ANALYSIS OF ENHANCEMENT OF EMPLOYEE'S PERFORMANCE STRATEGY THROUGH MAPPING OF ORGANIZATIONAL CULTURE IN KPKNL SIDOARJO

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ABSTRACT

This study described analyze strategies to improve the performance of employees through mapping the organizational culture in the Office of State Assets and Auction (KPKNL) Sidoarjo. A method is descriptive method with quantitative approach. In this study the primary data were obtained from the questionnaire Organizational Culture Assessment Instrument (OCAI) developed by Cameron and Quinn. In OCAI, the cultural type of an organization will be mapped into 4 (four) quadrants: clan culture, ad- hocracy culture, market culture and hierarchy culture measured through 6 main dimensions. The results show the organizational culture in KPKNL Sidoarjo today and organizational culture is expected to require changes but not significant. The strategy needed to improve employee performance is to improve clan culture and ad- hocacy culture by doing more emphasis on intimacy and emotional bonding for sharing and teamwork as well as fostering enthusiasm for innovation.

Keywords: oganizational culture, strategy, perfo

I.   INTRODUCTION

Human Resources (HR) is one of the important factors in an organization. It can even be said that HR is the most essential thing from all the resources needed for an organization to run well. In an organization, even though the infrastructure is good and supported by adequate rules and SOPs, if the existing HR is incompetent, the employee's performance is not optimal and the organizational goals that have been set will not be achieved properly. A good organizational culture is one of the factors that can support HR performance in an organization. Every organization has its own culture. According to Stephen P. Robbins (2003: 525) organizational culture is a general perception held by members of the organization, a system of shared meaning. Therefore, organizational culture is the basis for leaders / staff members of the organization in making plans or strategies and tactics in developing vision - mission to achieve organizational goals.

The Directorate General of State Wealth (DJKN) as one of the Echelon I units at the Ministry of Finance has a very strategic role to succeed in the bureaucratic reform program and institutional transformation that has been implemented at the Ministry of Finance. With the vision of becoming a professional and accountable state wealth manager for the greatest prosperity of the people, DJKN is expected to become a driving force and transmit the way of thinking in the reform of state asset management in Indonesia so that it has more benefits for the people. The Minister of Finance reminded the DJKN if they want to be the best institution, in order to find a comparison in the world, which institution has a top of the top performance ability. The Sidoarjo State Wealth and Auction Service Office (KPKNL) as one of the vertical units of the Ministry of Finance's Directorate General of State Wealth (DJKN) has a very important role to support the achievement of the established DJKN vision and mission, namely to realize revenue optimization, expenditure efficiency and the effectiveness of managing state assets and securing state assets both physically, administratively and legally.

Based on the interim analysis conducted by researchers at the KPKNL Sidoarjo, the work culture that is still individual and forming certain camps is one of the causes of the decline in NKO, because there is no sense of mutual help to solve problems faced and become a shared responsibility in achieving organizational goals. In addition, management systems that are still centralized at the leadership level make it difficult for information to drop from top to bottom. If the organization is still difficult to carry out a transformation, it is feared that the organization is not ready for changes that will occur in the future. In order for organizations to adapt to changes in the external environment, strengthening organizational culture is an important factor considering that culture can strengthen the direction and standards of behavior of organizational members. To find out how the culture that dominates the KPKNL Sidoarjo so that it can improve the effectiveness of organizational performance, the analysis is carried out using the concept The Competing Values Framework the results of which can be used to review how culture can influence policy, strategy and conformity between the vision and mission of the organization so that it can realize what the goals of the organization are. Based on these thoughts, it is necessary to map organizational culture on KPKNL Sidoarjo to determine employee perceptions of current culture and the type of organizational culture expected by employees in the future to determine the right strategy to improve employee performance. As a basic framework of research, the concept used is The Competing Values Framework using the OCAI survey method (Organizational Culture Assessment Instrument) developed by Cameron and Quinn (2006) by dividing organizational culture into 4 (four) types, namely hierarchy, market, clan, and adhocracy.

II. THEORY

According to Cameron and Quinn (2006), there are 4 (four) types of organizational culture that can be measured by OCAI, namely:

a. Clan Culture

Models or types of culture that focus more on relationships and family systems that are very prominent. Developing leadership styles are usually more likely to facilitate (facilitator) conflict or all the problems that develop in the organization. The effectiveness criteria are emphasized on group cohesiveness (team), employee moral development and human resources (HR)

b. Adhocracy Culture

This model or type of culture tends to be "flowing" in the sense that members of the organization are not limited by structure, because this model is more concerned with creating situations where employees can freely explore and channel fresh, creative and innovative ideas. The leadership style that was developed was more as an innovator, entrepreneurship, and visionary leadership. Effectiveness or effectiveness criteria are focused on clear output, effective work processes and growth principles.

c. Market Culture

A type of culture that emphasizes tight and high competition. The leadership style that is developed is as a competitor and a strong driver. The effectiveness criteria are focused on how to "conquer" competitors and achieve targets. The management guidelines used are none other than the principles of competition in achieving productivity.

d. Hierarchy Culture

This culture strongly emphasizes the importance of good structure and neat in the organization. All work processes are arranged in a standard and systematic manner. Bureaucracy is very relevant to this type of culture. The leadership style that is developed is as a coordinator with a strong and keen mentoring function, as well as a superior organizer. The effectiveness criteria are emphasized on efficiency and strict and strict time limits. The management model or guidelines used are usually centered on strict control and control.
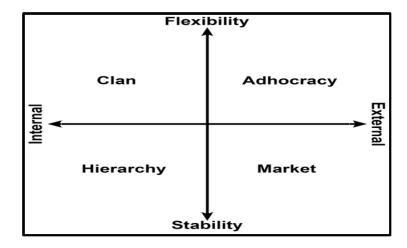
Figure 1. Organizational Culture Dimension According to Cameron And Quinn

This instrument is in the form of a questionnaire that requires responses from respondents enough to provide six questions. The purpose of this instrument is to identify the current organizational culture, and help identify the thoughts of members of the organization about the culture that should be developed to adjust the challenges faced by the company. This instrument consists of six questions. Each question has four alternative answers. Each respondent was asked to give an assessment at each alternative answers. The highest rating is given to alternative answers that most closely resemble the state of the organization in which they are located. To determine which organization will be given an assessment, each respondent thinks of an organization led by his leader, or an organizational unit where he works that has clear boundaries. This instrument has two valuation columns, now and future. The assessment given in the now column states an assessment of the current state of the organization, and the assessment given in the future column states the state of the organization that should be in the next five years to achieve success. Based on the results of the assessment, an organizational profile will be obtained. The purpose of organizing profiles is to know the culture that dominates the organization. This profile is based on four types of organizational culture according to Cameron & Quinn that have been presented previously.

III. METHODS REASERCH DESIGN

This research will be carried out using survey research methods using a qualitative approach. This study in obtaining primary data used the OCAI questionnaire which was directly adapted based on the concepts from Cameron and Quinn (1999) which were distributed to all employees at the Sidoarjo KPKNL totaling 55 people. This study uses the concept of the Competing Value Framework from Cameron and Quinn (2006) to analyze

organizational culture in the KPKNL Sidoarjo. The use of this concept is because the Competing Value Framework is able to provide an overview of the focus of organizational strategy in facing competition and showing patterns of relations between members in the organization. In processing and analyzing data this study will use an instrument called the Organizational Culture Assessment Instrument (OCAI). OCAI is an instrument that can be used to identify culture in an organization. On the questionnaire sheet that has been provided there are two columns, namely the current condition and expected conditions, respondents are asked to give a score on each existing cultural dimension based on current conditions and expected conditions in the next five years. The average score will be processed using OCAI Tools and then interpreted into a chart with radar type in Microsoft Excel 2010 so that it can be clearly seen the current cultural trends and expected culture.

IV. RESULT

Based on data obtained through surveys using the OCAI questionnaire the following results were obtained:

Tabel

Average Recapitulation of Results of Organizational Culture Survey on Sidoarjo KPKNL

No.	Dimensions of Organizational Culture	Now (%)				Expected (%)			
		A	B	C	D	A	B	C	D
1.	Dominant Characteristics	18	22	29	31	21	22	29	28
2.	Organizational Leadership	18	21	29	32	22	23	28	27
3.	Employee Management	19	23	30	28	25	23	25	27
4.	Organizational Adhesives	21	21	27	31	24	23	25	28
5.	Strategic Emphasis	18	22	30	30	22	24	24	30
6.	Success Criteria	22	23	26	29	24	22	26	28
7.	Average	20	22	28	30	23	23	26	28

Source of KPKNL Sidoarjo

Notasi : A = clan, B = Adhocracy, C = Market, D = hierarchy.

From the table you can draw a radar diagram for mapping the overall organizational culture as follows:
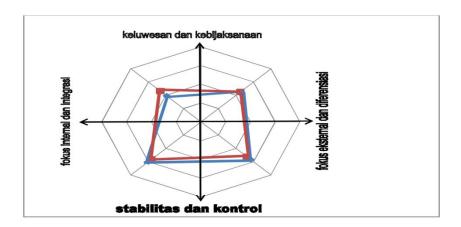

Figure 2. Image Radar Diagram Mapping the Overall Organizational Culture

The picture above illustrates the overall mapping of the KPKNL organizational culture. From the overall results above, the Sidoarjo KPKNL organizational culture mapping in the current conditions is dominant towards hierarchy culture by 30% and market culture at 28% followed by 22% adhocracy culture and 20% clan culture. Mapping the desired culture has not changed too significantly, for the clan culture there is a desire to increase by 3% to 23% and the adhocracy culture has a desire to increase by 1% to 23%. For the market culture there is a desire to reduce by 2% to 26% and the last culture hierarchy is the desire to reduce by 2% to 28%. From the overall results above, the KPKNL sidoarjo organizational culture mapping in the current conditions and the desire in the future, the gap value in the desire to increase and reduce less than 5%, the need to make changes does not appear significantly.

Based on the discussion on six dimensions and the overall profile of the current organizational culture and what is expected in the future at KPKNL Sidoarjo, an analysis will be carried out by the Researcher to determine strategies that can be taken to improve employee performance. Analysis of strategies to improve employee performance comes from mapping each type of organizational culture in each dimension that has been done with the following explanation:

a. Clan Culture

Based on the above, attention needs to be paid to the dimensions of employee management with a gap of 6%. The leadership of KPKNL Sidoarjo needs to implement management of employees who prioritize teamwork, agreement, participation of all employees, more focus on internal management of the organization. But in addition to developing family values, the human resource management system in the Sidoarjo KPKNL also needs to be well organized to ensure objectivity to the performance evaluation of each employee.

Long-term guidance for employees also needs to be of particular concern regarding the competencies of employees. Organizations must be able to become a place for developing the work environment and the main task in management is to strengthen employees and facilitate employee participation so as to foster commitment and loyalty to the organization. Employees should be proposed to take substantive specialization (DTSS) education and technical training in accordance with their duties and functions within organizations such as DTSS Auction Officer for the Auction Service Section, DTSS Property Assessment for employees in the Assessment Services Section, DTSS BMN Management for Section Management of State Assets and DTSS Management of State Receivables for employees of the State Receivables section. Leadership in the Sidoarjo KPKNL organization should also be made more flexible and more instrumental as a mentor so that employees can be more flexible in expressing their ideas or ideas as well as providing positive input to the organization. It is necessary to make a kind of regular performance evaluation meeting as a place for employees to express their ideas and ideas for improving organizational performance.

b. Adhocracy Culture

Based on the above, based on the perceptions of the employees of organizational culture in the KPKNL Sidoarjo for the type of adhocracy culture the need to make changes does not appear significantly. But if needed, it can be done by managing a work environment that can foster enthusiasm for employees in innovating and courage in taking risks. Innovation in the field of bureaucracy by utilizing information technology is needed to make existing business processes more efficient and effective so that they can support increased organizational performance.

Market Culture organisasi sebesar -5 % diikuti dimensi perekat organisasi dan karakteristik dominan sebesar -3 %, kemudian diikuti dimensi pengelolaan pegawai dan kriteria sukses sebesar -1 % Untuk dimensi penekanan strategis tidak terdapat perbedaan. Berdasarkan hal tersebut diatas yang perlu mendapat perhatian adalah dimensi kepemimpinan organisasi dengan gap sebesar 5 %.

The type of organizational leadership in the hierarchy culture type is the coordinator, monitor and organizer. Employees want leadership in organizations that are more flexible and as mentors but do not violate the rules so that employees can be more flexible in expressing their ideas or ideas and providing positive input to the organization. The direct supervisors (section heads) should be encouraged to be able to inspire their subordinates to work more compactly so that organizational goals are more easily achieved. A gap of -3% for the dominant character dimensions also indicates that employees want the work environment to be open and friendly so that everyone can interact and share. In addition, for the adhesive dimensions of the organization there is also a gap of -3%. It can also be interpreted that employees want to reduce the formalities of rules and SOPs that regulate the work procedures of employees. There are several SOPs that are too complex so that they can hamper employee performance. Business processes should be simplified so that services provided to service users can be further improved.

5. Conclusion

1. Overall the organizational culture profile of the Sidoarjo KPKNL is currently dominated by hierarchy culture of 30%, then the market culture of 28% followed by an adhocracy culture of 22% and a clan culture of 20%.
   Based on the results of the research that has been conducted, the desired organizational culture based on employee perceptions as a whole has not undergone too significant changes. For the clan culture type of organizational culture there is a desire to increase by 3% to 23% and the adhocracy culture there is a desire to increase by 1% to 23%. For the market culture there is a desire to reduce by 2% to 26% and the last culture hierarchy is the desire to reduce by 2% to 28%.

3. The strategies needed to improve employee performance based on the results of mapping organizational culture in each type of culture are as follows:
   a. Increasing clan culture and adhocracy culture is done by emphasizing more intimacy and emotional ties to sharing and teamwork and also fostering enthusiasm for innovation and courage in taking risks. In addition, by prioritizing employee participation and innovation in the field of bureaucracy, it is expected to make existing business processes more efficient and effective.
   b. Reducing market culture and hierarchy culture is done by reducing competition aggressiveness, results oriented and reducing activities with procedures that hinder employee performance and overly strict control of employees.

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