

CHAPTER VI

CONCLUSION AND RECOMMENDATION

6.1. Conclusion

Based on the analysis of data and discussion that has been done in previous chapters, the researcher took several conclusions as follows:

1. The current organizational culture on all employees of the Immigration Office Class 1 Bandung dominated by the hierarchy culture that the organization focuses on internal focuses with intergration and have orientation on stability and control. With a culture dominated by the hierarchy to make the Immigration Office Class 1 Bandung very formal and structured, work follow procedures and rules. The rules and procedures become a tool for achieving stability, efficiency and implementation of the operation. The rules and policies that binds this organization . The long-term attention is oriented by stability, performance, and efficiency.
2. The organizational culture that expected by all employees of the Immigration Office Class 1 Bandung has a tendency to want the type of the clan culture. Employees expect in the future that Immigration Office Class 1 Bandung become very friendly place to work like a big family where people share lot of many things. The goal is to set the organization's environment through collaboration, participation and consequences.

6.2. Recommendation

According to the result, the Head of Immigration Office Class 1 Bandung suggested to create a forum discussion with employees about the expected/preferred/future culture, then create a strategic plan for any changes that will be do and that will not to do. With often encourages subordinates to build participative teamwork and make open communication between superiors and subordinates, Immigration Office Class 1 Bandung will able to binds between members of the organization with the organization. If viewed from the research results which indicating the trend to change the hierarchy culture into the clan culture, the researcher suggest Immigration Office Class 1 Bandung to consider making some changes to the following actions:

1. Immigration Office Class 1 Bandung should creating a friendly workplace where there is no gap between superiors and subordinates by creating open communication so that there is affinity between superiors and subordinates.
2. The Head of Immigration Office should become humanism and care oriented. In this case the Head of Immigration Office more care and attention to each employees to constantly monitor each their jobs, sensitive to the needs of employees, and give confidence to employees.
3. Immigration Office Class 1 Bandung should emphasis on development of human resources by means of often involve employees in the education and training of immigration to improve cohesiveness, participation, and collaboration or teamwork among employees in work.

4. Immigration Office Class 1 Bandung should build a high commitment and loyalty to the organization goals, services, and programs that have been planned on the strategic plan where all services and programs that can be achieved in accordance with the specified time.
5. Immigration Office Class 1 Bandung should give more freedom to employees to participate more actively in developing the organization by providing input and their thoughts.
6. Immigration Office Class 1 Bandung should be more sensitive to the needs of citizens as customers and more sensitive to the needs of employees.

To implement the six expected characteristics, need the means of transferring the clan culture as the expected organizational culture. First, Immigration Office Class 1 Bandung should conduct a survey and meet employee needs. Second, Immigration Office Class 1 Bandung should promote teamwork and participation. Third, Immigration Office Class 1 Bandung should support and recognize team players (division). Fourth, Immigration Office Class 1 Bandung should foster better morale through empowerment. Fifth, Immigration Office Class 1 Bandung should create higher levels of trust. Sixth, Immigration Office Class 1 Bandung should express more obvious concern for people. And seventh, Immigration Office Class 1 Bandung should provide chances for self-management.⁷⁰

⁷⁰ Ibid., Pg. 88.

To transferring that, it does not mean that the Immigration Office Class

1 Bandung :

- Becoming undisciplined and overly permissive
- Perpetuating cliques jockeying for power
- One big “love-in” oriented
- Only fostering an internal focus
- Not working hard and having high expectations
- Forgetting about stretch goals, protecting underperformers
- Freedom without responsibility⁷¹

This researcher's recommendation was not intended to force the Immigration Office Class 1 Bandung to change the the current culture (the hierarchy) to be the expected organizational culture (the clan). This research concluded that the employee expectation for the future improvement on Immigration Office Class 1 Bandung. Hence, further should emphasize on the implementation of the organizational culture transformation or designing an expected organizational culture.

⁷¹ Loc.cit.

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