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Faculty of Social and Politic Science
Department of Public Administration

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**ANALYSIS OF ORGANIZATIONAL CULTURE ON
IMMIGRATION OFFICE CLASS 1 BANDUNG**

Undergraduate Thesis

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This statement was written with full of responsibility and are willing to accept any consequences according to the rules, if in the future it is known that this statement is not true.

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Muhammad Maulidza

ABSTRAK

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Judul : Analisis Budaya Organisasi Pada Kantor Imigrasi Kelas 1 Bandung

Penelitian yang dilakukan oleh peneliti berjudul: Analisis Budaya Organisasi Pada Kantor Imigrasi Kelas 1 Bandung, dengan rumusan masalah: Apa tipe Budaya Organisasi Kantor Imigrasi Kelas 1 Bandung pada saat ini? Apa tipe Budaya Organisasi Kantor Imigrasi Kelas 1 Bandung yang diharapkan di masa mendatang? Apa tindakan perubahan yang dapat dilakukan oleh Kantor Imigrasi Kelas 1 Bandung? Tujuan dari penelitian ini adalah untuk memperoleh gambaran tentang Budaya Organisasi Pada Kantor Imigrasi Kelas 1 Bandung.

Penelitian ini dilakukan dengan menganalisis Organisasi Kantor Imigrasi Kelas 1 Bandung dengan menggunakan instrumen OCAI (Organizational Culture Assessment Instrument) yang merupakan sebuah instrumen pengukuran budaya organisasi berdasarkan Competing Values Framework (CVF) dimana klasifikasi budaya terbagi menjadi empat budaya organisasi, yaitu : budaya klan, budaya adokrasi, budaya pasar, serta budaya hirarki. Instrumen ini dikembangkan dan diperkenalkan oleh peneliti Amerika, Kim S. Cameron dan Robert E. Quinn. Cameron & Quinn mengidentifikasi enam dimensi sebagai dasar dari OCAI yang meliputi: Karakteristik Dominan, Kepemimpinan Organisasi, Pengelolaan Pegawai, Perikat Organisasi, Penekanan Strategis, dan Kriteria Keberhasilan.

Hasil yang diperoleh dari penelitian ini ditemukan adanya dominasi budaya hirarki pada seluruh pegawai, dimana dalam tipe budaya ini memfokuskan organisasinya pada masalah internal dan memiliki orientasi terhadap stabilitas. Tampak adanya kecenderungan perubahan menuju budaya klan sebagai budaya yang diharapkan di masa mendatang. Budaya klan mengarah pada fokus internal dan fleksibilitas. Budaya klan merupakan suatu kolaborasi kebudayaan dengan komitmen yang kuat bagi pegawai dan menjadikan organisasi seperti sebuah keluarga.

Kata Kunci : Budaya Organisasi, Organization Culture Assessment Instrument, Competing Values Framework

ABSTRACT

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Judul : Analysis of Organizational Culture on Immigration Office Class 1 Bandung

The research that was conducted by the researcher entitled: Analysis of the Organizational Culture on Immigration Office Class 1 Bandung, with formulation of the problem: What type of the current Organizational Culture on Immigration Office Class 1 Bandung? What type of the expected Organizational Culture on Immigration Office Class 1 Bandung in the future? What actions that can be taken to make Immigration Office Class 1 Bandung better than before? The purpose of this study was to gain an overview of Organizational Culture on Immigration Office Class 1 Bandung.

This research was conducted by analyzing the Organizational Culture on Immigration Office Class 1 Bandung with OCAI (Organizational Culture Assessment Instrument) Which is a organizational culture measurement instrument based on the Competing Values Framework (CVF) in which the cultural classification is divided into four organizational culture, namely: clan culture, adhocracy culture, market culture, and hierarchy culture. This instrument was developed and introduced by American researchers, Kim S. Cameron and Robert E. Quinn. Cameron & Quinn identified six dimensions as the basis of OCAI which includes: Dominant Characteristics, Organizational Leadership, Management of Employees, Organizational Glue, Strategic Emphasis, and Criteria of Success.

The results of the research found dominance of hierarchy culture on all employees, which in this type of culture focused on the organization's internal problems and have an orientation towards stability. There seems to be a tendency towards cultural change to be a clan as the expected culture in the future. The clan culture leads to an internal focus and flexibility. And it was a culture of collaboration with a strong commitment for employees and make an organization like a family.

Keywords : Organizational Culture, Organization Culture Assessment Instrument, Competing Values Framework

PREFACE

First at all, thanks to Allah SWT for His love and grace. Thanks for His guidance and mercy for helping me to finish this undergraduate thesis, entitled **“Analysis of Organizational Culture on Immigration Office Class 1 Bandung”**. This undergraduate thesis proposed as one of the requirements to achieve a Bachelor's degree in Department of Public Administration at the Parahyangan Catholic University, Bandung. In this occasion, the researcher also want to thank all those who have supported researcher:

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Bandung, 3rd of January 2017

Muhammad Maulidza

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Appendix 1 Questionnaire

Appendix 2 Law Number 6 of 2011 on Immigration

Appendix 3 Tabulation Table

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Appendix 5 Certificate of Research

LIST OF ABBREVIATIONS

CVF	Competing Values Framework
INFOKIM	Informasi dan Komunikasi Keimigrasian
LANTASKIM	Lalu Lintas Keimigrasian
OCAI	Organizational Culture Assessment Instrument
SPSS	Statistical Product and Service Solutions
STATUSKIM	Status Keimigrasian
WASDAKIM	Pengawasan dan Penindakan Keimigrasian

CHAPTER I

INTRODUCTION

1.1. Background Problem

Organizational culture is a system of values shared meaning held by members that distinguishes the organization from other organizations.¹ In other words, the organizational culture became its own characteristics for each organization in demonstrating uniqueness to face competition with each other.

Organizational culture determined what can and cannot be done by the members of the organization; determined the boundaries of normative members' behavior of the organization; determined the characteristics and forms of control and supervision of the organization; determined managerial style that can be accepted by the members of the organization; determined the right work steps, and so on.²

Organizational culture became one of the main factors in improving and maintaining the effectivity of performance employee of the organization. It is also stated by Cameron & Quinn (1999) that organizational culture has a strong effect on performance and efficiency at the long-term of an organization.³

Most organizational scholars and observers now recognize that organizational culture has a powerful effect on the performance and long-term

¹ Stephen P. Robbins & Timothy A. Judge, *Essentials of Organizational Behavior*. Arizona : Pearson Education, Limited, 2013, Pg. 512.

² Yusrialis, *Budaya Birokrasi Pemerintahan (Keperihatinan dan Harapan)*, Jurnal Sosial Budaya Volume 9, no.1, 2012, Pg. 82.

³ Kim Cameron, *A Process for Changing Organizational Culture, The Handbook of Organizational Development*, Michigan: University of Michigan Business School, 2004, Pg. 11.

effectiveness of organizations. Empirical research has produced an impressive array of findings demonstrating the importance of culture to enhancing organizational performance (for reviews, see Cameron and Ettington, 1988; Denison, 1990; and Trice and Beyer, 1993).⁴

Specifically the important role played by the organizational culture helped to create a sense of belonging to the organization; creating the identity of the members of the organization; creating an emotional attraction between organization and employee that involved in it; help the organization to bring the stability as a social system; and discover patterns of behavior guidelines as the results of the norms of habit that formed in everyday life.⁵

According to Wibowo: *"Setiap perusahaan memiliki penerapan budaya organisasi yang berbeda-beda. Budaya merupakan pola kegiatan manusia yang secara sistematis diturunkan dari generasi ke generasi melalui berbagai proses pembelajaran untuk menciptakan cara hidup tertentu yang paling cocok dengan lingkungannya"*.

Every different organizational culture type have their respective advantages and disadvantages. Every culture type works best in the activities domain corresponding to that particular culture type. So sometimes there is no ultimate 'best' organizational culture, although a specific type may be better than others in particular situations.⁶ The organizational culture transformation need to be implemented if the persistent problem that existed cannot be solved.

⁴ Ibid., Pg. 5.

⁵ Ibid., Pg. 82.

⁶ OCAI Online, *Organizational Culture Assesment Instrument Public Administration, Report*, May 31, 2010, Pg. 5.

One of the instruments that used to measure the organizational culture of a company is using OCAI. Organizational Culture Assessment Instrument which served as an instrument of organizational culture based on Competing Values Framework (CVF) where cultural classification is divided into four organizational culture, namely: the clan culture, the adhocracy culture, the market culture, and the hierarchy culture.⁷ This instrument is a theory development to understand the cultural and organizational phenomena.⁸ This instrument was developed and introduced by the American professor, Kim S. Cameron and Robert E. Quinn. Cameron & Quinn identified six dimensions as the basis of OCAI that consisting of Dominant Characteristics, Organizational Leadership, Management of Employees, Organizational Glue, Strategic Emphasis, and Criteria of Success.⁹

OCAI was very useful in reflecting the direction of the organization. The organization grouped by culture to support the mission and objectives.¹⁰ The purpose of OCAI is to identify the current organizational culture and helps to identify the thinking of the organization members of the culture that should be developed to suit the needs of the organizational environment in the future faced by the organization.¹¹

Human resources in a country have an important role in realizing the principles of good governance, through the role of the Directorate General as Organization of State which carry out the functions of the ministry to formulate and

⁷ Loc.cit.

⁸ Ibid., Pg. 3.

⁹ Loc.cit.

¹⁰ Ibid., Pg. 7.

¹¹ Loc.cit.

implement the policies in the field of technical standardization. The Directorate General is subordinate and responsible to the Minister or Head of Government Agencies.¹² The government's efforts in establishing and developing the organization of the Directorate General has been implemented since quite a long time, through Law Number 39 of 2008 on *The Ministry of State* and Presidential Regulation Number 7 of 2015 on *The Organization of State*.

To make human resources facilitated by the Directorate General's performance design that supports management and work environment can develop their potential, the Directorate General need to understand the culture of the organization to help for recognize each of the basic assumptions in the organization and then will help the Directorate General to predict and respond to any employee behavior.

The Directorate General of Immigration is one of the Organization of State in the part of the Ministry of Justice and Human Rights of Indonesia, which has the main task of formulating and implementing the immigration policies to serve the Indonesian Citizens as well as Foreign State Citizens, should have a good organizational culture in encouraging their employees to be able to work properly effectively and efficiently , then ultimately, the achievement of the stated goals is to bring into reality the Organization of State's good public services. But in fact, many people who work in the Organization of State felt that existing organizational culture at their organization needs to be changed so that the achievement of the employee performance and Organization of State will work better.

¹² Presidential Regulation Number 7 of 2015 on the Organization of State.

Therefore, the Directorate General of Immigration as an Organization of State should have an obligation to show the best performance through their employee performance in providing services. But in reality, according to the observations of the researcher, there are indications that illustrate a lack of understanding of the six dimensions of organizational culture, caused by the non-optimal performance. The indications which are important to note from the Directorate General of Immigration as follows:

1. In regard to Dominant Characteristics: Immigration Office Class 1 Bandung employee performance had been poor due to the patriarchal cause chain of bureaucracy. The condition is caused by many senior employee were live on the new order which very rigid, dominating the juniors who actually have better competence, and patriarchal oriented. An administration staff describes as follows:

“Karakter utama pada kantor ini masih terasa sangat kental akan patriarki yang menjadikan pegawai muda tidak bisa memberikan kontribusi lebih dan tidak bisa mewujudkan inovasi dan kreatifitas dalam memberikan pelayanan.”¹³

2. In regard to Organizational Leadership: The Head Officer was only coordinating and monitoring without giving any discretion policies or a family approach for demanding offices and employees to create innovation in services. An administration staff describes as follows:

¹³ According to interview with Administration Staff of Immigration Office Clas 1 Bandung, Tuesday, 8 November 2016.

“Pimpinan hanya melakukan koordinasi dan pengawasan, selanjutnya sisa dari pekerjaan menjadi tanggung jawab pekerjaan bawahannya masing-masing.”¹⁴

3. In regard to Management Employees : Employee management was rigid as bound by the laws and rules that apply, not from discretionary or family approach undertaken by leaders in each division. So that management felt bridled. An administration staff describes as follows:

“Manajemen pegawai benar-benar diatur oleh organisasi tata kerja dan tugas, pokok, dan fungsi yang standar manajemennya diatur oleh kementerian hukum dan ham, tanpa ada diskresi atau kebijakan yang fleksibel.”¹⁵
4. In regard to Organizational Glue: Loyalty existed because of the strong force of the organization connecting each division jobs in achieving the same goal. It can be concluded that the organizational glue is coercive. An administration staff describes as follows:

“Keterkaitan pekerjaan antar divisi menjadi loyalitas bersama, dimana seluruh pegawai secara tidak langsung dipaksa untuk bersama-sama mencapai tujuan yang sama.”¹⁶
5. In regard to Strategic Emphasis: The strategy has not met the value of public services effectiveness, efficiency, and economical despite using

¹⁴ According to interview with Administration Staff of Immigration Office Clas 1 Bandung, Tuesday, 8 November 2016.

¹⁵ According to interview with Administration Staff of Immigration Office Clas 1 Bandung, Tuesday, 8 November 2016.

¹⁶ According to interview with Administration Staff of Immigration Office Clas 1 Bandung, Tuesday, 8 November 2016.

ICT. The condition is caused by the Human Resource limitations that most did not understand the use of ICT, because most of them were not ready to change the method of public services, from traditional public services into a modern public service. An administration staff describes as follows:

“Kita sudah membuat dan menerapkan beberapa inovasi pelayanan publik yang modern melalui teknologi yang kami gunakan, hanya saja sebagian dari pegawai yang sudah senior belum bisa menggunakannya.”¹⁷

6. In regard to Criteria of Success: Keeping the success criteria became difficult due to maintaining the success that had been achieved based on community satisfaction with services as well as holding the organization to receive complaints at a low-intensity level was not easy. Necessary consistency to maintain this achievement, whereas in fact, the employee performance had not been entirely consistent. An administration staff describes as follows:

“Untuk saat ini indeks kepuasan masyarakat terhadap pelayanan sudah baik dan komplain sudah berkurang, hanya saja untuk mempertahankan prestasi ini tidaklah mudah, justru menjadi kendala

¹⁷ According to interview with Administration Staff of Immigration Office Clas 1 Bandung, Tuesday, 8 November 2016.

kami untuk bisa mempertahankannya, dibalik kinerja pegawai belum sepenuhnya konsisten baik.”¹⁸

Based on these interview results from Immigration Office's employees, the researcher concludes that the problem showed the weakness of the hierarchy culture. With Organizational Culture Assessment Instrument, Researchers tried to find out whether the problems identified by the results of the interview, is appropriate or not, and is valid or not.

The researcher interested in conducting research on *Analysis of Organizational Culture on Immigration Office Class 1 Bandung* (With Organizational Culture Assessment Instrument), with the intent of researcher identifying and giving recommendation of the type of organizational culture that expected by employees in improving productivity performance and remove obstacles that exist for the next year or the future. The change in organizational culture that expected, have a hope of enduring improvement in organizational performance. Although the tools and techniques may be present and the change strategy implemented with vigor, many efforts to improve organizational performance fail because the fundamental culture of the organization values, ways of thinking, managerial styles, paradigms, approaches to problem solving remains the same.¹⁹

¹⁸ According to interview with Administration Staff of Immigration Office Clas 1 Bandung, Tuesday, 8 November 2016.

¹⁹ Kim S. Cameron & Robert E. Quinn, *Diagnosing and Changing Organizational Culture* (Revised Edition). San Francisco, CA, EE.UU.: Jossey-Bass, 2006, Pg. 11.

1.2. Problem Formulation

By contrast to the background of the above problems, the research question is formulated as follows:

1. What type of organizational culture on Immigration Office Class 1 Bandung?
2. What type of organizational culture that is expected by the employees of Immigration Office Class 1 Bandung in order to improve organizational performance better than before?

1.3. Research Purposes

The research purposes or objectives is to:

1. To describe the type of organizational culture at Immigration Office Class 1 Bandung;
2. To describe the type of organizational culture that expected by Immigration Office Class 1 Bandung employees in order to improve organizational performance to be better than ever.

1.4. Research Benefits

The results of research are expected to be useful as an input for the type of organizational culture as what employees expected in order to create solutions for better performance on Immigration Office Class 1 Bandung.

1.5. Research Systematics

Writing systematics organized in order to explain the overall results of this research can be briefly identified as follows:

CHAPTER I INTRODUCTION

This chapter consists of the background problem, problem formulation, research purposes, research benefits, and research systematics.

CHAPTER II LITERATURE REVIEW

This chapter consists of the scope of the organizational culture, organizational culture measurement, and research model.

CHAPTER III RESEARCH METHODS

This chapter consists of the research approaches, population and sample, research measurement and instruments, data collection, and data analysis.

CHAPTER IV RESEARCH RESULTS

This chapter includes facts and information obtained from the research subjects.

CHAPTER V ANALYSIS AND INTERPRETATION OF THE RESEARCH RESULTS

This chapter includes the analysis of field data for further leave to interpretation

CHAPTER VI CONCLUSION AND RECOMMENDATION

This chapter includes conclusion and recommendation on the results of research conducted.