

Examining Organizational Culture with OCAI

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Abstract

This research aims to analyse organizational culture mapping at the Faculty of Economics, University of Borneo, Tarakan. It employs a descriptive quantitative approach and utilizes the Stratified Random Sampling method for sampling. The research sample consists of 93 respondents from the Faculty of Economics, including students, alumni, lecturers, and staff. The analytical method employed is the Organizational Culture Assessment Instrument (OCAI), with the assistance of Microsoft Excel 2010. The research findings reveal that the current dominant organizational culture profile is the Clan culture, emphasizing HR development, loyalty, and the organization's familial function. Additionally, the Hierarchy culture, characterized by a structured work environment and stringent controls, also holds prominence. Conversely, the anticipated organizational culture profile underscores maintaining the Clan culture while embracing new cultural shifts in the future, particularly towards an Adhocracy culture. This culture emphasizes fostering a dynamic work environment that encourages members to freely explore and express creative ideas, fostering innovation.

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1. Introduction

The environment is constantly and dynamically changing, necessitating organizations to continually adapt. A successful organization is one that can effectively adjust to its surroundings. As Charles Darwin famously expressed in Kasali (2005), "It is not the strongest species that survives, nor the most intelligent, but the ones most responsive to change." This highlights the importance of adaptability in navigating various shifts. Numerous renowned companies, both domestically and internationally, undergo transformations to ensure their survival and relevance, as noted by Febriana and Yuniawan (2012). They recognize the imperative to evolve alongside the changing environment to sustain their presence and vitality. Change constitutes a significant aspect of management, and a leader's success hinges on their capacity to anticipate and leverage it, as illustrated by Kasali (2005). Success in achieving set goals relies on a multitude of factors, encompassing both internal and external elements.

Internal and external factors can serve as either catalysts or obstacles, contingent upon the organization's adeptness in managing them. The internal environment, encompassing human, operational, financial, marketing, and production resources, demands careful attention. Management must professionally leverage all available potentials to gain a competitive edge. Similarly, external organizational factors, such as government policies, competitive pressures, societal dynamics, and growth prospects, as noted by Wirawan (2008), require appropriate handling. Management's competence is crucial not only in steering the company on course but also in navigating the rapidly evolving landscape of globalization. In this fiercely competitive arena, organizations emerge from diverse regions armed with varied advantages, all vying to capture and retain market share. It is incumbent upon management to discern existing threats and opportunities, transforming them into sources of strength to confront this dynamic environment.

The environment is highly dynamic, requiring organizations to adapt to its ever-changing patterns. Failure to do so jeopardizes the survival of the organization. Hence, organizations are forced to initiate changes, stemming from both internal and external factors. Change, as elucidated by Wibowo (2010), involves transitioning from the current state to the envisioned future state. It is an inevitable aspect of organizational life, given the perpetual flux in the environment. Consequently, organizations, consisting of individuals, must synchronize with the prevailing environmental dynamics, necessitating an ongoing adaptation process, which often poses significant challenges.

Culture forms the bedrock of an organization, serving as its cornerstone. Consequently, it is inherent for organization to undergo change, often entailing a transition from old to new cultural paradigms, a phenomenon frequently met with resistance or rejection, as observed by Rukanda (2013). Despite meticulously executed change processes that span considerable durations, success is not assured due to the diverse responses elicited from organizational members. Such diversity is unsurprising given that organizations serve as melting pots where individuals

with varied social backgrounds converge, each bringing forth their distinct values. Previous research indicates that certain educational institutions have undertaken organizational culture mapping efforts to delve into organizational concepts and enhance managerial effectiveness within universities. For example, research conducted by Beytekin et al. (2010) at Ege University aimed to investigate the present and future perspectives of organizational culture at the institution, with the objective of discerning effective management strategies and facilitating organizational development. The research findings revealed that the prevailing culture predominantly leaned towards hierarchical structures, whereas Ege University's strategic objectives underscored adhocracy, clan, and market cultures. The University of Borneo Tarakan (UBT) Faculty of Economics and Business (FEB) is an educational institution equipped with a vision, mission, values, and goals to pursue. By mapping both its current cultural profile and future expectations, the institution gains valuable insights, enabling it to prepare for change effectively and assess the alignment of its established vision, mission, and values with its organizational culture. To assess the current state of the organization, interviews were conducted regarding the facilities and services offered at FEB UBT.

2. Literature review

2.1 Organizational culture

Organizational culture constitutes a vital aspect of both human resource management (HRM) and organizational theory. In HRM, the focus lies on behavioral aspects, while organizational theory focuses on the dynamics of groups working collectively toward achieving objectives (Adamy, 2016). The genesis of organizational culture development dates back to the 1970s in America and Europe, notably spearheaded by Edward H. Schein, a renowned management professor renowned for his seminal work "Organizational Culture and Leadership" (Schein, 2004). According to Schein, organizational culture embodies "a pattern of shared basic assumptions that a group learns as it tackles external adaptation and internal integration challenges, deemed effective enough to be considered valid and imparted to new members." In essence, culture emerges as a pattern of fundamental assumptions forged, unearthed, and cultivated by a particular group to navigate external and internal dilemmas successfully, thus serving as a blueprint imparted to new members to shape their thinking, understanding, and emotional responses. Furthermore, culture encompasses a constellation of behaviors, attitudes, values, and beliefs held by organization members, persisting over time (Kusdi, 2011).

Kinicki (2014) delineates four types of organizational culture as follows: Firstly, Clan Culture embodies internal cohesion, prioritizing camaraderie over stability and control. Second, Adhocratic Culture emphasizes external values and innovation. Thirdly, Market Culture signifies a robust external orientation, valuing stability and control. Lastly, Hierarchy Culture centers on internal dynamics, fostering formal, systematic work processes, and prioritizing stability and control over flexibility.

2.2 Model Competing Values Framework (CVF)

The Competing Values Framework emerged in the early 1980s through a study on organizational effectiveness conducted by Quinn and Rohrbaugh in 1981. Subsequent research delved into various aspects of culture, leadership, structure, and information processes within organizations. Ultimately, in 1999, Cameron and Quinn (2011), refined the framework into what is now known as the value competition framework (Maher, 2000).

This model offers a rather intricate depiction of cultural relationships across various organizational perspectives. It intricately illustrates how each culture exerts distinct influences on every aspect of the organization (Kusdi, 2011). The Competitive Value Framework model was developed by Cameron and Quinn (2011), categorizing into two dimensions and four clusters. The first dimension, effectiveness, revolves around discretion, errors, and dynamics versus pressure, order, and control. The second dimension classifies effectiveness based on external orientation, integration, and unity versus external orientation, differentiation, and competition (rivalry). These dimensions give rise to four value groupings, elucidating four types of organizational culture: Clan, Adhocratic, Hierarchy, and Market. Cameron and Quinn (2011), devised an organizational culture model with an X-Y coordinate axis, dividing organizational culture into four quadrants, each bearing its own name (Kusdi, 2011).

2.3 OCAI (Organizational Culture Assessment Instrument)

To examine cultural values within an organization, the Organizational Culture Assessment Instrument (OCAI) can be employed. This method, refined by Cameron and Quinn (2011), under the Competing Values Framework (1999), not only provides a precise evaluation of organizational culture but also assesses indicators of organizational effectiveness (Maher, 2000). OCAI, developed by Cameron and Quinn (2011), stems from the Competing Values Framework (CVF) and serves as a valuable tool for measuring organizational culture. It aids in determining the organizational grouping based on its culture, depicted in Figure 1. The framework identifies Clan, Adhocracy, Hierarchy, and Market cultures, facilitating a comprehensive understanding of an organization's cultural elements (Umartias, 2014).

The OCAI method is used to assess six dimensions of organizational culture, which correspond to the four types of culture previously elucidated. The six cultural dimensions are as follows: Firstly, Dominant Characteristics elucidates the traits that are readily observable and most prevalent within the organization. Second, Organizational Leadership encompasses the type of leadership prevalent within the organization, as well as members' reactions to it. Thirdly, Employee Management concerns the management of organizational members, both at the group and individual levels. Fourthly, Organizational Glue assesses mechanisms employed to foster cohesion among all human resources within the organization. Fifthly, Strategic Emphasis delineates the organization's approach to prioritizing various

components to achieve its objectives. Lastly, Success Criteria entails establishing benchmarks for achieving success within the organization.

2.4 Framework

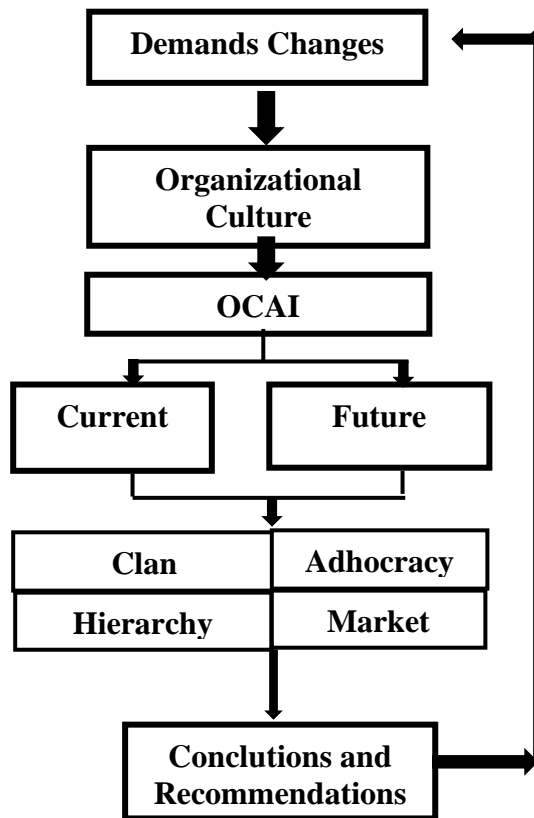


Figure 1: Framework

The framework outlined above delineates that the demand for change entails transitioning from the organization's current state to its envisioned future state. Changes from the existing situation manifest across structural, procedural, individual, and cultural domains. Accomplishing change necessitates an organizational culture that can be effectively implemented within the organization or agency. As discussed earlier, organizational culture is an ongoing practice and serves as a means for leaders to communicate aims and objectives to their subordinates. Culture is further defined as a collection of core values, beliefs, understandings, and norms shared among members of an organization (Daft, 2003). To ascertain the existing organizational culture and the envisioned future culture, the Organizational Culture Assessment Instrument (OCAI) can be employed. Developed by Cameron and Quinn (2011), OCAI serves as a tool to measure an organization's cultural values. Through the OCAI method, one can identify both the

current cultural values entrenched within the organization and the cultural values anticipated in the future. By mapping the cultural profile, organizations can discern their current culture and desired future culture. Subsequently, conclusions and recommendations can be formulated, providing evaluative insights for organizations and companies to meticulously prepare the desired organizational culture to confront future change demands.

3. Methodology

3.1 Research design

This research employed a quantitative-descriptive approach to address research problems. The descriptive approach, as elucidated by Sugiyono (2004), focuses on independent variables without establishing connections or comparisons with others. Its objective is to depict ongoing processes without testing interrelationships. Furthermore, the descriptive approach, as noted by Arikunto (2010), does not seek to test specific hypotheses but rather aims to describe the "actual situation" relating to a variable, along with its conditions or symptoms. The primary objective of this research is to determine the cultural profile and conduct organizational culture mapping at the FEB UBT. The research population consists of stakeholders affiliated with the FEB UBT, during the period of 2023-2024.

The data collection method employed in this research includes interviews to gather information directly from respondents by posing systematically prepared questions. Additionally, data is collected through questionnaires, comprising a set of written questions administered to individuals, with respondents providing written answers on the questionnaire sheet provided. It is advisable for questionnaire questions to directly align with the core discussion, objectives, and research hypotheses (Fowler, 2013). The questionnaire distributed by researchers was derived from questions pertaining to the OCAI (Organizational Culture Assessment Instrument). This questionnaire consists of 24 questions divided into six dimensions adoption from Cameron and Quinn (2011), Additionally, six open-ended questions are included for each dimension of organizational culture. Documentation serves as a tool for researchers to directly collect data from the research location and facilitates the acquisition of pertinent information. Data obtained through documentation includes photographs, activity reports, regulations, documentary films, and other relevant materials. The documentation utilized in this research serves to gather data directly from the research site.

3.2 Data analysis

The OCAI method entails cultural mapping analysis aimed at assessing and determining the current and desired future culture of organizations. This method categorizes organizational culture into four types: Clan, Adhocratic, Market, and Hierarchy, which are utilized in mapping an organization's culture. Following the cultural mapping process, which involves interviews and questionnaires referencing the four types of culture, perceptions regarding the current cultural profile at various

levels or positions are generated. Additionally, it becomes possible to discern the desired cultural profile for the future in each organization or company. These insights serve as evaluative material to enhance organizational effectiveness and address cultural changes intended for implementation.

4. Results and Discussion

4.1 Results of Organizational Culture Mapping Using OCAI

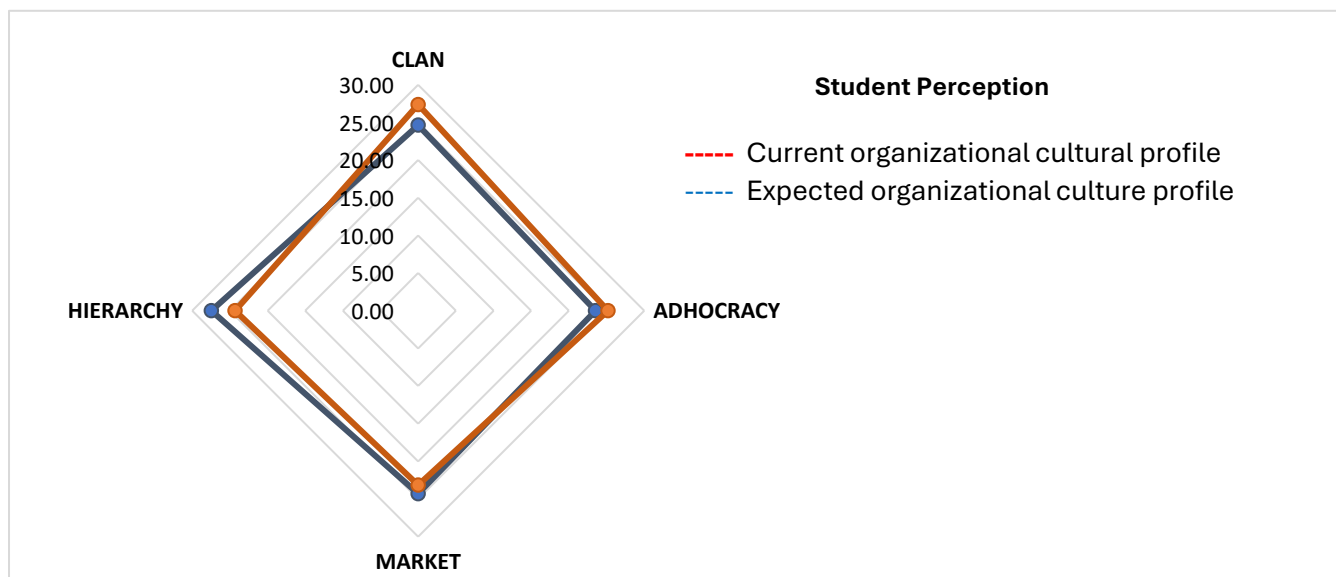
4.1.1 Current Organizational Culture Profile and Expected Organizational Culture Profile Based on Student Perceptions of the FEB UBT

Students' perceptions of the current culture reveal a dominance towards the Hierarchy culture type, with the highest average score of 27.46, followed by Clan culture with an average score of 24.63. Conversely, the lowest average scores are observed for the Market culture type, with an average value of 24.29, and Adhocratic culture, with an average value of 23.54. Regarding the expected future organizational culture profile for students, there is a noticeable increase in the average score for maintaining Clan culture, which rises to 27.38. Additionally, there is a desire for a new cultural change, particularly towards Adhocratic culture, which also experiences an increase in the average score to 25.19. However, there is a decline in the average scores for the Hierarchy cultural type (24.31) and Market culture (23.15). In conclusion, students aspire for the Faculty of Economics to maintain its familial Clan culture while also embracing a new cultural shift towards dynamic Adhocracy culture, fostering freedom, innovation, and the exchange of creative ideas. The organizational culture profile based on students' perceptions is presented in table 1 and figure 2 below.

Table 1: Organizational Culture Profile Based on Student Perceptions

Types of Organizational Culture	Current Situation	Future Situation
<i>Clan</i>	24,63	27,38
<i>Adhocracy</i>	23,54	25,19
<i>Market</i>	24,29	23,15
<i>Hierarchy</i>	27,46	24,31

Source: Processed data, 2024



Sumber: Data Chart Excel, 2024

Figure 2: Organizational Culture Profile Based on Student Perceptions

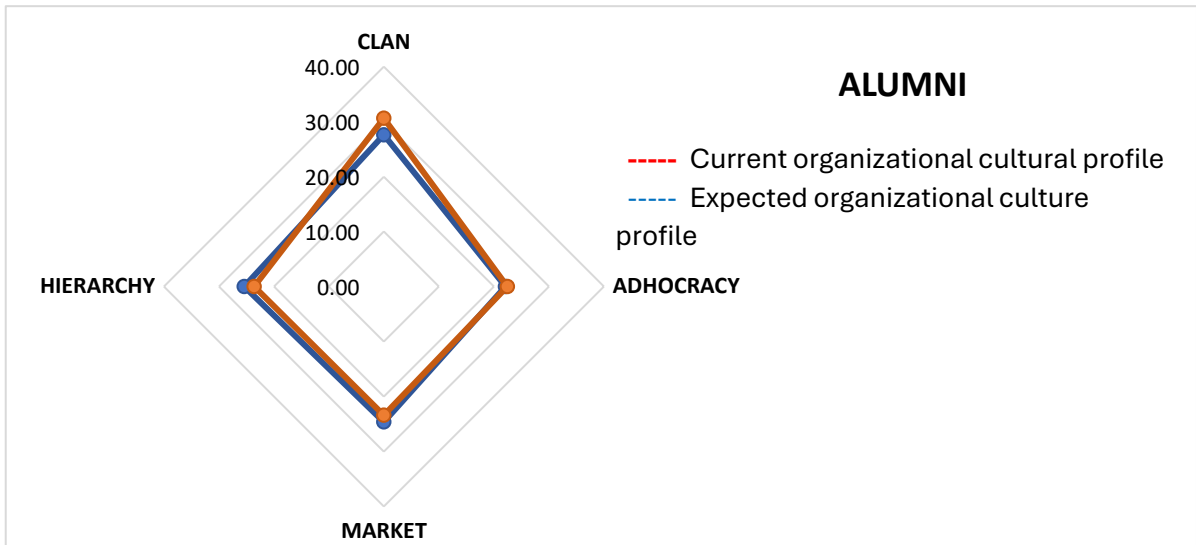
4.1.2 Current Organizational Culture Profile and Expected Organizational Culture Profile Based on Perceptions of Alumni of the FEB UBT

Based on the calculation results presented in Table 2, it is evident that the current organizational culture profile perceived by Alumni of the FEB is predominantly inclined towards the Clan culture type, with the highest average score of 27.61, followed by Hierarchy with an average value of 25.40, Market with an average value of 24.64, and finally Adhocracy with an average value of 22.10. Meanwhile, the organizational culture profile anticipated by the Alumni is to uphold the Clan culture, aiming for an increased average score of 30.62. Additionally, they express a desire for a new cultural shift towards the Adhocracy culture, as evidenced by an increased average score of 23.59, albeit with a decrease in the value for the Hierarchy culture type (22.43) and Market (23.41). Consequently, it can be inferred that the Alumni seek enhancements in the desired organizational culture for the FEB, namely the perpetuation of a Clan culture characterized by unity and kinship, alongside a newfound emphasis on an Adhocratic culture, fostering dynamism in the exploration of fresh innovations and creative ideas. The organizational culture profiles, as perceived by alumni, are detailed in Table 2 and illustrated in Figure 3 below.

Table 2: Organizational Culture Profile Based on Alumni Perceptions

Types of Organizational Culture	Current Situation	Future Situation
<i>Clan</i>	27,61	30,62
<i>Adhocracy</i>	22,10	23,59
<i>Market</i>	24,64	23,41
<i>Hierarchy</i>	25,40	22,43

Source: Processed data, 2024



Source: Excel Chart data, 2024

Figure 3: Organizational Culture Profile Based on Perceptions of Alumni

4.1.3 Current Organizational Culture Profile and expected Organizational Culture Profile based on Perceptions of Lecturers at the FEB UBT

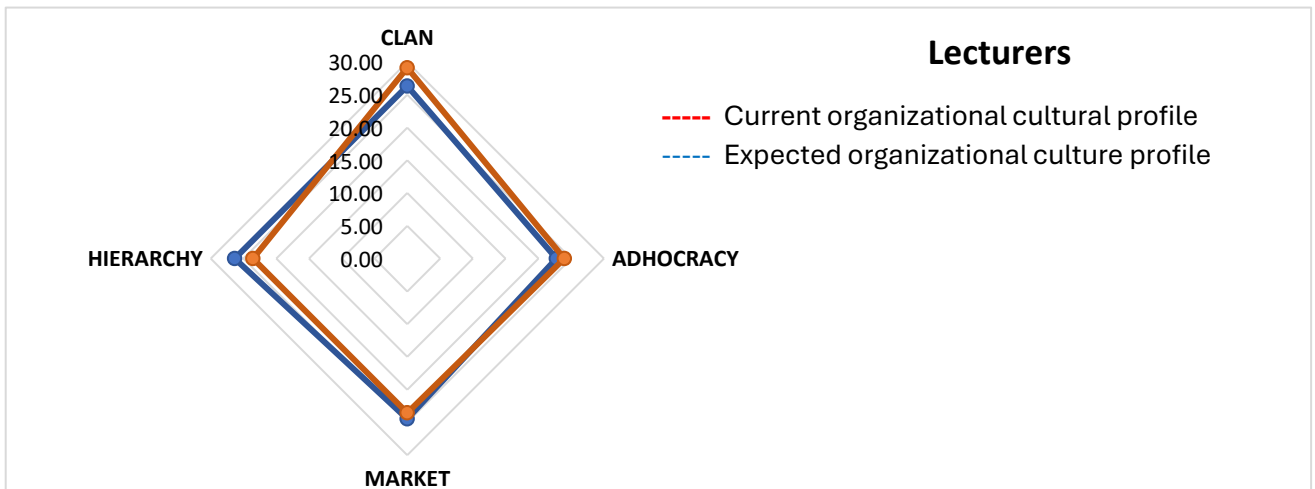
Regarding the perceptions derived from the calculation results presented in Table 3, it is evident that the current organizational culture profile perceived by lecturers at the Faculty of Economics leans predominantly towards the Clan culture type, with the highest average value of 26.34, followed by the Hierarchical culture, also with an average value of 26.34. This is trailed by the Market culture with an average value of 24.46 and, finally, the Adhocratic culture with an average value of 22.75. Anticipating the future organizational culture profile, lecturers aspire to maintain the Clan culture, aiming for an increased average score of 29.13. Furthermore, there is a shared desire among lecturers for a new cultural paradigm, particularly towards an Adhocracy culture, as evidenced by an increased average score of 23.95. However, there was a decline in value for both Market and Hierarchy cultures, each with the same average value, namely 23.55. In summary, it can be concluded that lecturers at the Faculty of Economics aspire to elevate the quality of future

organizational culture, emphasizing the maintenance of Clan culture alongside the introduction of a new cultural paradigm, namely the Adhocracy culture. The organizational culture profile, as perceived by lecturers, is outlined in Table 3 and depicted in Figure 4 below.

Table 3: Organizational Culture Profile Based on Lecturer Perceptions

Types of Organizational Culture	Current Situation	Future Situation
<i>Clan</i>	26,34	29,13
<i>Adhocracy</i>	22,75	23,95
<i>Market</i>	24,46	23,55
<i>Hierarchy</i>	26,34	23,55

Source: processed data, 2024



Source: Excel Chart data, 2024

Figure 4: Organizational Culture Profile Based on Perceptions of Lecturers at the FEB UBT

4.1.4 Current Organizational Culture Profile and expected Organizational Culture Profile based on Perceptions of Staff at the FEB UBT

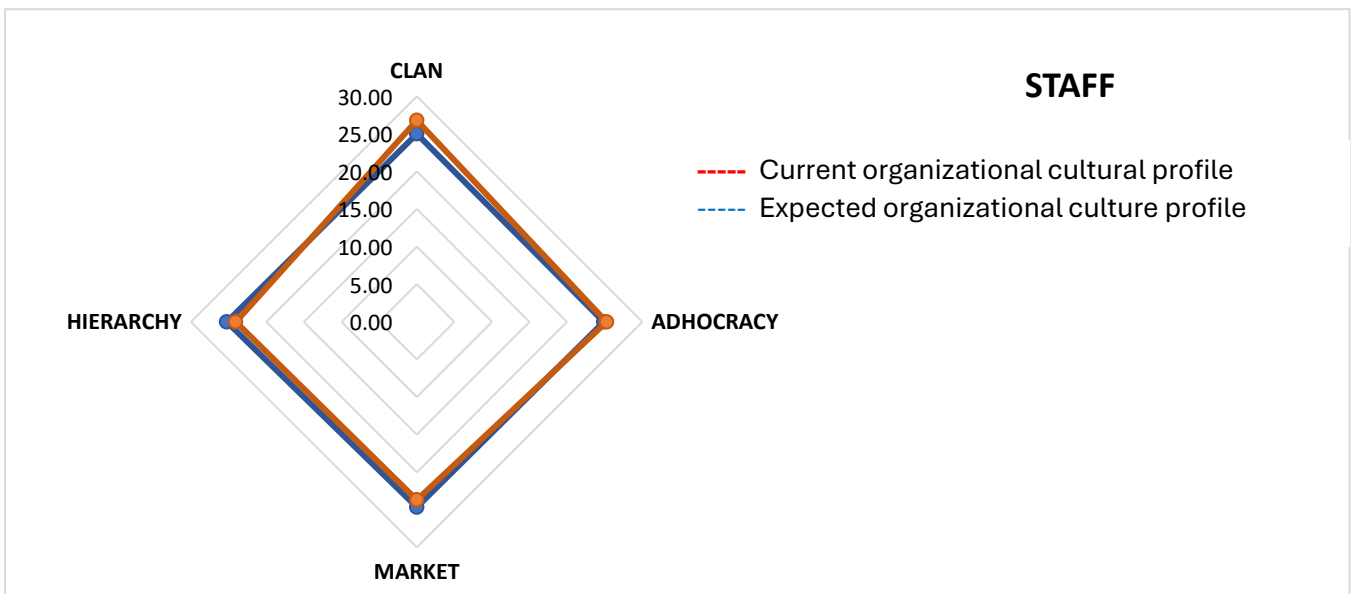
The data presented in Table 4 elucidates the current organizational culture profile perceived by the staff of the Faculty of Economics. The staff exhibit a predominant inclination towards the Hierarchy culture type, boasting the highest average value of 25.24, closely followed by Clan culture with an average value of 25.00. Subsequently, the Adhocratic culture follows with an average value of 24.88, and the Market culture with an average value of 24.64. Regarding the envisioned organizational culture profile in the future by the FEB staff, there is a palpable desire to uphold the Clan culture, as indicated by an increase in the average value to 26.79. Additionally, the staff express an inclination towards a new cultural paradigm,

particularly Adhocracy, as evidenced by an increase in the average score to 25.24. As a result, it can be inferred that the Faculty of Economics staff exhibits a strong inclination towards Clan culture and harbours a desire for a new cultural trajectory in the future, specifically towards Adhocracy culture. This shift is envisioned to bolster and cultivate an enthusiasm for innovation and creativity within the organizational framework. The organizational culture profile, based on the perceptions of the FEB staff, is delineated in Table 4 and depicted in Figure 5 below.

Table 4: Organizational Culture Profile Based on Staff Perceptions

Types of Organizational Culture	Current Situation	Future Situation
<i>Clan</i>	25,00	26,79
<i>Adhocracy</i>	24,88	25,24
<i>Market</i>	24,64	23,69
<i>Hierarchy</i>	25,24	24,05

Source: Processed data, 2024



Source: Excel Chart data, 2024

Figure 5: Organizational Culture Profile Based on Perceptions of Staff at the FEB UBT

4.2 Discussion

4.2.1 Perception of the Current Organizational Culture Profile based on Conclusions from All Respondents, FEB UBT

The results of data processing in Table 5 reveal that the overall organizational culture experienced by the Faculty of Economics, as perceived by students, alumni, lecturers, and staff, is predominantly dominated by Clan culture and Hierarchy culture. This observation is evident in the assessments provided by each group.

Students' assessments indicate a leaning towards Hierarchy culture, with an average value of 27.46, and Clan culture, with an average value of 24.63. Similarly, alumni tend towards Clan culture, with an average score of 27.61, and Hierarchy culture, with an average of 25.40. Furthermore, lecturers' assessments show a preference for Clan culture, with an average score of 26.34, and Hierarchy culture, with the same average value. Finally, staff members exhibit a tendency towards Hierarchy culture, with an average score of 25.24, and Clan culture, with an average of 25.00. These findings indicate that the current organizational culture at the Faculty of Economics is characterized by formal structure (Hierarchy), based on positions and responsibilities, as well as a familial atmosphere (Clan), emphasizing unity and providing comfort in executing tasks within the work environment. Below is a table presenting the results of the Organizational Culture Mapping (Current) at the Faculty of Economics, University of Borneo, Tarakan.

Table 5: Results of Organizational Culture Mapping (Current) FEB UBT

Stakeholders, FEB UBT	Grade Average Current Organizational Culture	
	Hierarchical Culture	Clan Culture
Students	27,46	24,63
Alumni	25,40	27,61
Lecturers	26,34	26,34
Staff	25,24	25,00

The Organizational Culture Mapping Profile of the Faculty of Economics at the University of Borneo, Tarakan, currently demonstrates a stronger inclination towards Clan culture and Hierarchy. The Clan culture referenced here maintains more to familial relationships that persist throughout the entire extended family within the Faculty of Economics. This encompasses relationships among students, alumni, lecturers, and staff, all of whom are regarded as part of the extended family of the Faculty of Economics. It highlights leaders who embody a "Paternalistic" spirit, akin to that of a parent, who protectively oversees all family members and endeavor's to provide guidance through any challenges they encounter. The Hierarchy culture, on the other hand, emphasizes the structural relationships between superiors and subordinates, prioritizing structured communication and coordination flows based on established procedures. This ensures the smooth operation of organizational structures among students, alumni, lecturers, and staff, while upholding procedural integrity.

4.2.2 Perception of the expected organizational culture profile based on conclusions from all respondents from the FEB UBT

The perception of all respondents regarding the anticipated future organizational culture profile, as depicted in Table 6, indicates a consistent preference for maintaining the Clan culture, which is strongly felt by students, alumni, lecturers,

and staff. However, there is a desire for a new cultural shift towards Adhocracy. This inclination is evident in the students' perceptions, where there is a sustained focus on Clan culture with an increased average score of 27.38, alongside a desire for Adhocracy with an average score of 25.19. Similarly, alumni exhibit a commitment to maintaining the Clan culture, reflected in an increased average score of 30.62, coupled with a desire for Adhocracy with an average score of 23.59. The trend continues with lecturers, who also uphold the Clan culture, as evidenced by an increased average score of 29.13, while expressing a desire for Adhocracy with an average score of 23.95. Likewise, staff members demonstrate a commitment to maintaining the Clan culture, as indicated by the increased average value of 26.79, alongside a desire for the implementation of Adhocracy with an average value of 25.24. Below is a Table presenting the results of the Organizational Culture Mapping (Expected) by the Faculty of Economics, University of Borneo, Tarakan, as follows.

Table 6: Results of Organizational Culture Mapping (Expected) by the FEB UBT

Stakeholders FEB UBT	Grade Average Organizational Culture Expected future	
	Adhocratic Culture	Clan Culture
Students	25,19	27,38
Alumni	23,59	30,62
Lecturers	23,95	29,13
Staff	25,24	26,79

The perception shared by all respondents is that they experience a sense of familial comfort among students, alumni, lecturers, and staff, considering the Faculty of Economics environment akin to an extended family (Clan). This familial bond strengthens their resolve to uphold the Clan culture they currently embrace and aspire to perpetuate in the future. However, the Faculty of Economics seeks a new cultural paradigm for the future, namely an Adhocracy culture. In this envisioned culture, students, alumni, lecturers, and staff envision a highly dynamic work environment characterized by the freedom to innovate, unconstrained by rigid structures. They aspire for an environment where individuals within the Faculty of Economics are encouraged to take risks, freely express ideas, innovate, and foster creative solutions, all contributing to the sustainability of the economics faculty in the years ahead.

5. Conclusion

The organizational culture profile of the FEB UBT, currently exhibits dominance in two cultures. Firstly, the Clan culture prevails, characterized by the leaders' emphasis on Human Resources (HR) development for subordinates, fostering a sense of comfort and security for all employees throughout the learning process. Secondly, the Hierarchy culture is palpable in the work environment, featuring a

clear and structured organizational framework based on hierarchical levels of position and responsibility.

In the future, it is hoped that the research findings will reinforce the emphasis on maintaining the already well-established Clan culture, fostering increased commitment and loyalty to the Faculty of Economics. Additionally, there is a recognized need for an Adhocracy culture, where students, alumni, lecturers, and staff aspire to a highly dynamic work environment. This environment would benefit from leadership styles that encourage new innovations and foster collaboration between leaders and subordinates (i.e., lecturers, staff, and students).

6. Suggestion

We hope that in the future, this study can serve as valuable learning material and a comprehensive reference for further research related to Organizational Culture Mapping Analysis using the Organizational Culture Assessment Instrument (OCAI) method, particularly in the field of human resources (HR).

This research still has limitations; thus, it is hoped that further studies can delve deeper into Organizational Culture Mapping Analysis using the Organizational Culture Assessment Instrument (OCAI) method and expand the scope of this research. This could involve increasing the sample size, aiming to achieve even better results than those obtained in the current study.

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