

Research:

# MAPPING ANALYSIS OF THE ORGANIZATIONAL CULTURE BY APPLYING THE ORGANIZATIONAL CULTURE ASSESEMENT INSTRUMENT (OCAI) AT PT. BANK MUAMALAT INDONESIA BOGOR AREA

BY  
S U M A R D J O N O  
Lecturer at STIE Binaniaga Bogor

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**Abstract.** *This research has been applying a survey method of the Organizational Culture Assessment Instrument (OCAI). The researcher had been surveying to 15 potential positions, Operational Manager, Brand Manager Human Resource Manager (HRD), Marketing Manager, Secretary Asistant (SA), Operational, Public Service, Back Office, Funding Support Unit, Teller, Customer Service, Brand Internal Control (BIC), Security, General Service and Driver by implementing the quantitative and qualitative(descriptive) approaches in order to discover and to analyze the current profile of PT Bank Muamalat Indonesia Culture, especially Bogor area and the profile of PT Bank Muamalat Indonesia in Bogor Area for the next five years. The result of the research has explained that the profile of the organizational culture (PBO) has been still applying continuously a clan organizational culture either currently or for the next five years. A clan culture is a culture profile where the organization has been still implementing mostly the clan/family relationship system which is as a particular characteristic of this organization. This organization has its own leadership style refers to as a conflict facilitator that has been facilitating a conflict or all problems happened within the organization. The criteria of the effectiveness of the system refers to a cohesive team, employees moral development, and Human Resources.*

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Keywords : Organizational Culture Transformation, Organizational Culture Mapping, OCAI.

## INTRODUCTION

Organizational Culture is the main factor affecting the employees' performance. Good organizational culture and team work of the employees will develop the employee's performance overall.

An Organizational Culture is a key to achieve the organization vision. An organizational vision achievement is a result to be obtained by the organization that would be able distinguish it from other organizations which is a distinctive or distinguished organization.

An organization has the strategy of the organizational changes and Human Resources Planning to achieve the vision of the organization. It explains that an organization should have to be alert to the environmental power affecting the organization itself. Every changes of the organization will always be involving human resources and will be affecting the Human Resources Management as well.

The organizational changes which have been affecting the human resources management changes are as follows;

1. A change of the strategy focusing to the consumers and quality.
2. Organization restructuring (Lay-off).
3. In response to a positive feed back and objective of the members.

Along with the organization development, the organization will obviously pursue the optimum of the organization performance. But you should have to be aware of the relationship between man and culture. The strength of the culture will give a positive impact to the character of the employee at the company, refers to the aforementioned understanding, indirectly the organization will recognize the characteristics of the employees in line with the culture applied within the organization itself.

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The main challenges in this research is to understand the culture profile of PT Bank Muamalat Indonesia Bogor area currently and for the next five years based on the perception of the employees being involved within the changes process of the organization culture at the level of Banking Staff refers to Operational Manager, Brand Manager, HRD, Marketing, Secretary Assitant, Operational, Teller, Fundings Unit and others, and Non Banking Staff refers to Security, General Service up to driver level.

OCAI (Organizational Culture Assesment Instrument) is mostly applicable to acknowledge the direction of the organization which is where the organization is going to go and to which group it is going to be classified based on its culture to achieve the vision of the organization. OCAI is also applicable and usefull to recognize the organization characteristics and to re-identify the culture of the organization, therefore this instrument is going to be able to find out what kind of the elements that have been supporting the activities of the organization / company.

According to the aforementioned explanation, the researcher is able to conclude that the organizational culture at every organization could affect the strategy to achieve the vision of the organization/company. The objective of the implementation of the organizational culture is to reach the organization vision obviously in order to recognize how far the development of the organization has occurred. By applying OCAI (Organizational Culture Assesment Instrument), the organization is being expected to have been developing accordingly.

### **Problems Formulation**

Problems Formulation of this research, as follows:

1. How is the current profile of PT Bank Muamalat Indonesia culture in Bogor Area based on the perception of all the employees of PT Bank Muamalat Indonesia in Bogor area who are being involved in the process of organizational culture changes which is Banking Staff refers to Operational Manager, Brand Manager, HRD, Marketing, Sekretary Assistant, Operational, Teller, Fundings unit, etc., and Non Banking Staff refers to Security, General Service and Drivers?
2. How is the profile of PT Bank Muamalat Indonesia in Bogor Area going to be within the next five years, based on the perception of all the employees of PT Bank Muamalat Indonesia in Bogor Area who are being involved in the process of the organizational culture changes which is Banking Staff refers to Operational Manager, Brand Manager, HRD, Marketing, Secretary Assistant, Operational, Teller, Fundings Unit, etc and Non Banking Staff refers to Security, General Service and driver?

### **The Objectives of the Research.**

The objectives of the research are as follows:

1. To recognize the current profile of PT Bank Muamalat Indonesia Culture in Bogor area based on the perception of each level which is Banking Staff level refers to Operational Manager, Brand Manager, HRD, Marketing, Secretary Assistant, Operational, Teller, Fundings Unit, etc, and Non Banking Staff level refers to Security, General Service and Driver.
2. To recognize the profile of PT Bank Muamalat Indonesia Culture in Bogor area for the next five years based on the perception of each level which is Banking Staff refers to Operational Manager, Brand Manager, HRD, Marketing, Secretary Assistant, Operational, Teller, Funding Unit, etc, and Non Banking Staff refers to Security, General Service and Driver.

## **LIBRARY REVIEW**

### **1. The Organizational Culture**

The Organizational Culture refers to a mutual understanding system between the members of the organization and the organization which has distinguished the related organization with other organizations. This mutual understanding system is an accurate study about a chain of important characteristics which has become a value of an organization (Robbins, 2002).

Company culture refers to the characteristics of the relationship between the internal atmosphere of the job in the company and the personality of the manpower which have been created by the core value, trustworthy, business principles, tradition, behavior, job practice and operational type. This kind of culture has made the company different from others.

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Organization Culture according to Schein (2004) defined as a basic assumption pattern that has been studied by the member of the group refers to the problem solving which has been adapting properly the integration between the external and internal problems and is considered as valid and can be taught continuously as the way how to see, think, feel and to act correctly. It explains that every organization has its own distinguished system. This distinction has created a unique characteristic and different respons of an organization dealing with the same problems occurred.

## **2. Function of the organizational culture.**

Three most important roles of the organizational culture are to provide the identify of the member, to evolve their commitment to the organization mission and vision and to strengthen the standard of the behavior. When the organizational culture has been attached to the members of the organization, then they will obviously realize that they are a part of the organization. They will have a strong commitment to the mission and vision of the organization. This culture will direct the behavior of the organization accordingly. The organizational culture has been influencing the people and the organization process. The Organizational culture has been directing the people to the expected goals, to think and to act consistently which is in compliance with the organizational culture. Not any type of the organizational culture could be applied universally, but the most important thing is that the organization should have to be able to recognize the portrait of its current organizational culture and could be able to evaluate it whether the current culture could support the program of the organization changes.

## **3. The Instrument of the Evaluation of the Organizational Culture.**

It is not very easy to identify the culture of an organization, because the culture, itself, has a lot of intangible components which is the core components of the organizational culture (Schein, 2004). Therefore, Cameron & Quinn (1999 in Munir, 2006) developed Competing Value Framework (CVF) which is expected to assist the researchers to be able to identify the organization culture within a company.

CVF has two dimensions. First dimension is to differentiate the effective criteria emphasizing to flexibility, discretion and dynamic, focusing to the stability, orderliness and control. Second dimension is to differentiate the effective criteria emphasizing to the orientation of the internal environment of the company, integration, united focusing to the orientation of the external environment of the company, uniqueness or innovation, and competition. Furthermore, those both dimensions will provide four alternatives of the organization culture refers to (Cameron & Quinn, 1999 in Tjahjono, 2010).

### **a. Clan Culture**

Is a model or a culture type that is relating to the clan/family relationship system which is a distinguished characteristic of the culture of an organization. The leadership model has inclined to be a conflict or problems facilitator in the organization. The criteria effectiveness has been emphasizing a cohesive team, evolvement of the employee's moral and human resources. The Management guideline has been applying the principles of the importance of the employees' participation or the members' of an organization. The employees' commitment or team commitment could be obtained by going thru the evolvement of the participation of the employee within a dynamic work spirit, management process and decision making.

### **b. Adhocracy Culture**

Is a model of a culture type relating to the flowing culture means that all members of the organization are free to express their idea, creativity, innovation, vision and independence. The leadership model refers to being an innovator, entrepreneurship, visionary leadership. The criteria effectiveness is inclined to a clear output, effective and developing work process. Adhocracy culture believes that the innovation process has been able to create a new resource which is required for a development.

### **c. Market Culture**

Is a culture to priority a strong and high competency, eventhough an organization with a strong market culture, a tight competition is not only for business competitor but also for the employees. Leadership model has been developed to be a competitor and strong drive. The criteria effectiveness is focusing to the way how to conquer the competitor in

reaching the target. The management guideline has been applied based on the competition principles to achieve the productivity.

#### d. Hierarchy Culture

Is a culture emphasizing to the accuracy and hierachy of the organization structure. All the work flow has been designed systematically and standardized. Bureaucracy refers to this kind of culture. Leadership model has been developed to be a coordinator having a strong and tight mentoring function, as well as superior organizer. The criteria effectiveness is emphasized to the efficiency and a clear limited time. The management model or guideline has been applying a centralized and strong control.

**Picture 1**  
**Various organizational culture**  
**Within the competing Value Framework**



#### 4. The Organizational Culture Assessment Instrument (OCAI)

The objectives of OCAI are to evaluate the six dimensions as the key of the organizational culture, as follows: (1) Dominant Characteristics, (2) Organizational Leadership, (3) Employees management, (4) Organization attached, (5) Strategic Emphasis, (6) success criteria. This instrument is a questionnaire that needs a feed-back from the respondent providing six questions. This instrument has proved to be an accurate and usable instrument to diagnose the important aspects of the organization related to a culture. The objectives of this instrument are to identify the current culture of an organization, to support the identification of member's point of view about a culture which should have to be developed which is in line with the challenges of the company has occurred. This instrument has six questions. Each question has four alternative responses. Each respondent is requested to give an evaluation at every alternative response. The best evaluation should have go be given to the question which is indicating closely to the existence of the organization where they work for. To select which organization is going to be evaluated, the respondent should have to think about the organization having been managed by their director, SBU or unit business where they work for, which is having a clear limitation. This instrument has two columns of evaluation, now and future. The evaluation which is in the now column explaining about the current situation of the organization, and the evaluation which is in the future column explaining about the situation of the organization within the next five years to reach the success.

Based on the result obtained, it will explain about the profile of the organization. The objective to provide the organization profile is to recognize a culture dominating the organization.

### RESEARCH METHODOLOGY

This research refers to non-causality-comparative research which is a research indirectly has been describing the cause-effect relationship by comparing some situations that has applied a prediction to recognize the reason why such a different situation has happened. (Ferdinand, 2006)

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## **1. Research Design**

Umar (2008) has described the understanding about a research design as follows;

- a. Design is a planning to choose applicable resources to be applied in answering a research questionnaire.
- b. Design is a framework to describe the correlation about some variables refers to the related study.
- c. Design is also a method about a blue-print refers to the procedures describing a highlight of the research starting from a hypothesis to data analysis.

To be in compliance with the three objectives of a research which is to recognize, to describe and to measure or to combine the three of them against a specific phenomena, thus a research design is going to be in accordance with the objective of the research itself.

This research aims to recognize the profile of PT Bank Muamalat Indonesia Culture in Bogor area currently, in compliance with the perception of all the employees of Bank Muamalat Indonesia in Bogor area who are being involved in the process of the culture changes of the organization refers to Banking Staff such as ,Operational Manager, Brand Manager, HRD, Marketing, Secretary Assistant, Operational, Tellers other Fundings Units and Non Banking Staff such as, Security, General Service and Drivers.

## **2. Location and Time of the Research**

This research has taken place at the office of PT Bank Muamalat Indonesia, Bogor area, Jalan Pajajaran Bogor. Time consumed from the beginning of January to March 2015.

## **3. Population and Sampling.**

Population is a group of the people or the research objects who have a quality and defined characteristics which is the same characteristics. This research has determined that the population or sampling objects are all the employees of PT Bank Muamalat Indonesia, Bogor area who are being involved in the process of the culture changes of the organization refers to Banking Staff such as Operational Manager, Brand Manager, HRD, Marketing, Secretary Assistant, Operational, Tellers, other Fundings Units, and Non Banking Staff, such as, Security, General Service and Drivers which is 108 persons.

## **4. Type and Data Resources.**

Primary and Secondary data have been applied in this research. To obtain the primary data, direct distribution of the questionnaire have been done refers to the questionnaire instrument of Cameron and Kim (1999, in Chatabs, 2006) which is Organizational Culture Assessment Instrument or OCAI.

Secondary data have come from the internal party which is either being collected by the company or the the employees of the company and external party which is photo documentation, digital documentation file, books, articles, etc.

## **5. Data Collection Method.**

Data collection has been done by the distribution of the related questionnaires. The questionnaire has 24 questions that has been devided into six dimensions, each dimension has explained about the respondent's point of view about the dominant characteristics in the organization, leadership, employees management, organization attached, strategics emphasis, and success criteria which is the most important thing within the organization.

## **7. Method of Data Analysis and Evaluation**

This research has applied the instrument of Organizational Culture Assessment Intrument (OCAI) to evaluate and to analyse the data. OCAI is one of the research instrument which is capable to identify the culture of an organization. On the questionnaire, the respondent is requested to give a score about each dimension of the current culture of the organization and the expected culture of the organization for the next five years. OCAI has six dimensions where each dimension has for declarations (A, B, C and D), and the respondent is requested as well to give a score up to 100 at every dimension.

The result of the respondents evaluation against the six dimensions of the culture of the organization will be calculated on average based on the classification of the four declarations (A, B, C and D).

**Table 1**  
**Example of the Table of the Average Scoring of the Calculation About the Organizational Culture.**

Current Culture		Expected / Future Culture.	
<b>A</b>		<b>A</b>	
<b>B</b>		<b>B</b>	
<b>C</b>		<b>C</b>	
<b>D</b>		<b>D</b>	
<b>Total</b>		<b>Total</b>	

Sources: Chatabs (2006)

Further step to be done is to interpret the score using a radar charts at Microsoft Excel 2007 to have a clear understanding about the culture tendency either current culture or expected culture.

### EXPLANATION AND ANALYSIS

#### **OCAI (Organizational Culture Assessment Instrument) model of the organization culture at PT Bank Muamalat Indonesia, Bogor area.**

OCAI is an instrument to describe PBO (Profile of the Organization Culture). OCAI is capable to focus and to differentiate distinctly the culture uniqueness of the organization.

Aspects being analyzed within OCAI model , as follows:

1. Clan Culture
  - a. Socializing (employees relationship).
  - b. Developing people skill.
  - c. Having a reliable approach.
  - d. Giving a prominent reward and appreciation.
  - e. Establishing a team work.
  - f. Obtaining the mutual agreement.
  - g. Open minded, involvement and loyalty.

Has priority over the involvement of all the employees in a team work to achieve the company goals and to give a profit to all the stakeholder and shareholder thru the best performance, quality and services.

2. Adhocracy culture / to provide an improvement.
  - a. Performing a continuous improvement.
  - b. Having a vision.
  - c. Recognizing the important trend.
  - d. Anticipating any change.
  - e. Using the power to interfere people.
  - f. Ability to negotiate effectively.

Innovating always to perform the job, means to be able to create a new product and new method to serve the customers and having the capability to elevate the efficiency and to reduce any unnecessary things.

3. Market
  - a. Encouraging to try a new thing.
  - b. Applying a productive work environment.
  - c. Managing time and stress.
  - d. Developing the regulations and policies.
  - e. Formulating a planning.
  - f. Identifying the obstacles.

Focus to the external services, specifically to develop the program to challenge any kind of business competition refers to the quality and a clean effort.

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4. Hierarchy / controlling
  - a. Supervising and directing the achievement.
  - b. Managing the details and documentation.
  - c. Controlling whether the employee has followed the policies or not.
  - d. Managing the personnel efforts.
  - e. Focusing to the job approach
  - f. Observing any technological problem.

Based on the undermentioned table and the average of the organizational culture refers to 15 functions/duties at PT Bank Muamalat Indonesia, Bogor area, as follows:

Table 2  
Result of Data Analysis of Current PBO Matrix at PT Bank Muamalat Indonesia in Bogor Area.

Uraian		Organizational Culture Quadrant				A+B+C+D	Description of culture attribute
		Clan A	Adhocracy B	Market C	Hierarchy D		
Atribut Budaya	1	24.91	22.59	23.47	29.03	100	Dominant characteristics
	2	28.8	20.97	21.99	28.24	100	Leadership
	3	27.55	25.51	21.39	25.56	100	Management the employees
	4	28.7	23.52	23.24	24.54	100	Organization attached
	5	29.58	23.01	23.01	24.4	100	Strategical emphasis
	6	29.12	20.28	22.18	28.43	100	Success criteria
Rata-rata		28.1	22.6	22.5	26.7		

Sources : Questionnaire data of the research 2015

It explains that the average of the culture refers to Clan Culture which is the most dominant one, focusing to put the priority of the involvement of all the employees within a teamwork to reach the organization goals due to providing the advantages and profits to all stakeholders and shareholders of the organization which is the best quality and services have been applied.

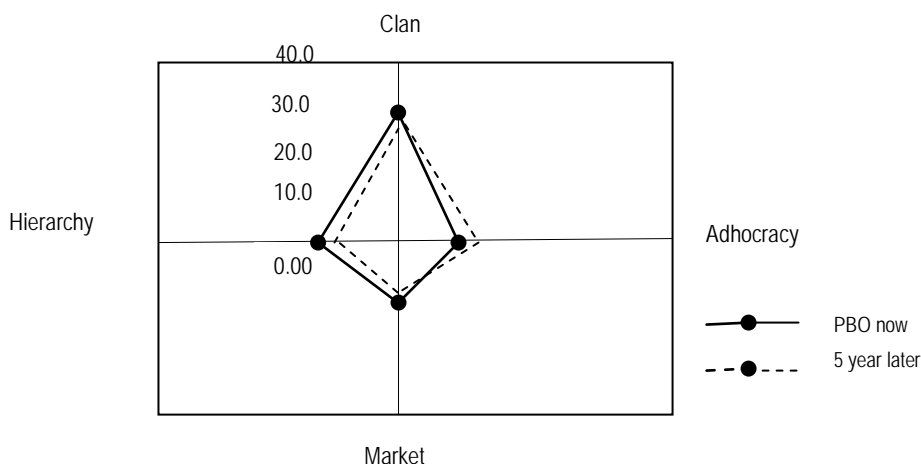
Table 3  
Result of Data Analysis of the Expected PBO Matrix at PT Bank Muamalat Indonesia in Bogor Area for the Next Five Years.

Comment		Organizational Culture Quadrant				A+B+C+D	Description about the culture attribute.
		Clan A	Adhocracy B	Market C	Hierarchy D		
Atribut Budaya	1	28.8	23.66	22.87	24.68	100	Dominant characteristics
	2	31.71	22.59	21.67	24.03	100	Organizational Leadership
	3	28.94	24.77	21.34	24.95	100	Employees management
	4	28.75	24.07	22.18	25	100	Organization attached.
	5	29.91	22.45	21.62	26.02	100	Strategical emphasis
	6	30.88	21.2	23.15	24.77	100	Success criteria
Average		29.8	23.1	22.1	24.9		

Source : Research questionnaires data 2015.

Expected culture for the next five years is still depending on Clan Culture which is the culture has priority over the involvement of all the employees in a teamwork to reach the organization goals in providing the advantages and profit to all stakeholders and shareholders refers to the organization performance, quality and the best services. In order to have more understanding about the current profile of the organizational culture (PBO) at PT Bank Muamalat Indonesia in Bogor area and for the next five years are as follows:

Picture 2  
 Profile of the Dimension of the Current Job Culture and the Job Culture for Next Five Years at PT Bank Muamalat Indonesia, Bogor area.



## CONCLUSION AND SUGGESTIONS

### Conclusion

The Analysis of the Organization Culture Assessment Instrument at PT Bank Muamalat Indonesia, Bogor area has explained that it is such a dominant current culture and the expected culture in the future refers to Clan Culture and Hierarchy Culture.

Culture	CLAN	Adhocracy	Market	Hierarchy
Now	28.1	22.6	22.5	26.7
Expectation	29.8	23.1	22.1	24.9

### Suggestions

Based on the result of the Analysis of OCAI, three cultures have not yet been achieved which is, Hierarchy culture applying a specific external service to develop the program about the good business competition refers to quality; Market culture applying a specific external service to develop the program about the good business competition refers to quality; Adhocracy culture applying the innovation in performing the job which is a new product and new method establishment to provide a customer satisfaction, so that the vision and mission of PT Bank Muamalat Indonesia being a role model among the syariah finance organization will be achieved refers to the entrepreneurship, excellent management and investment orientation to maximize the value of the company for all stockholders' satisfaction.

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