are the guidelines for all human resources (Wibowo, 2017).

OCAI (Organizational Culture Assessment Instrument) is an instrument used by a company to identify the overall culture in a company (Cameron & Quinn, 2011). OCAI analyzes the current organizational culture and the desired organizational culture in the future. OCAI developed by Robert Quinn and Kim Cameron provides an assessment of current organizational culture and maps the desire for organizational culture change through 4 types of culture, namely clan, adhocracy, market, and hierarchy (Cameron & Quinn, 2011).

This research was conducted at PT Ruby Starindo East Lombok Branch which is domiciled on Jln. Raya Rarang, Tarara. PT Ruby Starindo East Lombok Branch is one of the branches of PT Ruby Starindo, a company engaged in retail business activities of food, electronics, household furniture, cosmetics, children's fashion to the elderly, and so on. PT Ruby Starindo East Lombok Branch in addition to providing a long and cheap stock of goods is also famous for its spacious place, convenient for shopping, and a large enough parking area.

Where there is no extensive research on organizational culture analysis at PT Ruby Starindo East Lombok Branch with a scientific approach, it is necessary to conduct research that explains organizational culture analysis using the OCAI (Organizational Culture Assessment Instrument) method. So that this research is expected to help identify current organizational culture and that should be developed in the future.

Organizational culture analysis using OCAI is useful in reflecting the direction in which PT Ruby Starindo East Lombok Branch is grouped based on its culture as already explained, namely Clan, Adhocracy, Market, and

Hierarchy culture to support its vision, mission and goals. This is also useful when PT Ruby Starindo East Lombok Branch is rediscovering its identity in redefining the culture in it, so that it can find what elements can support the company's activities. By providing an overview of the current organizational culture and organizational culture that is expected based on the perception of all employees so that it can be taken into consideration in the formulation of appropriate culture. Based on some of the background descriptions above, the author feels very interested in conducting a study, namely "Organizational Culture Analysis Using Ocai (Organizational Culture Assessment Instrument) Method At Pt Ruby Starindo East Lombok Branch"

1.2 Research Problems

PT Ruby Starindo East Lombok Branch does not yet know how the current and expected organizational culture picture in the future based on the perception of employees so that it can be taken into consideration in the formulation of an appropriate culture to support its vision, mission and goals.

1.3 Research Questions

1. What is the current picture of organizational culture based on perceptions from employees at PT Ruby Starindo East Lombok Branch?
2. What is the expected organizational culture picture based on the perception of employees at PT Ruby Starindo East Lombok Branch?

1.4 Research Objectives

1. To find out the current picture of organizational culture based on perceptions from employees at PT Ruby Starindo East Lombok Branch.
2. To find out the expected picture of organizational culture based on perceptions from employees at PT Ruby Starindo East Lombok Branch.

2. LITERATURE REVIEW

2.1 Theoretical Foundation

2.1.1 Organizational Culture

According to Nawawi (2013), organizational culture is a description of habits that exist in the organization carried out by people in the company when carrying out their activities. Organizational culture is a value that exists in the organization, to achieve the vision, mission and goals of the organization, all regulations and policies implemented must be obeyed and implemented.

According to Rivai (2012), states that organizational culture has a number of functions within the organization, namely:

- Culture has a role that defines without borders, meaning that culture creates a clear distinction between one organization and another.
- Culture provides identity for members of the organization.
- Culture facilitates broader commitment and to individual interests.
- Culture that enhances the capabilities of the social system.
- Culture as a mechanism for creating meaning and control that integrates and shapes employee attitudes and behavior.

2.1.2 Organizational Culture Assessment Instrument (OCAI)

Putra, et al (2017) OCAI is an instrument in describing organizational culture. This instrument is a framework developed from research carried out based on key indicators in effective organizations.

The competing values model built by Quinn and Cameron is divided into two dimensions, consisting of four clusters. Where for the first dimension is the effectiveness criterion which emphasizes more flexibility, flexibility, and emphasizes order, stability and control. The second is the difference between which is more emphasis on integration, internal orientation and more on external orientation, and differentiation and competition.

Based on the above understanding, OCAI (Organizational Culture Assessment Instrument) is an instrument that can assess the current and desired culture in the future based on the perception of employees or members by looking at 6 criteria that have been determined in forming the OCAI model organizational culture.

2.1.3 OCAI Organizational Culture Assessment Instrument

The Competing Value Framework model is very helpful in interpreting various phenomena that exist in various types of organizations. According to Cameron & Quinn (2011) there are 4 types of organizational culture that can be measured by OCAI, including:

a. Clan Culture

Clan culture is a type or model of culture that focuses more on relationships and family systems. This type of culture has a friendly nature, a very prominent family characteristic. Have a leadership style as a person who facilitates conflicts and all problems that exist in an organization.

b. Adhocracy Culture

Adhocracy culture is a type or model of culture that flows well, meaning that all employees in the

organization or company are freed not limited by structure, because it prioritizes creating a situation where members in the organization are given the freedom to explore and channel their fresh, creative and innovative ideas.

c. Market Culture

Market culture is a type or model of culture that prioritizes fierce and high competition. The leadership style developed is a leader as a competitor and a strong driver. Effectiveness criteria focus more on how to "conquer" competitors and achieve targets.

d. Hierarchy Culture

Hierarchy culture is a type or model of culture that emphasizes the importance of a good and neat structure in the organization. All existing work processes are arranged by default and systematically. His leadership style is a leader as a coordinator with a strong and rigorous mentoring function, as well as a superior organizer.

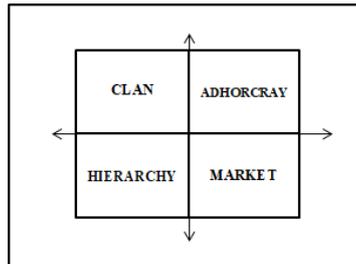


Figure 2.1

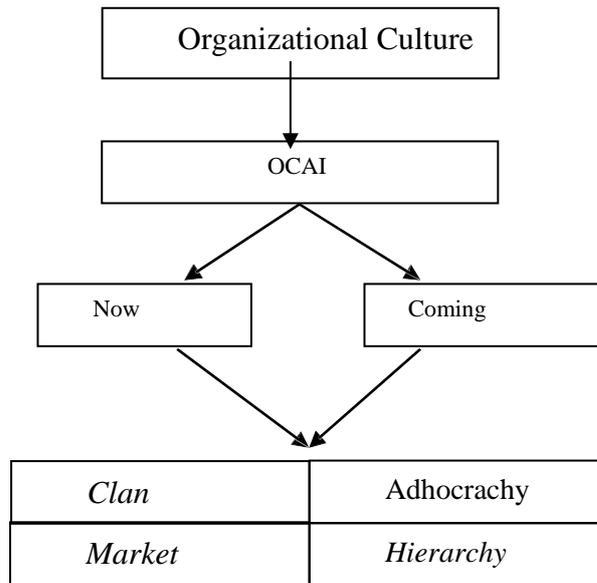
Source: Cameron & Quinn (2011)

Cultural values in the organization can be measured using the Organizational Culture Assessment Instrument (OCAI) method. This concept was developed by Cameron and Quinn called the Competing Values Framework (2011). The Organizational Culture Assessment Instrument not only provides an accurate assessment of organizational culture but can also assess the effectiveness of indicators within the organization, Cameron & Quinn (2011).

Based on the Competing Values Framework, Cameron and Quinn developed the instrument with a quantitative survey called the Organizational Culture Assessment Instrument (OCAI). OCAI is very useful in reflecting the direction in which the company is grouped based on its culture, namely clan culture, adhocracy culture, market culture and hierarchy culture to support its mission and goals, while also identifying elements in the culture that can counter the mission and goals. This is very useful when the company is rediscovering its identity and redefining the culture in it, so that it can find any elements that can support the activities in the company. The purpose of OCAI is to assess the 6 key dimensions of organizational culture associated by the 4 types of culture that have been described, these cultural dimensions are:

1. Dominant Characteristics, which show characteristics that are easy to see and that are most prominent in the organizational or company environment. Through this OCAI calculation, it can be known what culture is most dominant in the organizational environment.
2. Organizational Leadership, which is this dimension shows what leadership style in the organization or company, how the leadership model is, and subordinates' perceptions of the existing leadership model. Through OCAI calculations, it can be known what culture is most dominant in the realm of leadership in the organization.
3. Employee Management, this dimension shows how employees are managed in an organization, both group and individual management. Through OCAI calculations, it can be known what culture is most dominant in employee management.
4. Organizational Glue, this dimension shows what values are used in gluing all the resources available to the organization. By using OCAI calculations, it can be known what is the most dominant culture that is the glue factor of the organization.
5. Strategic Emphasis, which is this dimension shows how the organization or company focuses all elements to achieve the existing strategic mission. Through OCAI calculations, it can be known what culture is most dominant in strategic emphasis.
6. Success Criteria, which is this dimension shows how the organization sets standards to achieve existing goals. Through OCAI calculations, it can be known the most dominant culture in the success criteria.

2.1 Conceptual Framework



2.1 Conceptual Framework Drawing

3. RESEARCH METHODS

3.1 Types of Research

This study used a descriptive research design. The type of descriptive research (exploratory) is with a case study research method that aims to collect data and elaborate thoroughly and researched in accordance with the problem to be solved, namely analyzing the cultural model of the Organizational Culture Assessment Instrument (OCAI), related to natural phenomena.

3.2 Population

The population in this study is still PT Ruby Starindo East Lombok Branch which consists of 30 employees.

3.3 Data Collection Methods

The data collection method used in this study was by using survey methods. The survey method is research by collecting information from a sample by asking questions through questionnaires and interviews to describe various aspects of the population (Arifin 2011).

3.4 Data Types and Sources

The type of data used in this study is qualitative and quantitative. Qualitative research is data presented in the form of verbal words rather than in the form of numbers. What includes qualitative data in this study is an overview of the object of research. While quantitative is data that can be measured or calculated directly, in the form of information or explanations expressed by numbers or in the form of numbers.

The data sources used in this study are:

- Primary data, namely data taken and collected directly from respondents through questionnaires given to PT Ruby Starindo East Lombok Branch.
- Secondary data, namely data that has been processed in the form of written or documented data. This data is data obtained from PT Ruby Starindo East Lombok Branch in the form of history, organizational structure, organizational vision and mission, number of employees, and others.

3.5 Data Analysis Procedure With OCAI

This instrument is in the form of a questionnaire that requires responses from respondents simply by providing six questions based on the six dimensions previously described. This instrument has proven to be useful and accurate in diagnosing important aspects of the organization with respect to culture. The purpose of this instrument is to identify the current organizational culture, and help identify the thoughts of organizational members regarding the culture that should be developed to match the challenges faced by the company.

The stages in the preparation of this OCAI are:

- The first stage, namely the six dimensions of culture, is operationalized into measurement variables which are sorted into two basic parts, namely the column of current culture and expected culture.

- Furthermore, each dimension is derived into question indicators that can cumulatively produce a score where it is useful to show the position of an organization in the four quadrants of organizational culture. For more details can be seen in the following table:

		Now		Expected	
		Order	Score	Order	Score
A	The management style shows very close group cooperation and employee participation	1	40	1	50
B	Management styles encourage individuals to innovate and take risks	3	20	2	25
C	The management style shows very fierce competition and high achievement needs	4	10	3	15
D	Management style is characterized by strict, standard and systematic control	2	30	4	10
TOTAL SCORE			100		100

Source: Kusdi (2011)

The table above shows one example of filling out a questionnaire on the dimension of employee management. Where row A is the type of clan culture, row B is the type of adhocracy culture, row C is the type of market culture, and row D is the type of hierarchy culture.

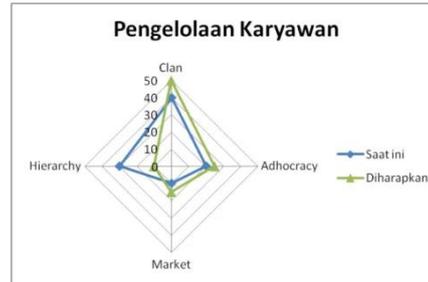
- The next stage is for respondents to score according to their perception of cultural tendencies in their organization. The trend is based on the current cultural ingenuity and the expected culture. The score on each section must add up to 100. The same applies to other five-dimensional measurements so that in the end a score that describes the six dimensions is obtained.
- Respondents were asked to score the four types of culture so that they numbered 100 on each cultural dimension. Unlike the Likert scale which asks respondents to give a question rating between 1-7, then in this OCAI respondents are required to see the types of culture are something that is not separate, because it is based on each organization is a mixture of the four types that exist.

After obtaining an organizational profile, it will be seen that various cultural combinations from various current positions will be compared with the culture that is expected to match the type of culture in the Competing Values Framework. The following table explains the stages of further OCAI data processing.

Dimension	Clan	Adhocracy	Market	Hierarchy
Dominant Characteristics	A1	B1	C1	D1
Organizational Leadership	A2	B2	C2	D2
Employee Management	A3	B3	C3	D3
Organizational Adhesives	A4	B4	C4	D4
Strategic Emphasis	A5	B5	C5	D5
Success Criteria	A6	B6	C6	D6
AVERAGE				

Source: Kusdi (2011)

5. After the average tabulation stage, there will be a difference or gap between the current culture that is happening and the expected culture.
6. To provide clearer information, the data is depicted using radar charts in the Microsoft Excel application so that the cultural mapping depicted between the current and expected cultures at various levels of assessed employees will be clearer. An example of one of the radar diagrams on employee management dimensions can be seen in the following figure:



4. RESULTS AND DISCUSSION

4.1 Research Results and Discussion

4.1.1 Characteristics of Respondents

Table 4.1 Characteristics of Respondents

Gender			
No	Information	Frequency	Persentase (%)
1	Man	8	27%
2	Woman	22	73%
Age			
No	Information	Frequency	Persentase (%)
1	< 20	0	0.00%
2	21-30	23	77%
3	> 31	7	23%
Education level			
No	Information	Frequency	Persentase (%)
1	SD	0	0.00%
2	SMP	0	0.00%
3	SMA	25	83%
4	D3	1	3%
5	Strata 1 (S1)	4	14%
Length of service			
No	Information	Frequency	Persentase (%)
1	< 1	0	0.00%
3	2 – 3	3	10%
5	3 – 5	21	70%
7	>5	6	20%
Sum		30	100%

Source : Recap of Primary Data from 2023 Research Results

In table 4.1 it can be seen that male respondents amounted to 8 people or 27%, and female respondents amounted to 22 people or 73%. This means that female employees are more needed. Then in age characteristics, it can be seen that the highest frequency is located in the age range of 21-30 which amounts to 23 people or 77%, which means that at that age is the most productive age in work. Then in the characteristics of the education level, it can be seen that the highest frequency at the high school education level is 25 people or 83%, S1 is 4 people or 14% and D3 is 1 person or 3%. Finally, it can be seen based on the characteristics of the working period, which has the highest working period of 3-5 years totaling 21 people or 70%. This means that the employees who work at PT Ruby Starindo East Lombok Branch are experienced and competent employees.

4.1.2 Research Results and Discussion

4.1.2.1. Results of Research and Discussion of Current and Desired Organizational Culture at PT Ruby Starindo East Lombok Branch Using OCAI

Assessment using the OCAI method is by assessing 6 key dimensions associated with 4 cultures, namely Clan culture, Adhocracy culture, Market culture and Hierarchy culture, each dimension of organizational culture which includes the following dimensions: Dominant characteristics, organizational leadership, employee management, organizational glue, strategic emphasis, success criteria.

1. Dominant Characteristics

This dimension shows what characteristics are easy to see and most prominent in an organizational environment.

Table 4.2
Results Points of Organizational Culture Indicators (Dominant Characteristic Dimension)

Indicator Sub Item	Now (Point)	What You Want (point)
Clan	23	30
Adhocracy	19	26
Market	30	21
Hierarchy	28	23

Source : Primary Data Processed in 2023

In table 4.2 above, it can be seen that organizational culture is the "current" which is dominated by market culture by 30 points. While the "desired" organizational culture is dominated by clan culture by 30 points.

2. Organizational Leadership

This dimension shows what leadership styles exist in the organization, leadership models, and subordinate perceptions of existing leadership models.

Table 4.3
Results of Culture Indicator Points Leadership Dimension)

Indicator Sub Item	Now (point)	What You Want (point)
Clan	28	27
Adhocracy	23	26
Market	30	22
Hierarchy	19	25

Organizational (Organizational

Source : Primary Data Processed in 2023

In table 4.3 above, it can be seen that the organizational culture "current" is dominated by clan culture by 30 points. While the "desirable" organizational culture is dominated by adhocracy culture by 29 points.

3. Employee Management

This dimension shows how employees are managed in an organization, both group and individual management.

Table 4.4
Results of Organizational Culture Indicator Points (Employee Management Dimension)

Indicator Sub Item	Now (point)	What You Want (point)
Clan	30	24
Adhocracy	18	29

Market	24	21
Hierarchy	28	26

Source : Primary Data Processed in 2023

In table 4.4 above, it can be seen that the organizational culture "current" is dominated by market culture by 30 points. While the "desired" is dominated by clan culture by 27 points.

4. Organizational Adhesive

This dimension shows what values are used in gluing together all the resources in an organization.

Table 4.5

Results Points of Organizational Culture Indicators
(Organizational Adhesive Dimensions)

Indicator Sub Item	Now (point)	What You Want (point)
Clan	30	29
Adhocracy	22	24
Market	21	21
Hierarchy	27	26

Source : Primary Data Processed in 2023

In table 4.5 above, it can be seen that the "current" which is dominated by clan culture by 30 points. While the "desired" is dominated by clan culture also by 29 points.

5. Strategic Emphasis

This dimension shows how the organization focuses all elements in achieving its strategic mission.

Table 4.6

Results Points of Organizational Culture Indicators (Strategic Emphasis Dimension)

Indicator Sub Item	Now (point)	What You Want (point)
Clan	23	30
Adhocracy	29	26
Market	20	24
Hierarchy	28	20

Source : Primary Data Processed in 2023

In table 4.6 above, it can be seen that the organizational culture "current" is dominated by adhocracy culture by 29 points. While the "desired" is dominated by clan culture by 30 points.

6. Success Criteria

This dimension shows how the organization or company sets standards in achieving existing goals.

Table 4.7

Results Points Indicators of Organizational Culture (Dimensions of Success Criteria)

Indicator Sub Item	Now (point)	What You Want (point)
Clan	24	30
Adhocracy	22	21
Market	30	26
Hierarchy	24	23

Source : Primary Data Processed in 2023

In table 4.7 above, it can be seen that the organizational culture "currently" is dominated by market culture by 30 points. Meanwhile, the "desired" organizational culture is dominated by clan culture by 30 points.

From the data of 30 respondents taken through questionnaires and processes then the results of the data were carried out recapitulation of the average assessment of respondents' answers to each question for six dimensions of organizational culture so that they can find out what culture is going on in this organization and what culture is desired at PT Ruby Starindo East Lombok Branch based on perceptions from employees shown in the following table:

Table 4.8
Recapitulation of Respondents' Assessment of 6 dimensions of organizational culture

No	Dimensions of Organizational Culture	Now				What to expect			
		A	B	C	D	A	B	C	D
1	Dominant Characteristics	23	19	30	28	30	26	21	23
2	Organizational Leadership	30	23	28	19	27	29	19	25
3	Employee Management	24	18	30	28	27	26	21	26
4	Organizational Adhesives	30	22	21	27	29	24	21	26
5	Strategic Emphasis	23	29	20	28	30	26	24	20
6	Success Criteria	24	22	30	24	30	21	26	23

Source : Primary Data Processed in 2023

Information : A = Clan, B = Adhocracy, C = Market, D = Hierarchy

Table 4.8 shows the results of perceptions from respondents which are a recap of the current and expected organizational culture picture in the future based on employee perceptions which then the results of the data are grouped again into four cultures each to be able to find out what culture is ongoing and what is expected at PT Ruby Starindo East Lombok Branch. The following is OCAI cultural grouping data:

Table 4.9
OCAI Cultural Grouping at PT Ruby Starindo East Lombok Branch

Cultural Type	1		2		3		4		5		6		TOTAL	
	N	E	N	E	N	E	N	E	N	E	N	E	N	E
Clan	23	30	30	27	24	27	30	29	23	30	24	30	26	29
Adhocracy	19	26	23	29	18	26	22	24	29	26	22	21	22	25
Market	30	21	28	19	30	21	21	21	20	24	30	26	27	22
Hierarchy	28	23	19	25	28	26	27	26	28	20	24	23	25	24
Total	100	100												

Source : Primary Data Processed in 2023

Table 4.9 shows the results of grouping organizational culture using the OCAI method at PT Ruby Starindo East Lombok Branch which then the results of the grouping are sought for the average or mean shown in the following table:

Table 4.10
Results of OCAI Cultural Grouping at PT Ruby Starindo East Lombok Branch

Organizational Culture	Now (point)	What you want (point)
Clan	26	29
Adhocrachy	22	25
Market	27	22
Hierarchy	25	24

Source : Primary Data Processed in 2023

Thus, it can be seen in table 4.10 grouping the picture of organizational culture with a total of 30 respondents showing that the "current" organizational culture with a total of 30 respondents is dominated by market culture by 27 points.

While the "desired" organizational culture is dominated by clan culture by 29 points.

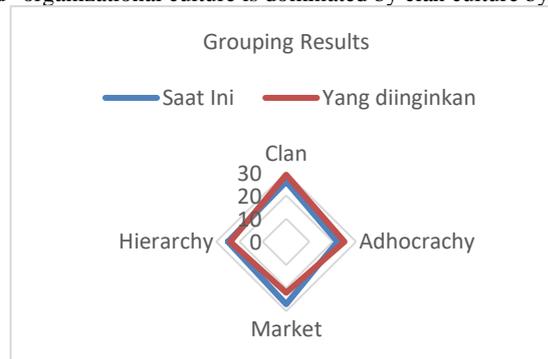


Figure 4.7 Current and Desired Cultural Radar Diagram

a. Current Organizational Culture

Figure 4.7 on the blue line illustrates the current organizational culture at PT Ruby Starindo East Lombok Branch. The blue line shows the organizational culture in the current conditions which is dominated by the market culture type by 27 points. Respondents perceive an ongoing culture that is a market culture type organizational culture that is the company today is very results-oriented, The main goal is to get the job done, the leadership in this company is aggressive and focuses on achieving results, management in this company is characterized by being competitive with high demands and achieving results, the glue in this company is achievement and achievement of goals, aggressiveness and victory are the main things, and the company today emphasizes competition and achievement of achieving targets and winning the market is the priority.

b. Desired Organizational Culture

The orange line shows the desired or expected organizational culture with the largest percentage being the clan culture type at 29 points. Respondents want an organizational culture of the type of clan culture that is expected in the future data at PT Ruby Starindo East Lombok Branch where employees want the company to be a private place such as extended family and employees share with each other, \ The desired leader is as a mentor and facilitator who always provides guidance, management that is expected in the future is teamwork, agreement and participation, the glue in the company is mutual loyalty and trust, commitment is a very important thing that must be applied in the company. The company emphasizes on human resource development, high trust, openness, participation and always involves every employee. The company defines success on the basis of HR development, teamwork, employee commitment and concern for all employees.

This research is in line with previous research, namely in the research of Hidayat & Mardani (2020), Mirawati et al (2020) with the results of research that the current cultural conditions are in market culture while the desired cultural conditions are clan culture. And research conducted by Wellem (2019), Putra &; Elyadi (2020) and Asih et al (2021) with the results of research on organizational cultural conditions that are desired both want a type of clan culture.

This is in line with Kusdi's opinion (2011) OCAI is very useful to reflect which direction this company or organization is in the group, and also based on its culture to drive its mission and goals, and also to be able to identify elements in the culture that can counter its mission and goals, And also benefit when a company or organization rediscovers its identity and redefines the culture within it, so as to look for elements that can support the company's activities.

5. CLOSING

5.1 Conclusion

1. Current Organizational Culture
The dominant characteristic dimension for culture today shows the condition of the market culture by 30 points. The organizational leadership dimension for current culture shows the condition of clan culture by 30 points. The employee management dimension for current culture shows the condition of the market culture by 30 points. The glue dimension of the organization for culture today shows the condition of clan culture by 30 points. The dimension of strategic emphasis for culture today shows the condition of market culture by 30 points. And the success criterion dimension for current culture shows the condition of the market culture by 30 points. Based on the results of the grouping for current culture, it shows and the condition culture in the market culture is 27 points.
2. Desired organizational culture
The dominant characteristic dimension for the desired culture shows the condition of clan culture by 30 points. The organizational leadership dimension for desired culture shows the condition of adhocracy culture by 29 points. The employee management dimension for the desired culture shows the condition of clan culture by 27 points. The adhesive dimension of the organization for the desired culture shows the condition of clan culture by 29 points. The dimension of strategic emphasis for the desired culture shows the condition of clan culture by 30 points. And the success criterion dimension for the desired culture shows the condition of clan culture by 30 points. Based on the results of the grouping for current culture, it shows conditions in market culture by 27 points and the desired culture shows conditions for clan culture by 29 points.

5.2 Research Limitations and Advice

5.3.1 Research Limitations

- Variables in research only include one variable or independent variable, namely Organizational Culture.
- The sample area coverage in this study is too small and is still focused on one agency, namely PT Ruby Starindo East Lombok Branch.

5.3.2 Research Advice

The recommended suggestions based on the findings of this study are as follows:

- Share PT Ruby Starindo East Lombok Branch If you want to make changes in organizational culture, you need to pay attention to the wishes of employees, focusing on the development and creativity of each employee. Flexibility in the organization or company is an important point in smooth communication between superiors and subordinates and communication between work units. Thus it will be a force in order to achieve the goals of the organization or company that have been set.
- There is a desire for cultural change based on the perception of employees from market culture to clan culture so that the management of PT Ruby Starindo East Lombok Branch needs to prepare things such as employee empowerment, team development, work involvement, HR development, and organizational openness.
- For researchers, for further research it is recommended to be able to find more information then the information is used as a reference for further research related to Organizational Culture Analysis Using the Organizational Culture Assessment Instrument (OCAI) Method. The authors suggest that researchers can then relate to other variables related to organizational culture such as employee performance and other factors.

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