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MEASUREMENTS, ANALYSIS AND EFFECT OF ORGANIZATIONAL CULTURE ASSESSMENT INSTRUMENT (OCAI) TOWARDS EMPLOYEE PERFORMANCE

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Abstract: Organizational culture is values that are held firmly by an organization / company and become guidelines for members of the organization in carrying out their activities. Guidelines called organizational culture are written or unwritten. Every activity carried out should be based on existing organizational cultural values. However, in applying the organizational culture does it have a significant influence on members of the organization. This study aims to identify the type of organizational culture using the Organizational Culture Assessment Instrument (OCAI), analyze the influence of organizational culture on employee performance, and use OCAI results for management of change activities. Steps taken to develop organizational culture by identifying the type of organizational culture applied in company so far and compare it with the type of organizational culture desired in the future. Data collection techniques used 2 kinds of questionnaires and interviews. The first questionnaire will be used to determine the nature of the company's organizational culture with the OCAI method, and then be given development according to the nature of the organizational culture expected by future members of the organization. As a result, the type of organizational culture is in fact a "market" that is more focused on product results, while what employees want is a "clan" that prioritizes the improvement of the skills of the employees themselves. Multi-linear regression method is used to see the effect on employee performance. Organizational culture has enough influence on employee performance with a percentage of 88.9 percent. Meanwhile, the organizational culture that most influences employee performance is "hierarchy". Two change alternatives are formed, namely based on "hierarchy" and "clan" organizational culture.

Keywords: *OCAI, Multi-linear regression, Organization culture*

1. Introduction

Organizational culture in general is a philosophical statement, can be functioned as a binding demand for employees because it can be formally formulated invarious rules and regulations of the company. By standardizing the organizational culture, as a reference for applicable provisions or regulations, leaders and employees will indirectly be bound so that it can form attitudes and behaviors in accordance with the company's vision and mission as well as

strategy (Moeljono, 2005). Organizational culture is the accepted values and habits as a common reference that is followed and respected within an organization and these habits becomes the work culture of the human resources within the organization (Wibowo, 2006). From the understanding of organizational culture above, it can be concluded that organizational culture has an influence on the formation of qualified employees and also determines the success of the company. There are several types of organizations (Cameron and Quinn, 1980), namely: Clan, Adhocracy, Market, and Hierarchy: This type of organizational culture is based on structure and control. The work environment is formal and the controls are strict. Success in the context of organizations who adopt this hierarchy culture is reliable planning, high quality of products and services, timely delivery and low operational costs. Management must ensure job certainty and predictability (OCAI). OCAI is a method that will be used to identify the type of organizational culture of company. OCAI was originally developed from research on the main indicators of effective organizations and was based on a theoretical model titled The Competing Values Framework. This framework provides a way for organizations to discuss and interpret key elements/factors of organizational culture that can foster or assist in the development of organizational change and performance improvement (Effendi, 2013).

In addition to knowing the current organizational culture, OCAI analysis is also used to find out the expected organizational culture. In identifying these types of cultures, questionnaires are used as analytical media. After the questionnaire has been distributed to each respondent, the next step is the calculation of the questionnaire results. The used questionnaires are derived from the 1999 questionnaire used by Cameron and Quinn (Cameron and Quinn, 1980) Type A represents the Clan Culture of togetherness and kinship. Type B represents adhocracy Culture that is based on energy and creativity. Type C represents a Market Culture that focuses on goals and outcomes and attaches great importance to market share. Type C represents a Hierarchy Culture based on structure and control.

The score that has been obtained should be interpreted to be easy to understand. In general, the score is interpreted in the form of radar charts so that we can see clearly the current cultural trends and expected cultures. Today's culture is marked by a red line, while the future expected culture is represented by a blue line. The results of this chart radar will be used as a basis for decision making that helps linear regression methods in determining the right decision making.

The above types of organizations can be identified using a method call OCAI. This method can show the nature of each type of organization as well as the advantages and disadvantages that these types of organizations have. Mondy and Noe (Mondy and Noe, 1990) states that a company's culture is rooted in a series of examples of corporate leaders' behavior; What they did but not what they said. In other words, the leadership of a company greatly influences the culture of the company. Whereas in management action is to do so through organizational structure design, system design and procedures, facility design, formal statements, and rituals.

In addition to the leadership factor, a number of factors that interacts in influencing the corporate culture are (Mondy and Noe, 1990): 1. Communication, 2. Motivation, 3. Organizational Characteristics, 4. Administrative Processes, 5. Organizational Structure and 6. Management Style. There are factors that influence organizational culture in becoming a

variable to improve employee performance (Rivai, 2003): Patterns guided by norms; values; and beliefs that exist in the individual.

Organizational culture can be determined to be strong or weak, depending on the variables that apply within the organization. These variables can be employee compliance with regulations, individual commitments in achieving goals, and achievement of work targets within deadlines. Organizational culture is related to the work environment, so it can affect the performance level of employees.

Without an organizational culture, employees tend not to perform their duties properly, due to a lack of firmness towards commitment. A good organizational culture can create, improve, and maintain high performance. Organizational culture affects employee performance, the stronger the organizational culture, the higher the level of employee performance.

LITERATURE REVIEW AND HYPOTHESES FORMULATION

Employee Performance

Employee performance is certainly related to human characteristics themselves. When it comes to humans, there are 6 concepts underlying their characteristics (Newstrom, 2007), namely: Individual differences: Perception: A Whole Person: Motivated behavior: Desire of Involvement: and Value of the person:

They want that treatment from the people who employ them. They want to be rewarded based on their abilities and given the opportunity to develop themselves.

Performance itself is the desired result of behavior. It means that performance is the result of a demonstration in carrying out a work (Fattah, 2017). Another sense of performance is the endpoint of certain people, resources, and environments gathered together with an aim to producing certain things, whether invisible products or services that are less visible directly (Aisnworth, Smith and Millership, 2007). In addition, performance is a real behavior that everyone displays as a work achievement generated by employees in accordance with their role in the company. It can be concluded that the definition of employee performance is the result or outcomes of a job assigned in an organization/ institution. The above definition of performance defines that performance is work behavior which is what employees do.

Performance ability is (Handoko, 2002): Improved achievement, Fair employment opportunities, Training and development needs, Compensation Adjustments, Promotion and demotion decisions, Work performance assessment results to promote and demote underachieving employees. As well as the ability to improve employee performance (Mangkunegara, 2004). Improvement of work performance, adjustments to compensation, placement decisions, training and development needs. Career planning and development. and Fair employment opportunities. Factors affecting employee performance (Gasperz, 2012) Ability Factor: and Motivation Factor. In "Talent Management" (Mulyadi and Jhony, 2000). Performance assessments can be used to suppress undue behavior and to stimulate and to enforce the appropriate desired behavior through feedback on performance results in time as well as to reward both intrinsic and extrinsic. There are several reasons to implement performance assessments (Danang,2012):

1. Assessment provides information about the promotion and determination of salaries.
2. Assessment provides an opportunity for superiors and subordinates to review anything related to the performance of subordinates.

Employee performance and awards have an influence on job satisfaction. Better employee performance usually leads to higher economy as well as sociological and psychological rewards for workers. If the reward is perceived as fair and appropriate, then there is an increase in satisfaction because workers feel rewarded based on their performance. However, if the reward is perceived insufficient towards the level of performance, job dissatisfaction is more likely to increase. It can be concluded that the level of satisfaction will lead to a greater commitment or even smaller, ultimately affecting the business and performance of employees (Newstrom, 2007). Most human beings, in a role such as employees or managers, work and have to deal with their own groups and organizations or other organizations. However, in general people continue to find it very difficult to understand and justify of what we observe and experience in the life of the organization (Schein, 2004). As a way in addressing the problem, human resource management is needed. Human resource management is a management that is generally used to obtain the highest level of employee development (Yasin, 2013).

One way to apply such management to improve employee performance is by influencing organizational culture through management activities that are directly aimed at influencing factor determinants of organizational culture (Chatab, 2007).

Multiple Linear Regression

Multiple linear regression method is an analytical technique that tries to explain the relationship between two or more variables, especially between variables containing causation called regression analysis (Basuki, 2016). Multiple linear regression analysis is one that has more than one independent variable (Moeljono, 2005). Regression analysis has long been developed to research patterns and measure statistical relationships between two or more variables. Analytical technique that tries to explain the relationship between two or more variables, especially between variables that contain causation, is called regression analysis (Wibowo, 2006).

This correlation and multiple regression analysis are analysis of the relationship between one dependent variable and two or more independent variables. If there is more than one independent variable to estimate the value of Y, is called regression surface, e.g., Y = a + bX + cZ. Y is a linear combination of X and Z. Constant b and c are called regression coefficients. There are times when a, b, and c are replaced with b1, b2 and b3 while X and Z are replaced with X1 and X2. In regression analysis, both simple regression (with one independent variable) and changing regression (with more than one independent variable) there are three basic pillars that must be considered, namely (Arikunto, 2014):

1. The regression line, which is the line stating the relationship between the variables.
2. Standard error of estimate (Sy, X1 and X1), that is the value that measures the spreadness of each dots (data) against the regression line. It is also a standard deviation from the dependent values (Y) against the regression line.
3. Correlation coefficient (r), which is a number that expresses the close relationship between those variables.

Multiple regression analysis is an analysis that tests the influence of independent variables towards dependent influences. Multiple linear regression using the formula (Arikunto, 2014):

$Y = b0 + b1X1 + b2X2 + \ldots\ldots e \quad 1$

Where: Y = Dependent Variable; X1, X2 = Independent Variable Questionnaires are firstly tested using validity and reliability analysis, which is a measuring tool used to find out the validity or reliability of the question items that is summarized in the questionnaire. In addition, it can also be done by classic assumption test consisting of normality test, multicollinearity, and heteroskedasticity test.

Validity Test

The items validity test, each item's relation will be tested towards the total score of the variable referred. In this case each item's relation in the X and Y variables will be tested towards the total score of that variable. The steps in performing a validity test is to compare the value of r table with the r calculate value using SPSS with the provisions as follows (Arikunto, 2014):

1. If r calculates greater than r table (r calculates > r table), then the statement is considered valid.
2. If r calculate is less than r table (r calculate < r table), then the statement is considered invalid

Reliability Test

Reliability test is conducted with Alpha Cronbach test. The Alpha Cronbach formula as follows (Arikunto, 2014):

$$a = \left(\frac{K}{K-1}\right)\left(\frac{S_r^2 - \sum Si^2}{S_x^2}\right) \quad \ldots\ldots\ldots(2)$$

Note:

α = Alpha Cronbach coefficient of reliability
K = Number of question items tested
$\sum Si^2$ = Number of item score Variances
S_x^2 = Variance test scores (all K items)

If alpha value is > 0.7 it means sufficient reliability while if the alpha value is > 0.80 is suggesting that all items are reliable and all tests are consistent internally because they have strong reliability. Some also interpret it as follows (Arikunto, 2014):

1. If alpha > 0.90 then reliability is perfect
2. If alpha is between 0.70 – 0.90 then the reliability is high
3. If alpha is between 0.50 – 0.70 then the reliability is moderate
4. If alpha < 0.50 then the reliability is low

If alpha is low, it is likely that one or more items are not reliable: immediately identify with the analysis procedures for each items. Item analysis is a continuation of a previous Alpha test to see specific items that are not reliable. Through this Item Analysis, one or more items that are not reliable can be disposed so that Alpha value can be higher. The reliability of the item is tested by looking at alpha coefficient by performing reliability analysis with SPSS. Alpha-Cronbach values can be obtained for the overall items reliability in a single variable (Basuki, 2016). If alpha value is > 0.7 it means sufficient reliability while if the alpha value is > 0.80 is suggesting that all items are reliable and all tests are consistent internally because they have strong reliability. Some also interpret it as follows (Arikunto, 2014):

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Normality Test

Normality test are useful to determine the data that has been collected if it is in normal distribution or taken from normal populations. The classic method of testing the normality of a data is not so complicated. Based on the empirical experience of some statisticians, data that has more than 30 numbers (n > 30) can be assumed normal distributed. However, to provide certainty whether the data is normally distributed or not, should be used statistical normality test. Data that is more than 30 is not necessarily can be assured as normal distribution, on the contrary, a data less than 30 is not necessarily not normally distributed, this needs to be verifiable (Arikunto, 2014). One way to see normality is visually through the Normal P-P Plot, the requirement is that if the dots are still around the diagonal line then it can be determined that the residual is spread normally (Basuki, 2016).

Multicollinearity Test

Multicollinearity test is the presence of a linear relationship between X independent variable in a dual regression model. If the linear relationship between X independent variable in a dual regression model is a perfect correlation, then the variables are a perfect multicollinearity. The multicollinearity problem becomes serious when used to examine the relationship between independent variable (X) and response variable (Y) because the standard deviation of the coefficient of regression is not significant so it is difficult to separate the influence from each independent variable. Multicollinearity detection can be seen through Variance Inflation Factors (VIF). The testing criteria is that if the VIF < 10 then there is no multicollinearity between independent variables, and vice versa.

Heteroskedasticity Test

Heteroskedasticity test is the presence of variant inequality from residuals for all observations on regression models. Heteroskedasticity test serves to know the deviation from the classic assumption requirements in the regression model, where in the regression model, the conditions of absence of heteroskedasticity must be met. Heteroskedasticity test is performed by regressing the value of residual absolute with independent variables in the model.

Correlation Test

The strength of the two variable relationships is indicated by the value of Pearson Correlation (R) where the value is generally divided into (Arikunto, 2014): 0 – 0.25very weak correlation, 0.25 – 0.50 moderate correlation, 0.50 – 0.75 strong correlation, very strong correlation. Correlation can be stated in an H0 and H1 hypothesis. These hypotheses indicates the existence of correlation between independent and dependent variables with the following provisions (Arikunto, 2014):
H0: No real correlation between X1 and Y
H1: There is real correlation between X1 and Y

2. Research Method

Measurement and analysis of organizational culture and its effect on employee performance starts from identifying problems and variables that affect them.

1. Analyze the influence of organizational culture on employee performance using simple Linear Regression method
2. Identify the current organizational culture and the desired organizational culture in the future using OCAI method.
3. Provide suggestions based on the analysis results
4. Provide comparisons of before and after the suggestion is given.
5. Change of management

3. Results and Discussion

3.1. System Analysis

The number of OCAI Method Respondents are 35 people, mostly from the production section, which is 26 workers, 3 workers from accounting, and 6 from distribution division (Table 1).

OCAI questionnaire is to determine the nature of organizational culture whether it is currently a clan type (focused on family nature and employee development), market (market focused), hierarchy (focused on regulations and formalities), or adhocracy (focused on innovation and product development) and to determine the nature of organizational culture that employees want in the future, so a method called OCAI is used. Data collection used for OCAI method is using a questionnaire which validity and reliability is tested with multiride-multimethod analysis (Rangkuti, 2011; Sugiyono, 2012).

Table 1
OCAI Questionnaire Question Criteria

No	Criteria	Clan	Adhocracy	Market	Hierarchy
1	Dominant Character	Kinship	Dynamic and entrepreneurial	Goal oriented	Structured and controlled
2	Leadership Type	Mentor, facilitator	Innovative and dare to take risks	Aggressive, resultoriented	Coordinator, controlling andefficiency oriented
3	Management Type	Teamwork, consensus and	Risk taking, givefreedom and	Competitive, highdemand in achievement	Giving sense ofsecurity, relationship stability

		participation	uniqueness		
4	Organizationholder	Loyalty and trust	Commitment to create innovationand development	Achievement andresult accomplishment ,aggressive and victory	Formal rules and regulations
5	Strategy focus	Human resource development, high trust, openness, and participation	New invention, trying new things	Competition and achievement. Target accomplishment	Efficiency, stability, control and smoothness
6	Success Criteria	Human resource development, teamwork, member commitment and compassion to each member	Product/ brandnew service. Leading in product service	Winning competition, being competitive leader inthe market	Efficiency, reliable, routine schedule, and low-cost products

Source: (Rangkuti, 2011)

From OCAI questionnaire data collection, respondents' results will be processed by averaging the sum results of question variables a, b, c, and, d of each category (Table 1). The results of the addition and average of these variables show that the averageof variable c which symbolizes the clan type is greater than other variables in the "reality" OCAI questionnaire, while in the "expectation" questionnaire the result is thatvariable a shows that adhocracy is more dominant. The average result is described in the form of a radar chart (Figure 1). A radar chart shows the organization's current culture is market type, where the company is very focused on revenue, target achievement, and market mastery. While the culture of the organization desired by employees tend be the clan type which shows an organization that is familial and focuses on developing the quality of its employees. The results from calculating the average "current" and "expected" questionnaires should be compared to findingdifferences from the averages a, b, c, and d that represent each type of organizational culture. The following is a table of results comparing the culture of the organization "current" with the "expected:

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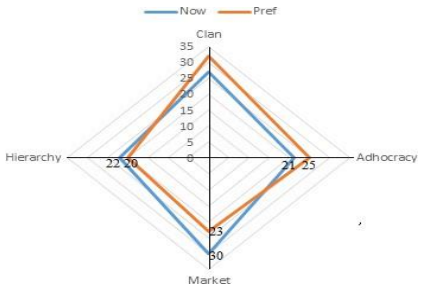

Figure 1
Radar Chart of "Expectation" and "Reality"

From the difference comparison between the calculation results of "Expectation" and "Reality", it can be concluded as follows:

a. Based on the table 7 above, the values of clan show that in reality, the average value have not meet or exceeds the average value of expectation. The value difference of the clan type shows that the way the organization's implement the current culture hinders social interactions outside the field of work so that it causes less close relationships between employees, even though a kinship nature is what employees expect.
b. The same thing happens to the value of adhocracy. In other words, employees not only want development on employees' abilities, but also development on product quality. Employees want new innovations in the products they make. There are indications that the company plans to target a higher market rate, so an improvement for employees and products is necessary. Unfortunately, the expectations of these employees have not been fully realized by the company.
c. The Market value is the organizational culture type that is more applied and dominant in the company, the value obtained by the company in this type of organizational culture has exceeded employee expectations. These results show that employees feel that the company's organizational culture is sufficient in the implementation of market cultural values.
d. Meanwhile, the d value of hierarchy type always gets a value that is not too big in the "Reality" or "Expectation" table. These results show that the formalities and strictness of regulations have never been a concern of company. The hierarchy value reinforces the theory that the company does not have a very bindingregulatory nature and controls the activities of employees.
e. Production activities are carried out by 3 divisions that cooperate with each other so that the production process can run well. These three divisions have their own views on the culture of their organization. Here are the gaps and radar charts of the three divisions.

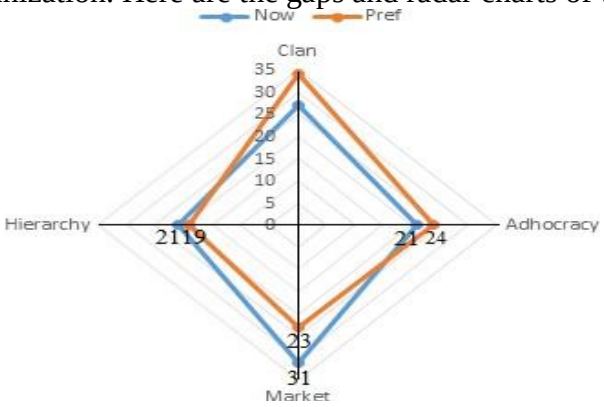

Figure 2
Radar Chart of Production Division

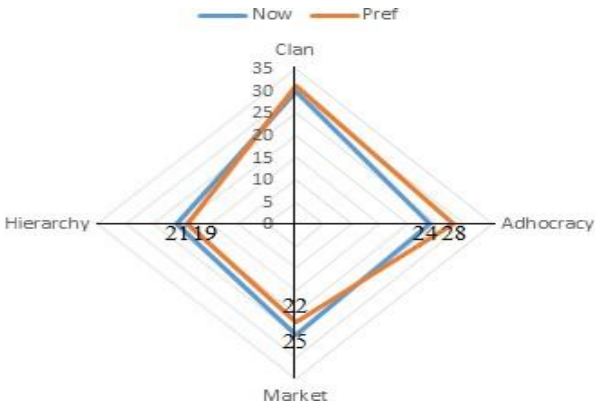

Figure 3
Radar Chart of Accounting Division

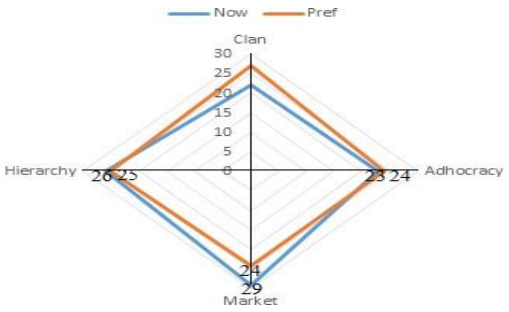

Figure 4
Radar Chart of Distribution Division

OCAI results can also be analyzed by looking at the most mode of each category, analysis with this step is better if conducted when the standard deviation of each category exceeds 1. Here is a table of standard deviation values and the mode of each category.

By looking at the mode of each category, it appears that workers more often give high value to the variable "c" which represents the market type of organizational culture. The results of the mode are in line with the average sum of each category, which also shows that the market organizational culture is the type of organizational culture that the company has today. However, the value of the second mode of variable "d" indicates the hierarchy type of organizational culture is quite largely owned by the company. Therefore, strong binding formalities and regulations are currently applied by company

As for the expectations of future organizational culture, the results are not far off with the calculation of the average value of the organizational culture. Employees more often give high value to categories that indicate the nature of clan-type organizational culture that are symbolized by the variable "a".

Therefore, employees prefer a family organizational culture and provide development to their employees. In addition, employees also want an organizational culture that develops products by making innovations and new breakthroughs, the nature of this organizational culture is shown variable "b" that represents the adhocracy type of organizational culture.

Analysis of Organizational Culture Influence on Performance

The next step after obtaining the results of OCAI is to conduct multiple linear regression tests to determine the influence of organizational culture on employee performance. The purpose of this analysis is to find out if after the organizational culture undergoes development in accordance with employee expectations, it will have an impact on employee's performance. If all this time the organizational culture has a considerable influence on performance, then the development of culture will actually affect employee development. To perform multiple linear regression analysis, a questionnaire of clan, adhocracy, market, hierarchy organizational culture and employee performance questionnaire namely "Talent Management", by Gazpers (Gasperz, 2012). Questionnaire results are collected, and next to be analyzed with multiple linear regression tests.

Validity: The purpose of this validity test is to select statements that are inappropriate or carelessly answered by respondents, and not in accordance with the circumstances of the company (Basuki, 2016).

Reliability Test: aims to know how well the quality of the data obtained. Data reliability test is using Cronbach alpha method, and the statements used are only statements that are considered valid. According to (Sujarweni, 2014), questionnaires are reliable if the value of Cronbach alpha is > 0.6. The questionnaire result is greater than 0.6 then data quality is good so that it can be continued to normality and linearity test.

Normality Test: aims to find out whether the research data is normally distributed or not. Because, in parametric statistics a normal data distribution is a must and is an absolute requirement that must be met. The basis of decision making if the significance value is > 0.05, then the research data is normally distributed. Whereas if the significance value is < 0.05, then the research data is not normally distributed (Basuki, 2016). Kolmogorov-Smirnov test results show the value of normality test significance of 0.132 obtained from the value of asymp. sig. The requirements of a normally distributed questionnaire results are if the significance value is > 0.05, so that the data is declared to be normally distributed.

Normality test can also be done in a visual way, which is by looking at the histogram. As in visual appearance, the residual is normally distributed, since the residual distribution is approximate to the theoretical normal distribution (bell form), as follows:

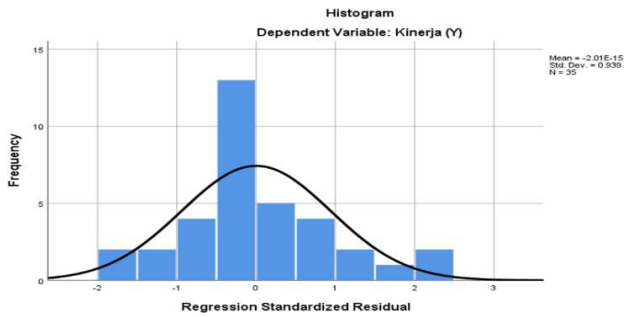

Figure 5
Normality Test Histogram

Multicollinearity Test: Multicollinearity (double collinearity) means the existence of perfect linear relationships between independent variables in the regression model. A strong

correlation between independent variables indicates the presence of multicollinearity. If there is a perfect correlation between independent variables, then the consequence is that the coefficients of regression cannot be estimated, the standard error value of each regression becomes infinite. Symptoms of multicollinearity occur when the tolerance value is less than 0.1 or VIF is more than 10. Linearity test results show no VIF value exceeds 10. Therefore, it can be concluded that there is no coefficient that cannot be estimated and there is no standard value of infinite error (Basuki, 2016).

Heteroskedasticity Test: In detecting the existence of heteroskedasticity is done by looking at the scatterplot diagram. When there is a certain pattern, such as dots that make up a certain pattern and organized (wavy, widening then narrowing) then there is heteroskedasticity. If there is no clear pattern, and the dots are widespread then there is no heteroskedasticity.

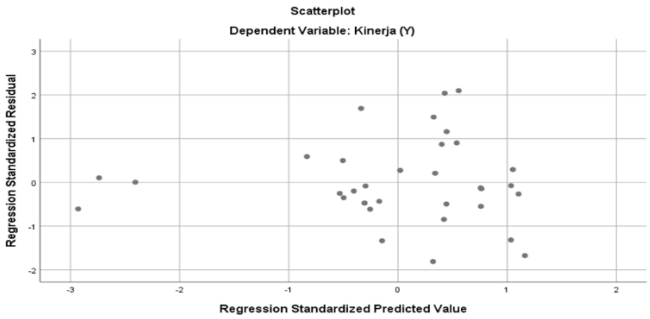

Figure 6
Heteroskedasticity Test Scatterplot Diagram

Correlation Test: The strength level of the two variable relationships is indicated by the value of Pearson Correlation (R) where the values are generally divided into (Arikunto, 2014).

Table 2
Correlation Test Results

		Clan (X1)	**Adhocracy (X2)**	**Market (X3)**	**Hierarchy (X4)**	**Performance (Y)**
Clan (X1)	*Pearson Correlation*	1	0.743	0.69	0.817	0.842
	Sig. (2-tailed)		0,000	0,000	0,000	0,000
	N	35	35	35	35	35
Adhocracy (X2)	*Pearson Correlation*	0.743	1	0.7	0.857	0.877
	Sig. (2-tailed)	0,000		0,000	0,000	0,000
	N	35	35	35	35	35
Market (X3)	*Pearson Correlation*	0.69	0.7	1	0.805	0.798
	Sig. (2-tailed)	0,000	0,000		0,000	0,000
	N	35	35	35	35	35
Hierarchy (X4)	*Pearson Correlation*	0.817	0.857	0.805	1	0.918
	Sig. (2-tailed)	0,000	0,000	0,000		0,000

	N	35	35	35	35	35
Performance (Y)	*Pearson Correlation*	0.842	0.877	0.798	0.918	1
	Sig. (2-tailed)	0,000	0,000	0,000	0,000	
	N	35	35	35	35	35

Pearson Correlation results show that each independent variable has a strong correlation with dependent variables. The Pearson Correlation value of each variable is in the range of 0.75-1.00, so it can be concluded that each variable has a strong correlation.

Multiple Linear Regression Test: Multiple linear regression test is the test used to determine whether more than one independent factor influences dependent factors. Independent factors that give influence is the clan, adhocracy, market, and hierarchy organizational culture type. These factors are analyzed to determine how they affect employee performance.

Table 3
Multiple Linear Regression

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,948	0,899	0,885	0,24084

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15,436	4	3,859	66,527	0,000
	Residual	1,74	30	0,058		
	Total	17,176	34			

Coefficients

Model		Unstandardized B	CoefficientsStd. Error	Standardized Coefficient Beta	t	Sig.	Collinearity Tolerance	Statistics VIF
1	(Constant)	0,221	0,254		0,87	0,391		
	Clan (X1)	0,219	0,099	0,226	2,21	0,035	0,323	3,1
	Adhocracy (X2)	0,253	0,97	0,297	2,608	0,014	0,26	3,84
	Market (X3)	0,136	0,096	0,14	1,417	0,167	0,348	2,871
	Hierarchy	0,355	0,145	0,366	2,446	0,021	0,15	6,645

(X4)

Hypothesis:

I. H0: Independent variables are partially have no significant effect on dependent variables.
II. H1: Independent variables are partially have significant effect on dependent variables.
III. If the probability (sig value) > 0.05 or - t table< t calculate< t table, then H0 is not rejected. If the probability (sig value) < 0.05 or t calculate< - t table or t calculate>t table, then H0 is rejected, H1 is accepted.
Thus, the multiple linear regressions have an estimation equation as below:
Y = 0.221+0.219*X1+0.253*X2+0.136*X3+0.355*X4+e

Change Decision

The results of OCAI analysis show employees' expectations to change towards the clan organizational culture and leave the currently implemented organizational culture in the company, namely the market organizational culture.

Meanwhile, multiple linear regression test results show that hierarchy-type organizational culture was the most influential on employee performance. Based on these results, a decision was made organizational culture changes that were previously tend to the market type to become hierarchy-type with consideration that hierarchy organizational culture that has the largest influence on the employees performance.

Here are the changes made if alternative 1 (hierarchy culture) is selected according to the book Diagnosing and Changing Organizational Culture by Kim S. Cameron and Robert E. Quinn (Cameron and Quinn, 1980):

1) Hierarchy:

1. Check the time required between a consumer's request for a product and the delivery time. Redesign a system that could cut that time in half.
2. Withstand annual audits to determine whether all measurements and accounting systems are more focused on the company's future expectations than current practices.
3. Develop an evaluation system where feedback from consumers can give a direct influence on organizational activities.
4. Reduce costs by 5 percent each year for the next 5 years.
5. Review the impact of all company rules and procedures. Recommend appropriate regulatory reductions.

2) Clan:

1. Create an effective employee survey programs that can systematically monitor treatment and employee's ideas.
2. As part of the empowerment process, move decisions in the same areas as raises and budgets to a lower level.
3. Form a training program for employees that helps them better understand the strategic pressures in the company which convey that their role must change in order for the company to be more effective.
4. Make an assessment of training needs in each unit, prioritize the needs, and form

a program in order to achieve those needs. Make sure the employees in each unit conduct that activity.
5. Improve the relationship between ordinary employees and their department heads.

3) Adhocracy:
1. Create a process plan that will work for five years that includes sooner or later plans.
2. Make a forecast in consumer demand and discover how to cope.
3. Create a system that encourages, measures, and rewards innovative attitudes at every level of the system.

The values adopted by the company are market-typed is better be shifted to hierarchy with the following picture. Hierarchy organizational culture itself is related to the vision and mission of the company's because the nature of the organizational culture that is strict in regulations and high formalities are able to maintain the good image of the company in the eyes of the community which is a part of company's vision. Strict regulations also guarantee the employees to continue producing durable, comfortable, safe, and highly aesthetic mattresses in accordance with the company's mission.

Meanwhile, the market organizational culture is more concerned with customerdemand than regulation in the company itself. This organizational culture is quite achieving the vision of the company, but the company must expand the market so thatthe company's name can be better known

4. Conclusion

The organizational culture of a company is in fact the market type, this type of organizational culture prioritizes market desires, and the main focus of the company is product results. The production section expects a clan organizational culture, this type of organizational culture prioritizes the nature of kinship and focuses on the development of individuals in the company.

Simple linear regression method shows that organizational culture has a considerable influence on employee performance. Model summary: The output of the summary model table shows the value of the determinant coefficient (Adjusted R Square) of 0.889, which contains the understanding that the influence of independent variables (clan organizational culture, adhocracy, market, and hierarchy) towards dependent variables (employee performance) is 88.9 percent.

Anova: The Anova table output shows a significance value of 0.000 < 0.05, therefore the regression model can be used to predict employee performance variables or in other words there is an influence of clan organizational culture variables (X1,adhocracy), (X2,market), (X3,clan), and (X4,hierarchy) towards employee performance variables (Y). so it can be concluded that organizational culture variables X1 adhocracy, X2 market, and X4 hierarchy affect the employee performance variable (Y). While X3 does not affect employee performance. The multiple linear regression equations are:

$Y = 0.221 + 0.219*X1 + 0.253*X2 + 0.355*X4 + e$

The results of OCAI analysis show employees' expectations to change towards the clan organizational culture and leave the organizational culture that is currently implemented by

the company, which is the market organizational culture. Multiple linear regression test results showed that hierarchy-type organizational culture was themost influential on employee performance. Based on these results, two alternative decisions are made: 1). Making organizational culture changes that were previously a market type to become hierarchy type with consideration that the hierarchy organizational culture has the most influence on the employee performance. 2). Making organizational culture changes that were previously market type to become clan type with consideration as the organizational culture which employees wanted and have an influence on the employee performance itself.

Suggestions

The suggestion is aimed for prospective researchers who will take the topic in cultural organization influence on employee performance. It is suggested to be more coordinating to the company for the changes that should be made so that the conclusions can be implemented. Also propose the type of change that matches the company's criteria.

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