Organizational Culture Analysis Using Competing Values Model as a Strategy to Improve Research Performance and Scientific Publications

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ABSTRACT

The Ministry of Technology and Higher education research, has widely issued regulations to strengthen research performance, to improve the competitiveness of the nation in the face of the industrial Revolution of 4.0. This government effort should be addressed by private universities, especially those in the target cluster, to improve research performance and scientific publications in accordance with the challenges of industrial automation, so that private universities can participate A role in the Industrial Revolution 4.0

Addressing the improvement of quality and quantity of research and community service, private universities in the target cluster are required to conduct management of culture change. Culture in organizations influences the organizational performance as it can unite the members of the Organization in achieving strategic objectives.

The culture change in the college organization is expected to respond positively to the challenges and competition in improving the performance of research and scientific publications. The model used in the organizational culture analysis is the Competing Values Model. The purpose of this research is for private universities to improve the scientific publication of lecturers and to build a culture of a higher education organization and to be able to bring its organization to compete at national and international level and In preparing to face the 4.0 industrial Revolution. The long-term objective and specific purpose of this research is the application of organizational culture that can encourage lecturers to excel in accordance with the achievement indicators of lecturers. The culture change in the college organization is expected to respond positively to the challenges and competition in improving the performance of research and scientific publications. The model used in the organizational culture analysis is the Competing Values Model. The purpose of this research is for private universities to improve the scientific publication of lecturers and to build a culture of a higher education organization and to be able to bring its organization to compete at national and international level and In preparing to face the 4.0 industrial Revolution. The long-term objective and specific purpose of this research is the application of organizational culture that can encourage lecturers to excel in accordance with the achievement indicators of lecturers.

A multi-methode approach to culture studies by combining primary and secondary data, shows that private universities need to do organizational change management, so that research performance increases.

Keywords: Organizational Culture Assessment Instrument, Competing Values Model, scientific publication

1. INTRODUCTION

The college has the vision, mission and objectives, whose achievement is done through Tri Dharma College. The duties and responsibilities of lecturers on the implementation of Tri Dharma College is education, research and community service, as the mandate of LAW No. 20 of 2003 on national education system is not easy to In the field of research and devotion to the community. The college's obligation to improve and develop research programs to foster research excellence and improve scientific publication to generate external research that is beneficial in enhancing the competitiveness of the nation, Demanding colleges in target clusters with low scientific publication performance to revamp the culture of its organization in order to improve research performance and scientific publications on the clusters of Madya, Utama and Mandiri.

The efforts to improve the quality and quantity of research and service to the community continues to be conducted systematically by the Ministry of Research, Technology and higher education, with various programs to enhance the quality of research and dedication Community that can

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support the progress and competitiveness of the nation. The ranking of Indonesian publications by country in the Scimago Journal & Country ranks (21 April 2018) was ranked at 55 with 54146 documents (www.scimagojr.com). Low-level research publications are global and in order to build a research culture. The Ministry of Technology and Higher education research has launched the SINTA (Science and Technology Index) to measure the performance of journals, researchers and institutions. Launching the SINTA Portal is expected to improve lecturers ' scientific publications.

The low quantity and quality of higher education scientific publications also occur at private colleges in Sukabumi, of 17 private colleges only 4 colleges that have Sinta Score and the remaining 0 (zero), based on ratings Institutional level of private universities in Sukabumi is higher than 1000. (Sinta.2ristekdikti.go.id).

Addressing the improvement of quality and quantity of research and community service, private universities in the target cluster are required to perform organizational change management. Culture in organizations affects organizational performance because it can bring together members of the organization to achieve their goals. The culture change in the college organization is expected to respond positively to the challenges and competition in improving the performance of research[1], [2].

The purpose of this research is to analyze organizational culture so that private universities with research performance on the target cluster can improve the performance of research and scientific publications as obligations to the implementation of Tridharma, and Increase the competitiveness of the nation on a global level.

2. LITERATURE REVIEW

2.1 Organizational Culture

Culture is specifically interpreted as a result of the processing of human minds together. The human view of the organization changes the new paradigm in organizations. The development of competition between organizations in global competition requires organizations to adapt to [3][4].

Organizational cultures include beliefs, thinking, and visible or invisible values, which can turn the organization's direction, consisting of interests, habits and various symbols that appear in the Organization's wheels [5] The efficiency that arises because of organizational problems is how to balance between individual interests and the compliance of organizational members in order to achieve common goals.

2.1.1 Competing Value Model
Organizational Culture Assessment Instrument (OCAI)
In an organization the cultural value can be measured using the Organizational Culture assesment instrument,. OCAI was developed by Cameron and Quin known as the Competing Values Framework (1999). OCAI not only assesses the right organizational culture, but also assesses the effectiveness of

indicators within the organization [6]. This Model is useful in interpreting the phenomenon in the organization. Therefore, the Competing Values Framework (CVF) can be used as a general approach to the organization, stages in the development of organizational cycles, leadership roles in management of human resources management, and improvement of competence. Cameron's research on organizational [6]–[8]. 39 The indicator generates two dimensions divided into several stages.
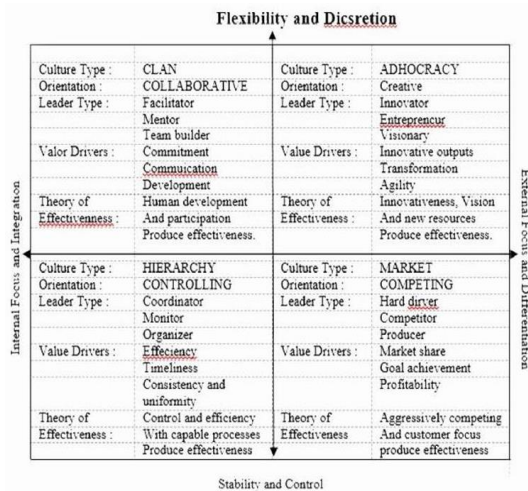

Competing Values Framework
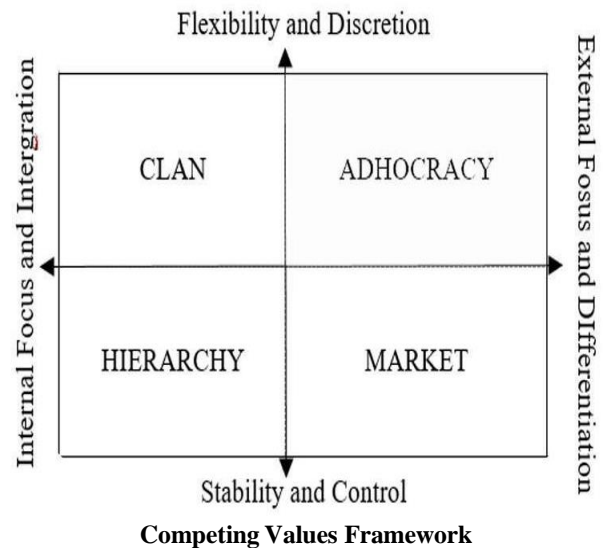
Effective organizational criteria are differentiated into two dimensions. The first dimension distinguishes the criteria of effectiveness that emphasize on flexibility, flexibility (discretion), and dynamism with the pressure-pressing dimension (stability), order, and control [6], [9]

The second dimension distinguishes effective organizational criteria into two sides where it emphasizes internal orientation, integration, and unity. While on the other side emphasizes external orientation, differentiation, and competition. Both of these dimensions form the four quadrants that each of its quarters depict the differences in the effectiveness of the Organization. These four groups can give an overview of the person's assessment of organizational performance, what definitions look good and correct, or in other words define core

Based on the Competing Values Framework model, Cameron and Quinn created an instrument development model using a quantitative survey called *Organizational Culture Assesment Instrument* (OCAI). [10]

OCAI identifies the desire and perception of organizational cultures that can be categorized into four phases:
1. *Hierarchy*
2. *Market*
3. *Clan*
4. *Adhocracy*

The Competing Values of Leadership, Effectiveness, and Organizational Theory

2.2 Performance Lecturer

Employee performance assessment is an evaluation, whether the employee has worked effectively and efficiently in accordance with the responsibilities given to him. Performance assessment is also as an evaluation for organizational planning and development. Performance is the result of work in quality and quantity achieved by an employee in carrying out its work in accordance with the achievement and responsibilities given[11]

The quality of performance in an organization must be done with all existing resources, because the organization's performance is essentially dependent on good performance management. In accordance with the opinion above the performance according to Fahmi (2016) is the results obtained by the Organization during a period. Employee performance problems are a problem that must be solved because it affects whether the organization can achieve its objective research performance indicators using the indicators found in the research guide and devotion to 12 Edition community. Consisting of:

1. Scientific articles published in the Journal
2. Scientific articles published in the Proceedings
3. Intellectual Property (KI)
4. Model/prototype/design/artwork/social engineering Books (ISBN)
5. Book-chapter (ISBN)

3. RESEARCH RESULT

3.1 Organizational Culture

The study of organizational culture in universities began with the low performance of research at private universities. The position of organizational culture in this research is displayed in two ways that the organization members are in the present condition and the conditions are subject to change. Adoption of methods used in various cultures studies that mono methodologies in the study of cultures overemphasized the organizational culture at an abstract level, so in this study using the Multi-Methods[9].

The Prognosis of private college organizational culture was initiated using the theory of Cameron and Quin (OCAI) models of the Competing Values Framework, which can interpret organizational phenomena, and predict organizational success.[12][9] Cameron and Quinn create models of the instrument development of Organizational Culture Assesment Instrument (OCAI)[10]. OCAI identifies the desire and perception of organizational cultures that can be categorized into four phases

1. *Hierarchy*
2. *Market*
3. *Clan*
4. *Adhocracy*

Which is divided into two main content, namely culture system and cultural substance, which are divided into six dimensions, analysis of organizational culture data using OCTAT (Organizational Culture Text Analysis Tool) with the following exposure:

1. Dominant characteristics of higher education
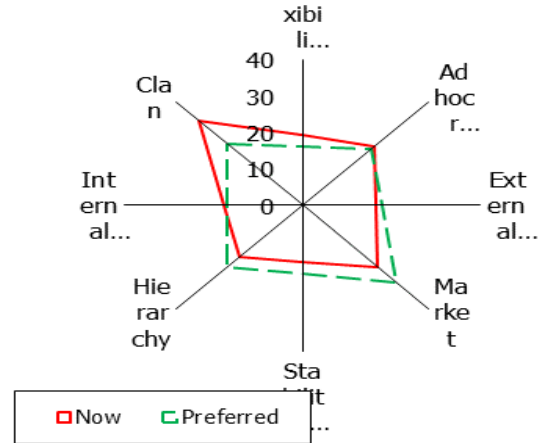
1. Dominant Characteristics		
Aver.	**Now**	**Preferred**
A	33	24
B	23	22
C	24	30
D	20	24
TOTAL	**100**	**100**

Graphical layout		
Score	**Now**	**Preferred**
Flexibility & discretion	19.16764453	16.23271219
Adhocracy (B)	23	22
External focus	16.60948695	17.94963368
Market (C)	24	30
Stability & control	15.42778432	18.85618083
Hierarchy (D)	20	24
Internal focus	17.61096134	16.97056275
Clan (A)	33	24

Based on respondents ' perception of the dominant characteristic dimension, in the case of respondents perceived in private college, the type of culture that dominates is clan culture and Market culture. This type of dominating culture is based on the perspective of the members of the organization who view that the college focuses on the family system, which focus on the participation of educators and educational personnel, and the commitment to be focused on On the member's moral organization and cohesiveness. The second culture that dominates is the market culture that emphasizes high competition.

Discrepancy on dominating cultures is done by comparing the current perceived cultures and the expected culture type. In the clan culture the respondent expects that this type of culture is reduced, and more involved in the culture of the market, this is interpreted that the challenge of higher education faced competition especially in the implementation

of followers College, Demands change in organizational culture so that the focus external organization should also be considerate.

**2. Higher Education organization Leadership**
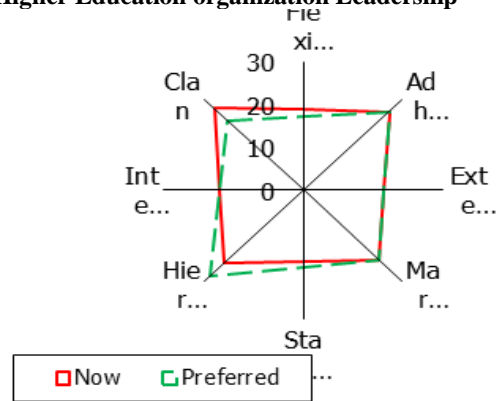
2. Organizational Leadership				Graphical layout		
Aver.	**Now**	**Preferred**		**Score**	**Now**	**Preferred**
A	27	23		Flexibility & discretion	18.73165888	17.25917776
B	26	26	B	*Adhocracy*	26	26
C	23	23		External focus	17.25917776	17.25917776
D	24	28	C	*Market*	23	23
TOTAL	**100**	**100**		Stability & control	16.60948695	17.85791243
			D	*Hierarchy*	24	28
				Internal focus	17.96883115	17.85791243
			A	*Clan*	27	23

Organizational Leadership dimension, leading to the dominance of Clan culture and Culture adhocracy. The perspective of organization members on organizational leadership sees organizational leaders have a leadership facilitator style that is based on that competency and performance measure already have clear standards. The second dominant culture on the dimension of organizational leadership, signifies that in a college organizational structure is not restricted to rigid structures. Success criteria lead to innovation in carrying out obligations in the implementation of Tridharma.

Discrepancy that occurred at the dimension of organizational leadership, respondents wanted a clan culture to be reduced, and improved the culture of the hierarchy emphasizing the good organizational structure to suit the needs and challenges of colleges In the era of industrial revolution.

3. Management of higher education lecturers
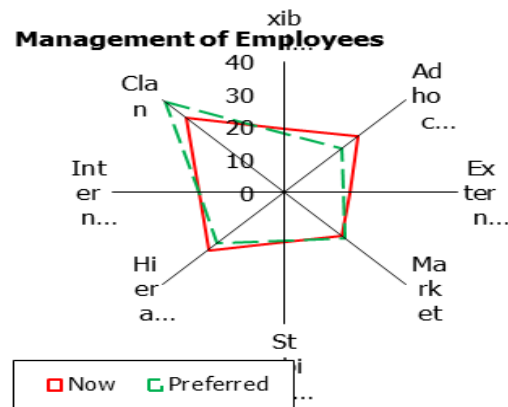
3. Management of Employees				Graphical layout		
Aver.	**Now**	**Preferred**		**Score**	**Now**	**Preferred**
A	32	39		Flexibility & discretion	19.39492886	18.06779741
B	24	19	B	*Adhocracy*	24	19
C	19	20		External focus	14.9972415	13.77951676
D	25	22	C	*Market*	19	20
TOTAL	**100**	**100**		Stability & control	15.26707823	14.81557065
			D	*Hierarchy*	25	22
				Internal focus	19.8486114	19.89172519
			A	*Clan*	32	39

In the adhesive dimension of Adhocracy culture organization and the hierarchy culture dominates, respondents saw that the adhesive of the dominant organization was in the adhorracy culture in which respondents saw that the process could improve new innovations and resources New. In clan cultures in the organizational adhesive dimension are formal regulations and policies. As well as the Higher School of Higher Earah. Discrepancy on the adhesive dimensions of Clan culture organizations to be preserved and the hierarchy culture shows a positive gap which means the hierarchy culture needs to be improved by the organization

4. Organizational Adhesive at college
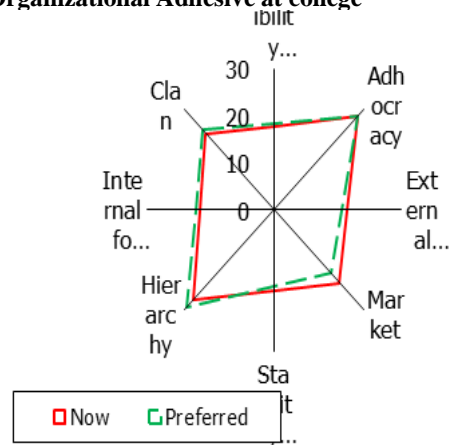
4. Organization Glue		
Aver.	**Now**	**Preferred**
A	23	24
B	28	28
C	22	19
D	27	29
TOTAL	**100**	**100**

Graphical layout			
	Score	**Now**	**Preferred**
	Flexibility & discretion	17.85791243	18.27599065
B	*Adhocracy*	28	28
	External focus	17.42311109	16.00769394
C	*Market*	22	19
	Stability & control	17.14373176	16.23399318
D	*Hierarchy*	27	29
	Internal focus	17.56453244	18.57155923
A	*Clan*	23	24

In the adhesive dimension of Adhocracy culture organization and the hierarchy culture dominates, respondents saw that the adhesive of the dominant organization was in the adhorracy culture in which respondents saw that the process could improve new innovations and resources New. In clan cultures in the organizational adhesive dimension are formal regulations and policies. As well as the Higher School of Higher Earah. Discrepancy on the adhesive dimensions of Clan culture organizations to be preserved and the hierarchy culture shows a positive gap which means the hierarchy culture needs to be improved by the organization .

5. Higher education Strategy
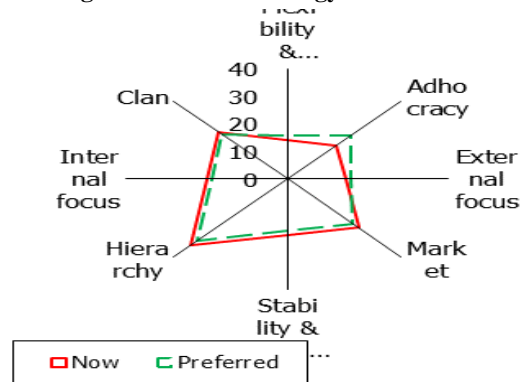
5. Strategic Emphases		
Aver.	**Now**	**Preferred**
A	24	23
B	17	22
C	25	23
D	34	32
TOTAL	**100**	**100**

Graphical layout			
	Score	**Now**	**Preferred**
	Flexibility & discretion	14.0731496	15.90204583
B	*Adhocracy*	17	22
	External focus	14.31049438	15.90204583
C	*Market*	25	23
	Stability & control	20.37426319	18.92474876
D	*Hierarchy*	34	32
	Internal focus	19.89652184	18.92474876
A	*Clan*	24	23

The dimension of higher education strategy is dominant on hierarchy culture and market culture. The hierarchy culture at strategic emphasis aims to ensure that the stability and operation of higher education are important. At the culture of the local college market the area can compete with other private and state universities Discrepancy that appear on the strategic emphasis of higher education respondents occurred negative gaps in clan culture, Market culture and Culture Hierarchy and positive gaps in Adhocracy culture.

6. **Higher education success criteria**
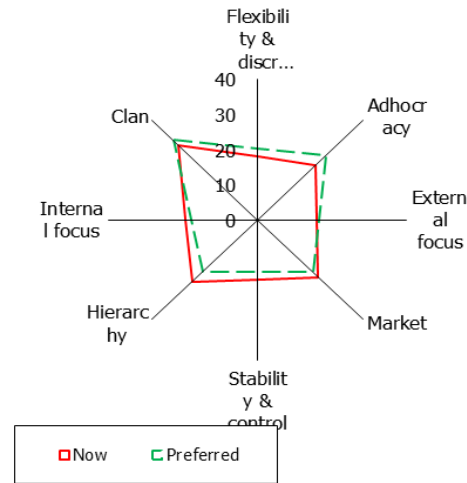
6. Criteria of Success		
Aver.	Now	Preferred
A	30	32
B	22	26
C	23	21
D	25	21
TOTAL	100	100

Graphical layout			
	Score	Now	Preferred
	Flexibility & discretion	17.94963368	20.28664972
B	*Adhocracy*	22	26
	External focus	15.90204583	16.42894904
C	*Market*	23	21
	Stability & control	16.94109997	14.8492424
D	*Hierarchy*	25	21
	Internal focus	19.2847304	17.93116064
A	*Clan*	30	32

In the dimension of the university's success criteria, clan culture dominates the perception of respondents describing the success of private universities based on the development of human resources lecturers and commitments and cooperation. And the hierarchy culture defines on good planning and on routine schedule and efficiency of Discrepancy on the dimension of criteria of success of negative organizational gaps occurring in Market culture and hierarchy culture, and positive gaps occur On clan culture and Culture adhorcracy.

3.2 Performance Research

The multi-Methods approach is done by combining multiple primary and secondary data sources to provide more comprehensive results. Research performance of private universities in Sukabumi City and district with target cluster based on port http://sinta2.ristekdikti.go.id , On an average of the 2000s national rankings. This shows that the low scientific publication of the lecturers of private universities in Sukabumi City and District.

4. CONCLUSION

Addressing the low performance of research at private universities in the city and district, based on a multi-method analysis, and using the Competing Value Framework developed into OCAI, demanding that colleges do Organizational change management according to developments.

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