

**THE INFLUENCE OF ORGANIZATIONAL CULTURE
TO ORGANIZATIONAL PERFORMANCE EFFECTIVENESS
IN POLITEKNIK TELKOM**

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Abstract—Considering the importance of organizational culture towards organizational performance, there should be an evaluation and analysis of the indicators or factors affecting Telkom Polytechnic organizational culture in order to improve the performances of the organization in achieving its goals and objectives that have been set. The indicator which is used to measure cultural organization on this research is the organizational culture according to Ellen Martin. It consists of nine dimensions. The indicators used to measure the effectiveness of organizational performance uses a model developed by Kim Cameron. The data processing uses Structure Equation Model (SEM) and a descriptive analysis of the respondents' answers. Hypothesis test showed a significant relationship occurred between organizational culture towards organizational effectiveness in Telkom Polytechnic. Measurement model test states that the external environment indicators, means to Achieve objectives, process management, employee need and objectives, interpersonal relationships, and leadership affects the organizational culture in Telkom Polytechnic significantly. External environment indicator means to achieve objectives, management process and leadership which have a negative perception from the respondents to be fixed instantly towards continuous improvement.

Keywords: *Organizational Culture, Organizational Performance Effectiveness, Structure Equation Model (SEM)*

I. INTRODUCTION

Telkom Polytechnic (Politel) initially was a combination of the two organizations. They are a training organization equivalent D1, namely PPro (Professional Program) and integrated training organizations called NTC (NIIT and Telkom Center) by the number 50 employees from each organization. In 2007, Politel get a construction permit listed in Director General of Higher

Education SK, numbered 178/D/O/2007. The education implementation operation is located at two separate locations Diponegoro Street in Bandung and GSG STT Telecommunications building in Telkom Bandung regency.

In early 2008 the building was began to be built and Telkom Polytechnic officially occupied on December 1, 2008. All the employees of Politel started diffusing and working under one roof of the Telkom Polytechnic building, located on Telecommunications Street, Bandung regency. The differences in working culture brought by each employee of the two agencies must be merged into the work culture of Telkom Polytechnic.

Politel consists of three study programs, namely MI: Information Management, TK: Computer Engineering, and KA: Accounting computerization. In 2009, those three study programs processed accreditation from BAN PT. Each program study MI, TK and KA accredited B, C, and B. The number of employees in 2010 consists of 142 lecturers, consisting of permanent lecturers and outstanding lecturers, alongside and 73 academic supporting officers (TPA), permanent and contracts, with 2379 students (YPT 2010).

Telkom Polytechnic main duty is to implement vocational education in the field of management and Information & Communication Technology. In accordance with the Telkom Polytechnic purpose as business development as human resources and Business Competence (People & Competency Development Businesses), education implementation is intended to develop and to transform the human resource potential or Telkom Polytechnic Akademica Civitas therefore making

Telkom Polytechnic *Academica Civitas* as individuals (people) that benefit the industry and business, Society or environment, and in Science and Technology in particular which is vocational-oriented in management and information technology.

The main process carried Tridharma colleges are:

1. Learning (Alumni Development)
2. Research (Faculty Development)
3. Community service (Social Development)

Telkom Polytechnic was developed in accordance with the organization's strategic targets of Four Year Plan (RENETA) with the main purpose of sustainable growth. The target was realized with several major programs, such as the transformation of academic, human resources transformation, and other organizations transformation components.

Telkom Polytechnic has a vision "To be a leading Polytechnic in the Field of Management and Information & Communication Technology in Southeast Asia" and some of the missions are:

1. Implementing University Tridharma which is responsive towards environmental changing whilst setting out national values.
2. Constantly committing transitions to grow independently, sustainably, and having good governance (Polytechnic Good Governance).
3. Committing Innovation and development to increase the added value of the institutions and stakeholders. (Politel, Politel Strategic Initiatives 2010-2021 2010)

Telkom Polytechnic is one of the vocational education institutes of D-3 program under the auspices of the Education Foundation Telkom (YPT). YPT is the embodiment of CSR (Corporate Social Responsibility) CV. Telecommunications Indonesia, open. By the increasingly tight competition in the field of education implementation, the Polytechnic Telkom is required to continue to develop in accordance with the strategic goals Four Year Plan (RENETA) YPT the main theme of sustainable growth (Politel, Inisiatif Strategis Politel 2010-2021 2010). In accordance with the theme set by YPT, Telkom Polytechnic must constantly improving the performance of the organization to be more effective so it is able to achieve the vision, mission and goals established by the institution.

Within the efforts to improve the overall performance of the organization needed a strong organizational culture in Telkom Polytechnic.

Strong organizational culture and supportive organizational strategies in achieving the goals of the organization are important factors to establish effective organizational performance. Conversely, if organizational culture is weak, it will slow down the implementation of organizational strategies resulting the organizations performance to achieve goals and objectives.

Considering the importance of organizational culture towards organizational performance, there should be an evaluation and analysis of the indicators or factors affecting the organizational culture in Telkom Polytechnic in an effort to improve the performance of the organization in achieving its goals and objectives that have been set.

II. BUSINESS ISSUE EXPLORATION

A. Conceptual Framework

Telkom Polytechnic's strategic plan in 2010-2013 is the development of model formulation Telkom Polytechnic development and establishing targets to be achieved within a period of 4 years. In 2011 the target had been set as a performance measurement indicated the effectiveness of Telkom Polytechnic organizational performance was still not like as it was expected to be. Improved performance of the organization is important to do in order to accelerate the achievement of the vision and mission of the organization. Improved performance was done by analyzing the strongly affecting factors and playing important role.

This study refers to the concept proposed by Kim Cameron of the effectiveness of performance, especially in the academic field. Cameron revealed four dimensions to measure the effectiveness of performance in education of bachelor degree. The mentioned dimensions are morale domain, external domain, domain academic and extracurricular domains (K. Cameron 1978:11).

Culture is one of the elements that influence the effectiveness of organizational performance. As suggested by previous studies. Organizational culture is a variable that cannot be directly observed by the researcher. Organizational culture has a measurable indicators and be able to explain the organization's culture. Indicators of organizational culture used in this study are consistent with the concept put forward by Ellen Martin. The indicators are vision and mission, external environment, means to achieve objectives, image of organization, management

process, employee need and objectives, interpersonal relationship, and leadership.

This study aims to determine how big the influence of organizational culture towards organizational effectiveness, especially in Telkom Polytechnic based on questionnaire. If the effect is significant, then, the attempt to improve the performance of the organization is to improve the indicators of organizational culture that can significantly measure the organizational culture. The following are the conceptual framework in this study:

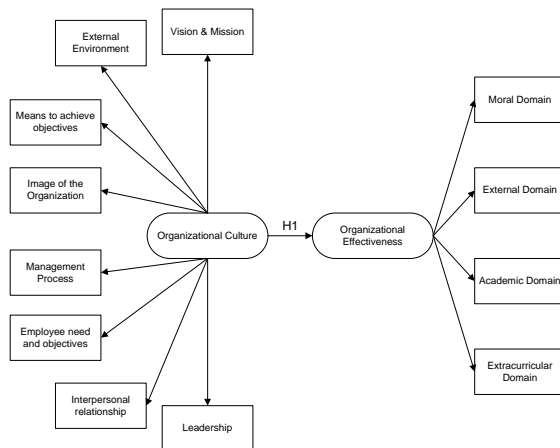


Figure 1. Conceptual Framework

Based on the picture above, the research model developed by the hypothesis is as following:

H: Organizational culture affects organizational effectiveness

Determination of the hypotheses:

H0: there is no significant effect between the variables of organizational culture towards the variables of organizational performance effectiveness

H1: There is significant influence between the variables of organizational culture towards the variables of organizational performance effectiveness

B. Method of Data Collection and Analysis

Data collection techniques in this study based on the data source consists of two sources, namely primary data source and secondary data source. Primary data was collected through the distribution of questionnaires at the Polytechnic Telkom. Secondary data collected by internal official documents Telkom Polytechnic either print or electronic media.

The study was conducted at the Polytechnic Telkom by the number of employees is 94 people in 2012. By using the formula Slovin, a population

of 94 people with a level of accuracy of 10% of the population used the minimum is 48 samples. In this study the number of samples used is 52 employees. Data processing is using SEM.

C. Analysis of Business Situation

Organizational performance effectiveness are scored based on the achievement of the set targets. In accordance with the documentation contained in the Strategic Plan Year 2010-2013, Telkom Polytechnic set targets to be achieved by the standard approach Borang Accreditation in 2010. The target set is divided into some perspectives. The following are the targets set by Telkom Polytechnic along with achievements in 2011:

a. Targets and Achieving Impact Perspective

Perspective impact is the final perspective felt institutionally as the result of the performance process of the college's three responsibilities and other institutional activities. Impact perspective consists of five indicators. Among them are revenue growth, investment, and science programs as well as accreditation ratings BAN-PT and ratings webometric. Based on these five indicators, there are three performance indicators which are not achieved and two indicators which are achieved. It is claimed that 60% of the set performance indicators are not fulfilled yet and it can be stated that the perspective of the performance impact Telkom Polytechnic is not yet effective.

b. Target and Achievement of Outcome Perspective

Perspective outcome is how the process and institutional Tridharma held at Telkom Polytechnic are acceptable to the key stakeholders, namely industry and business, science and technology, and award or appreciation of the community for the contributions of Telkom Polytechnic. Perspective outcome has six indicators measuring performance. Based on the six indicators, there are two performance indicators were not achieved and there are four indicators achieved. It states that 33.3% of the set performance indicators are not fulfilled and it can be stated that from the perspective of the performance outcome Telkom Polytechnic is not yet effective.

c. Target and Achievement of Output Perspective

Perspective output is the result of three responsibilities and institutional processes that took place at the Polytechnic Telkom. Perspective has eight output indicators such as performance measurement indicators involving student

academic achievement, productivity and lecturers achievements in research and community service, and involvement in the implementation of Telkom Polytechnic in national activities. Based on eight indicators, there are four performance indicators are achieved and four other indicators are not achieved. It states 50% set performance indicators have not been fulfilled and it can be stated that from the perspective of Telkom Polytechnic output performance is still not effective.

d. Targets and Achieving Process Perspective

A process perspective matters relating to the implementation of three responsibilities. In the perspective of the target process related to the rate of delivery of vocational per program of study, the percentage of attendance of students, faculty, and TPA (Power Support Academic), the achievement of a work program, grants are realized and competency development activities of faculty. There are 16 performance indicators in the process perspective. Five performance indicators in process perspective are not reached. It states 31% set performance indicators have not been fulfilled. It can be stated that the perspective of process performance Telkom Polytechnic is not yet effective.

e. Target and Achievement of Human Resources Perspective Input

HR input Perspective covers issues related to human resources to support the implementation of the three responsibilities at Telkom Polytechnic. Targets set in the perspective of human resource inputs consist of tenured faculty ratio S2 and S3, the number of tenured faculty position with or without academic, professional certification faculty, tenured faculty ratio to total faculty, the number of staff per level of education, the level of satisfaction of employees and students, as well as rate of growth in the number of applicants per course. There are 18 performance indicators in the perspective of human input. 11 key performance indicators in HR input perspective not achieved. It states 61% of pre-defined performance indicators have not been met and it can be stated that from the perspective of human resource input Telkom Polytechnic performance is still not effective.

f. Target and Achievement of Perspective Instrument Input

The instrument in question is a collection of scenarios, programs, rules and guidelines for implementing the plan made and used as a reference for the implementation of the three responsibilities that took place at the Polytechnic Telkom. Perspective instrument input consists of

measuring the availability of curriculum and learning tools, monitoring and evaluation of curriculum, guidance, structure and academic regulations, guidelines, and rules PPM structure. There are 16 indicators in the performance measurement instrument input perspective. Only three indicators are met, which means that 81% set performance indicators have not been met and it can be stated that from the perspective of the performance of the instrument input Telkom Polytechnic declared ineffective.

g. Targets and Achieving Organizational Perspective Input

Perspective input is including cooperative organizations, facilities, and quality management systems as well as accessories. Indicators of organizational input perspective consist of 20 indicators. Only six indicators met, meaning that 70% of pre-defined performance indicators have not been met and it can be stated that from the perspective of the performance of the organization input Telkom Polytechnic declared ineffective.

According to the target set in 2011 with the perspective of *impact, outcome, output, process, human resources input, instrument input, and input organizations*, it can be concluded that Telkom Polytechnic organizational performance has not been effective. Total overall indicator of the whole perspective is 89 indicators only 39 indicators were met. Achievement of the organization is less than 50% of the targets set in the strategic plan 2010-2013.

Efforts to increase the effectiveness of the organization's performance in the Telkom Polytechnic are needed to accelerate the achievement of the goals and objectives of the organization. It takes an evaluation of the factors that influence the effectiveness of the organization's performance in the Telkom Polytechnic.

III. BUSINESS SOLUTION

A. Alternative of Business Solution

Various studies have addressed the factors that affect the performance of an organization, encourage or hinder organizational performance. As noted Balanced Scorecard Collaborative, factors that hinder the performance of the organization include (Performance 2009):

1. Vision Barrier

It is important for every individual in the organization to understand the vision and mission of the program down into working groups and individuals working together in them. The work

program will be an understanding of the group and then absorbed as an individual understanding. However, based on a survey conducted by the Balanced Scorecard Collaborative in 2002, only 5% of employees understand the vision and strategy of the organization.

2. People Barrier

Employee is an important asset for the organization to be able to move the other elements in the organization. If there are barriers that come from members of the organization, it will lead to decreased employee performance. Declining in employee performance would lead to ineffective organizational performance. Barriers resulted the employees as members and assets organization, one of them is all levels of employees in the organization have a purpose unrelated to the organization's strategy. *Balanced Scorecard Collaborative* research survey says about 25% of managers have incentives linked to the company strategy, so that the organization does not connected to the achievement of performance *reward* and *punishment* system. As a result, employees do not have sufficient motivation to improve work performance (Rofai 2006).

3. Resource Barrier

Barriers resource in question is the resources of time, energy, and budget of the organization. Barriers that occur because of the organizations do not allocate resources to the program of work that needs to be prioritized and strategic for the organization. *Balanced Scorecard Collaborative* claimed about 60% of the organizations did not link budgets to strategy. If the resource does not support the organization's strategy, it will lead to ineffective organizational effectiveness (Performance 2009).

4. Management Barrier

Barriers in achieving effective organization can also be derived from the management side. The main functions of management in general is (Baker 2002): (1) defines mission and set goals and objectives (2) Lead and motivate (3) Make a plan and strategy (4) Structuring, management and design (5) control, establish rules and authority (6) establish standards of performance and the expected value (7) Hiring, developing and managing human resources (8) resource allocation and budgeting (9) Evaluation, learning and development (10) managing relationships with external parties. One example of resistance based management functions mentioned above, including the management of resources spent too much time making short-term decisions and

allocate a little time to discuss the organization's strategy. Based on the *Balanced Scorecard Collaborative* survey approximately 86% of executive teams spend less than one (1) hour per month to discuss organizational strategies (Performance 2009).

Constraints derived from management in achieving effective organizational performance supported by other studies, namely the management functions that are not going well thus causing (Rofai 2006): (1) Lack of coaching employees (2) Placement of employees in the organizational structure and working procedures have not been accordance with education, experience and ability to work (3) Lack of education and training for employees (4) Lack of qualified human resources (5) Lack of enforcement of discipline of leadership (6) Lack of coordination, both among employees and between areas / sections as well as between units.

Other studies also mention the factors that influence the effectiveness of the performance is the work environment. The on study states that the work environment has a positive influence on employee performance (Andriyani 2011) (Rinarwati 2011).

Work environment involves physical environment (cleanliness, ventilation, lighting, etc.) and non-physical environment (relationships between employees, management and employee relations, etc.) (Huda 2012). According to Robert C. Mill pleasant working environment is possible to motivate employees to produce peak performance with an emphasis on the psychological aspects of the employees in a state of not being burdened or depressed, it will lead to good performance results (Huda 2012). Effective employee performance is one of the factors leading to effective organizational performance.

Organizational culture is also one of the factors that affect the performance of the organization. This is supported by studies that have concluded that organizational culture has a positive effect on organizational performance (Jauhar 2011) (Abdullah and Arisanti 2010) (Soedjono 2005). In this reaserch only concern about organizational culture.

B. Analysis of Business Solution

Based on the data processing and analysis using SEM structural testing states:

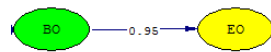


Figure 2. Structural Model

H: Organizational culture affects organizational effectiveness

Determination of hypotheses:

H0: there is no significant effect between the variables of organizational culture on organizational performance effectiveness variables

H1: There is significant influence between the variables of organizational culture on organizational performance effectiveness variables

Results: (t-value = 5.38) ≥ 1.96, which is sufficient reason to reject H0 (H1 accepted)

The results of the measurement model analysis states:

Table 1 Measurement Model

Indicator	SLF	t-value	Conclusion
Vision and mission	0.43	3.10	Less significant and less effective
External environment	0.74	6.03	significant and effective
Means to achieve objectives	0.74	6.07	significant and effective
Image of the organization	0.45;0.42	3.28;3.09	Less significant and less effective
Management process	0.92	8.52	significant and effective
Employees need and objectives	0.60;0.68	4.59;5.15	significant and effective
Interpersonal relationship	0.72	5.88	significant and effective
Leadership	0.67	5.32	significant and effective

IV. CONCLUSION AND IMPLEMENTATION PLAN

Management Process

Management process dimension that needs to be addressed and improved based on the analysis of the respondents' answers descriptive are:

1. The decision making mechanisms and the involvement of the employees in the decision-making process. The proposed solution is as follows:

- a. The leadership and managerial leadership training give knowledge about the things that need to be considered in decision-making. In particular knowledge of engineering decisions, what factors should be considered with emphasis on decision-making should be the long-term interests rather than short-term interests.
- b. Hone the leadership and managerial skills through a simulation of the problems that may arise in the Telkom Polytechnic, covers from

small problems to the handling of the big crisis that may occur.

- c. Provide leadership and managerial skills with knowledge of risk management so as to mitigate problems that might arise.
- d. Documenting each results of the meeting accompanied by written record as a activities follow-up meeting decisions and responsible activity.
- e. Involving units and employees involved in decision making. Discuss the decision alternatives and consider the opinion of the employee as a member of the forum, so that employees feel to be the part and feel have contributed to the decision being made. It is intended that the execution of the decision of the forum members feel responsible for that decision, and foster employee commitment in determining the success of Telkom Polytechnic (Nation 2012).
- f. The result of the forum documented, communicated and disseminated to all members who attended both forums and forum members are unable to attend.
- g. Utilizing media storage that is available on Telkom Polytechnic to save the results which is easy to be accessed by members of the forum.
- h. Leadership forum should improve the monitoring of the results of the decisions made to ensure that decisions are implemented correctly (Brian 2012).

2. An evaluation towards reward and punishment, and also mechanisms to encourage innovation at the Polytechnic Telkom employees. Up to now the Polytechnic Telkom does not have a mechanism innovation management personnel and lecturers. Here are the recommendations proposed to support and manage innovation in Telkom Polytechnic:

- a. Upper management level. They are the director and deputy director of Telkom Polytechnic crease commitment to building an innovative organization. Affirmation for building innovative organizations that can be delivered in any meeting, socializing and forums held at the Polytechnic Telkom.
- b. Making innovation as one of the indicators of employee performance evaluation and clarifies the award earned by employees for innovations developed.
- c. Quality Assurance System Telkom Polytechnic establish mechanisms and procedures to raise and manage innovative ideas, innovations developed project selection and monitoring of

- program innovation (Siringoringo, Innovation Process Management nd).
- d. Adopt planning done by Pusdiklatwas BPKP in applying the concept of "Stage-Gate System" to manage the innovation, namely through the stages (Siringoringo and Associate, Innovation Process Management nd):
- Establish a committee to issue a task to run taskforce to identify and audit the process of innovation.
 - Auditing the process of innovation and create audit reports to identify the obstacles that occur in the process of innovation Telkom Polytechnic.
 - Create multiple design alternatives for the management of innovation.
 - Communicate design with upper level management and employees of Telkom Polytechnic to get feedback.
 - Perform testing using the innovation process management.
 - Preparation of documentation and procedures and prepare the supporting technology for storing and documenting innovations are developed.
- e. Establish an environment that supports innovation by supporting creative culture, dare to take risks and tolerate the culture of failure (Siringoringo, Innovation Process Management nd)

3. Improve monitoring and evaluation processes to produce sustainable improvement. The evaluation process in Telkom Polytechnic which has been running at the moment is:

- a. Evaluation of the curriculum by involving the industries and other educational institutions as bench marks.
- b. Evaluation of the teachers. Evaluation is done by filling out the questionnaire by the mechanism to provide feedback to teachers by the student in each subject. Completion of the questionnaire is done online through the portal students.politekniktelkom.ac.id in the last week of study. However, the processing of the results of the questionnaire has not yet been taken into consideration to improve the quality of teachers.

The recommended solution is processing the questionnaire to be considered for improving the quality of teachers in terms of discipline and competence of the subject being taught. The results of the questionnaire may be materials to the Head of Department and Head of Study Program in providing feedback to teachers. In addition, the results of the questionnaire can be used as

consideration to improve the competence of teachers by providing training, certification and continuing education as well as a material for teachers monitoring the application of the rules of discipline against Telkom at the Polytechnic.

Evaluation of pre-existing and recommended to be done at the Polytechnic Telkom include:

- a. Evaluation of the service unit to students, faculty, and other units within Telkom Polytechnic performed routinely and periodically. It is aimed to gain perspective and perception of "customers" with the services provided by the unit. Evaluation carried out through a questionnaire. The results of the questionnaire can be used as feedback to improve the services and performance of the unit. Increase the monitoring services along with enhanced performance that is running correctly.
- b. Evaluation of graduates according into the point of view of the industry. It can be done by conducting surveys or interviews to the company user graduates to give feedback about the quality of hard skill and soft skills needed to be improved as a material for the improvement of curriculum and academic quality.
- c. Evaluation of the learning based on the point of view of the alumni. The mechanism can be done by building communication and conduct interviews with alumni who have been working. It aims to get feedback on hard skill and soft skills necessary to be in the process of education and learning and is useful when the plunge in the world of work.

4. Improving communication between employees and established relationships and trust among employees. In an attempt to establish communication among employees in Telkom Polytechnic there are efforts that have been made, namely:

- c. Build electronic communications media, such as discussion forums on the portal sisfo.politekniktelkom.ac.id; mail lists are grouped according to the interests of the dissemination of information; helpdesk. politekniktelkom.ac.id as storage media rules, procedures and regulations that apply to academic activities at the Polytechnic Telkom; opencourseware.politekniktelkom.ac.id as providing information on the results of scientific work and supporting devices such teaching syllabus, SAP, and courseware.
- d. Special programs which is taken once in a month. The program is conducted as a medium for sharing information from each unit of the

program accomplishments and plans of each unit and directorate to all employees.

Suggestions are recommended to enhance communication Telkom Polytechnic are:

- a. Leaders provide suggestion boxes in strategic places (Satlita nd)
- b. Create an open-door policy. Each level of management at Telkom Polytechnic schedules a specific time, for example within 30 minutes to discuss with employees about the complaints in the work and ask for suggestions for solving the problem. By listening to employee concerns and take the necessary measures intended to make employees feel appreciated and get a boost in employment (Maletta 2012).
- c. Schedule the activities for team building regularly. Telkom Polytechnic contacts a consultant to conduct annual workshops on a regular basis for team building activities. In daily activities punctuated by the game for team building between weekly or monthly meetings or create a group discussion to solve the problem scenario. Development of an effective team should allow members to learn how to co-workers think, how to communicate, and how personality affects the work force. Give questionnaires to team members to assess yourself after problem-solving activities to help members learn more about what can make effective communication between employees and what is blocking communication (Maletta 2012).

Means to Achieve Objectives

Dimension means to achieve objectives that need to be addressed and improved based on the descriptive analysis of the respondents' answers are:

1. Evaluate work procedures, rules and policies that apply at the Polytechnic Telkom hopes solutions increase organizational performance changes. Until now Telkom Polytechnic standard operating procedures have not been established. Working procedures are carried out in accordance with the provisions that have been made and agreed upon by each unit. This is one of the factors leading indicator of employment procedures have a negative perception of the respondents. Since 2008, Telkom Polytechnic seeks to obtain ISO 9001:2008 certifications.

Recommended Solution:

- a. The commitment from the top management level, *they are the* director and deputy director of Telkom Polytechnic, for ISO certification success.

- b. Establish a committee to implement the taskforce by letter assignment as a team successful implementation of ISO. A team of experienced employees selected as representatives of each unit.
- c. Investing in a consultant to guide, provide knowledge to the team.
- d. Checks to be made on whether the procedure was in accordance with the activities that occur in the field by trained personnel. If you do not fit then do some repairs.
- e. Hold discussions with all employees to reach an agreement that the procedure can be carried out.
- f. Socialize to all employees about the procedures that have been made
- g. Creating a workshop to all employees to understand the procedures established and providing information on where and how they can get the document procedures at a later time (Grusenmeyer nd).
- h. Doing internal audit.

2. Evaluation for the implementation of the work procedure, rules and policies and produce solutions for performance improvement in the implementation of work procedures on an ongoing basis. Recommended Solution:

- a. Make SOP monitoring mechanism to ensure that procedures are consistently implemented and sustained.
- b. Create an evaluation mechanism for reviewing the SOP is still appropriate or not (Grusenmeyer nd).

3. Defining duties and responsibilities for each position, making the documentation regarding the organizational structure and job descriptions and organizational structures in order to evaluate the organizational structure to support the performance of the organization, can be done by (Duggan 2012):

- c. Reanalyzing existed policies and procedures. Realign managerial framework to support the effectiveness of the performance. Identify each competency and expertise of employees Telkom Polytechnic. Set the employee in accordance with the competencies into groups according to functionality in enterprise departments. Directing the goals for each member of the group based on the strategic goals of the company. If necessary, rotate the employees in accordance with the competence and ability of them.
- d. Defining and explaining SOTK (Organizational Structure and Governance) set by YPT as well as job description, tasks and responsibilities of

- every unit and position. Document the structure of the current company hierarchy as well as explanation on job description and publish in the website of Politeknik Telkom, distributed via email and printed as documents. This is to inform and assert the company employees to know the reporting structure, including on responsibilities and regulations.
- e. Making annual survey using online questionnaires for the employees. The survey was directed to get responses from the employees on whether the environment supports them in working and get employees' perspective on company operation. The results of each year should be compared and can be used to determine the success of the programs implemented, especially human resources management.
 - f. Identifying the functions which need to be developed. The development is based on priority and interest. The development starts with problem analysis and making cause and effect diagrams to separate the current issues.
 - g. Facilitating employees to enable them to adapt the changes in the company by regularly communicating with all of the employees. One of the ways to do that is by publishing monthly magazine to give an idea of activities which will be done, addition of employees and new rules implemented. Make sure that all employees appreciate and support each other.
 - h. Encouraging employees to share skills and knowledge by using social media such as forums and blogs. Online communication and knowledge documentation such as procedures and solution to work problems need to be implemented.
 - i. Providing opportunity to employees to get coaching and mentoring which support their careers. Politeknik Telkom as a college which provides education has lecturers as main resources. HR unit with department unit must implement Faculty development path to determine the development of the competence of Politeknik Telkom lecturers. The implementation of Faculty development path is done according to objectives, visions, missions of Politeknik Telkom. While for academic support personnel, the development of the competence of each employee is proposed by HR unit in enhancing employees' careers in the future.
 - j. Implementing performance-based management. Employee evaluation must be in accordance with the ability to reach the goals set. The evaluation must be measurable and based on principles of transparency and fairness for all

employees. The purpose of performance-based implementation is to increase the motivation of employees so that the company can increase its competitive advantage.

- k. Making professional skills development program to help employees of every level to work better. Encouraging employees to take and pass professional certification which works together with the company (Duggan 2012).

External Environment

External environment will support Politeknik Telkom in developing the organization and strengthening competitive advantage. University of London SOAS Strategy explained in External Relations Strategy 2009-2011 document explained the strategy on how to strengthen external relations in the following ways (SOAS 2009):

- a. Building a relationship with surrounding environment and making fund raising programs and other social programs, such as blood donation.
- b. Career and Alumni Unit makes programs to increase the involvement of alumni in building the relation with the alumni.
- c. Building and implementing programs to develop external relations through dynamic media. Making changes regularly on website on activities in the campus.
- d. Promote the brand of the institution.
- e. Build effective marketing function, including development and research unit.
- f. Increasing activities which can strengthen the relation with local communities.
- g. Increasing cooperation and involvement of other colleges in activities run by the institution.

Leadership

Improvements should be made on leadership factor in carrying out the functions of management control over the activities that go on Telkom Polytechnic. Recommendations suggested are:

1. Provide training on managerial functions to structural managerial.
2. Management and HR Polytechnic Telkom should have a clear carrier path for each employee so that the employee who have a potential in the field to occupy managerial positions had to be directed to perform managerial functions. Included is how the monitoring and controlling.
3. Management and HR Polytechnic Telkom must ensure the right people in a position and have experience in the field of personnel unit is placed. The principle is to be able to control

and monitor are required to know and master the technical and the situation on the ground.

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