

CLAN CULTURE IMPLEMENTATION AT SANG HYANG SERI WITH THE IMPROVEMENT EVALUATION METHOD

Yosi SURYANI¹, Cindy CLAUDIA², Fisla WIRDA³, Willson GUSTIAWAN⁴, Eva YOYET⁵, Jumyetti JUMYETTI⁶

¹Commercial Administration, International Trade Logistics Study Program, Politeknik Negeri Padang, West Sumatra, Indonesia

^{2,3,4,5,6}Commercial Administration, Business Administration Study Program, Politeknik Negeri Padang, West Sumatra, Indonesia

Corresponding Author: Yosi Suryani

Email: yosisuryani@pnp.ac.id

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Abstract:

In order to ensure the continuity and progress of the company, leaders are required to carry out various exceptional Management of employees. One way is to pay attention to the application of culture in the organizational environment. The purpose of this study is to review the position of implementing the clan culture used by PT Sang Hyang Seri and provide recommendations for improving the applied clan culture. The method of this research is evaluative research. The data used in this study came from questionnaires and direct observation of the research object. Based on the assessment results using the Likert scale method, the position of each element of organizational culture can be seen. The results of the study show that three elements of culture are in a "strong" position, including elements of clarity, elements of performance, and elements of cohesion. While in the "medium" position, three elements were found: the element of intensity, the element of dissemination, and the element of ritual. Overall, it is stated that PT Sang Hyang Seri has implemented a clan culture, which is in a "strong" position with a total interval score of 65.00%.

Keywords: Implementation, Clan Culture, Improvement Evaluation Method



INTRODUCTION

The role of Human Resources is vital in supporting company performance. Companies must evaluate all existing human resources related to the company's running. Every company has its cultural implementation, making it a distinctive characteristic. The company must understand how to implement this culture to create a positive work environment. However, if the culture implemented causes poor performance and threatens not to achieve the company's targets, improvements must be made in implementing organizational culture.

PT Sang Hyang Seri is a company that implements a clan culture that has previously been adapted through member behavior to the character of the clan culture itself. This company operates in the agricultural distribution sector, directly distributing various agricultural products to kiosks and farmers. PT Sang Hyang Seri is on Jalan Gajah Mada, number 96, Gunung Pangilun, North Padang sub-district, Padang City. After conducting a study of the implementation of clan culture, it turned out that there were findings of rejection of certain positions by one of the employees determined by the leadership. Based on OCAI theory, in the aspect of clan culture characteristics, there is a type of work involvement and organizational openness. So, this matter must receive special attention for a leader to improve problems outside clan culture's strategic emphasis.

Literature Review. Mangkunegara (2005) explains that organizational culture is a set of assumptions or systems of beliefs, values, and norms developed within an organization that can be used as a basis for members' behavior to overcome external and internal adaptation problems. Based

on this explanation, it is assessed that employee behavior is generally influenced by the values that exist within the company. The values and norms developed in the company environment will become mandatory behavior. The importance of organizational culture greatly influences attitudes, behavior, and activities that take place in the organization, which are rooted in the relationship with the work atmosphere.

Organizational culture will make employees accustomed to it, making it a rule and habit that is perceived, thus creating a pattern of beliefs, values, and expectations (Ivancevich, 2001). Forming a dominant organizational culture uses the OCAI (Organizational Culture Assessment Instrument) instrument. Initially, this instrument was researched and developed, which was carried out based on the leading indicators of an effective organization based on a theory entitled "The Competing Values Framework" (Rakhman, 2018). Based on the research, four categories of organizational culture that are dominantly used in a company are formed: clan culture, adhocracy culture, market culture, and hierarchy culture. If an organization has determined which cultural implementation is suitable, Management can use it to determine strategies with the culture implemented. Each type of organizational culture has different strategies from each other and has its characteristics for improving work quality.

Robbins (2015), the undirected implementation of organizational culture will make the organizational culture function as an obstacle to initiating change. However, if the culture can work significantly, it will be a solid organizational culture. Research conducted by Habudin (2020) concluded that the strength of organizational culture is positively related to employee performance. The strength or weakness of an organizational culture is essential because it benefits the organization, including being the glue that holds the organization together. A solid organizational culture shows how much employees can recognize and implement the organizational culture to which they adhere.

Pramudhietha (2017) says that culture is a basic assumption that is created, discovered, or developed by a particular group as learning to overcome problems of external adaptation and internal integration that are formal and well implemented and therefore taught/passed on to new members as the right way to understand, think about, relate to these problems. Likewise, organizations are defined by many organizational and Management experts. According to Rifa'i (2019), the organization is an arrangement of personnel to facilitate the achievement of several goals created by allocating functions and responsibilities.

Judging from the definition of organizational culture by Syahyuni (2018), a group consistently resolves external and internal problems, passed on to members as the right way to understand, think, and feel about a problem. Apart from that, Yanthy (2019) states that organizational culture is a set of basic assumptions and beliefs held by organizational members, then developed and inherited to overcome external adaptation and internal integration problems.

Table 1. Criteria and Types of Organizational Culture

Criteria	Clan	Adhocracy	Market	Hierarchy
Dominant Characteristics	Like family	Dynamic and Entrepreneurial	Goal orientation	A structured and controlled place
Organizational Leadership	Facilitator Mentor	Innovative and brave to take risks	Aggressive and results-oriented	Coordinators are organized and efficiency-oriented
Employee	Teamwork,	Risk-taking,	Competitive, high	Gives a sense of

Management	consensus, and participation	giving freedom, and uniqueness	demands on security and stability in relationships
Strategic Emphasis	Empowerment, team development, job engagement, organizational openness.	Provide surprises, create new standards, anticipate needs, and continuously improve.	Detecting errors, measurements, control of work processes, application of quality measurement tools

Source: (Rangkuti, 2023)

According to Benyta (2023), clan culture is a work culture that prioritizes groups and a sense of family within the company. In simple terms, clan culture is a work culture that prioritizes the group's interests with the advantage of team collaboration. In general, this company has a solid and mature mentorship plan. Based on research published in the Management Institute project, the characteristics of clan culture are participation, mentoring, teamwork, team collaboration, deliberation, consensus, commitment, and fairness. Meanwhile, according to Rangkuti (2023), there are characteristics of clan culture, namely that the dominant characteristic of this culture is that it tends towards family-like conditions. In this case, the organizational cultural environment, such as family ties between employees and superiors, will run closely.

Organizational leaders act as mentors for employees to decide on problems. Clan culture is the best for team development and empowerment from a strategic perspective. Employees involve their abilities in their work and are open about the problems they experience. According to Silvana (2020), clan culture is a culture that emphasizes the type of closeness and emotional bonds that are shared. So, the organization is more like a family. This culture has values prioritizing teamwork, participation, and consensus, and the organization's leadership is positioned as a mentor.

The leader of an organization is a figure who dramatically influences the achievement of an organization's goals, including the implementation of culture within the organization. In general, cultural development is strongly influenced by the philosophy of organizational leaders. Each leadership phase instills organizational culture (Wiranata, 2013). In this case, it is said that the leader has complete control in instilling an organizational culture, both controlling and evaluating, to avoid things that will hinder a culture's development (Schein, 2010).

Leaders must strive to provide adequate socialization, especially for employees in the organization. National culture will take more work to maintain and develop with a more straightforward socialization process. The socialization process applies to all employees. It is because employees can change an organization's culture.

Each socialization process will slowly form characteristics and change the wrong paradigm about an organizational culture (Wiranata, 2013). The characteristics of organizational culture can be seen from the processes that occur within it because culture is a guide to behavior and processes that should be carried out (Deal and Kennedy, 1982). The characteristics of organizational culture consist of basic assumptions, beliefs held, leaders, guidelines for overcoming problems, shared values, inheritance, and adaptation (Robbins, 2015).

Researchers are making efforts to offer changes to the implementation of clan culture, which is considered less in line with the strategic emphasis of clan culture following several problems related to performance experienced by companies towards a clan culture with a strong culture in order to be able to create a disciplined work atmosphere and high work commitment from all

employees. Based on the problems experienced by PT Sang Hyang Seri, it is necessary to research the Implementation of Clan Culture at PT Sang Hyang Seri using the Improvement Evaluation Method. This article is focused on analyzing the implementation of clan culture at PT Sang Hyang Seri, which has the output of providing recommendations for the position of cultural elements that are not yet in a strong position and providing recommendations for improvements to the elements forming organizational culture that are already in a strong position.

METHODS

According to Hasibuan (2023), the research method is a way to understand something through investigations that arise in connection with the problem to be researched, which is carried out carefully to find a compatible solution to the problem. The method used in this research is evaluation. According to Sukmadinata (2005), as quoted from the book Educational Research Methods, the evaluation method is an activity to collect information about how something works, which is then used to determine appropriate alternatives in making decisions. Through this method, an assessment of the object will be carried out, which will later be assessed based on reference to goal achievement. According to Kantum (2016), evaluative research is a research activity that evaluates a program/activity that aims to measure the success of a program and whether it is following what is expected. In the method used, the relationship between evaluation and research is that the researcher assesses several objects. Then, a solution will be found as material for decision-making and suggestions for improvement.

One of the techniques used in primary method data search is the observation step. According to Widoyoko (2014), observation is the systematic observation and recording of elements that appear as a symptom of the research object. Based on the research conducted, the researcher made direct observations in the field to determine the condition of the target object, namely the human resources section at PT. Sang Hyang Seri.

In order to enrich the data in this research, researchers also applied questionnaire techniques. This technique is quite popular in research circles. In this case, the researcher used a closed questionnaire method. According to Arikunto (2010), a closed questionnaire is a list of questions asked to respondents with closed questions so that they can only answer according to the answers provided. In this case, the respondents were all PT Sang Hyang Seri employees, totaling six people. From the researcher's perspective, the total was seven people who were then processed using the Likert scale method.

In assessing the level of organizational culture strength at PT Sang Hyang Seri, researchers used a Likert scale questionnaire method. The initiator and creator of the Likert scale in data measurement is Rensis Likert from the United States, who has published a report explaining its use. The Likert scale can be used for quantitative and qualitative research.

According to Sugiyono (2017), the Likert scale measures the attitudes, opinions, and perceptions of a person or group of people about certain social phenomena. Meanwhile, according to Azwar (2017), the Likert scale is a scaling method for attitude statements. In this case, the researcher measured each element of organizational culture strength as assessed by respondents using a Likert scale with the following measurement formula.

Table 2. Likert Scale Points

Category	Value Score
Very Strong	5
Strong	4
Strong enough	3

Weak	2
Very Weak	1

Source: (Sugiyono, 2017)

To get the interpretation results of the Likert scale calculation scores, you must first know the highest score (X) and the lowest score (Y) for the assessment item using the formula:

$$Y = \text{highest score} \times \text{quantity of respondents}$$

$$X = \text{lowest score} \times \text{quantity of respondents}$$

The highest total score for the item "very strong" is $5 \times 7 = 35$, while the item "very weak" is $1 \times 7 = 7$. So, the assessment of the respondent's interpretation is the result of the value from the measurement using the % index formula as follows.

$$\text{Index Formula } 100 \% = \frac{\text{Score Total}}{y} \times 100$$

The initial step taken in this research was to review the practice of implementing clan culture at PT Sang Hyang Seri. Researchers conducted a review based on the results of observations for three months and reinforced with interviews to review the implementation of clan culture at PT Sang Hyang Seri. The next step is to study the problems that occur at PT. Sang Hyang Seri examines the extent to which companies have optimized the implementation of organizational culture. The results illustrate that the company needs to pay more attention to the importance of employee performance, which starts with implementing company culture so that it impacts habits that start from assumptions.

Data and information are obtained from sources considered capable of providing solid data. The data obtained will be compared with observations. The resulting data will be collected for further research. After data collection, a comparison will be made with theories regarding organizational culture. This process examines theory with practical application and implementation to measure suitability.

The method for measuring organizational culture used is the theory Tika (2012) in his book, *Organizational Culture and Improving Company Performance*. by highlighting elements of cultural strength, including elements of cohesion, elements of commitment, elements of dissemination, elements of intensity, elements of ritual, clarity, and elements of a performance.

To make it easier to assess the strength of organizational culture, researchers used a Likert scale for each question on each element of organizational solid culture. The Likert scale in question is as follows.

1. (VS) Very Strong (5 Points)
2. (S) Strong (4 Points)
3. (SE) Strong Enough (3 Point)
4. (W) Weak (2 Points)
5. (VW) Very Weak (1 Point)

RESULT AND DISCUSSION

Implementation of Clan Culture at PT Sang Hyang Seri

The Beginning of the Formation of Organizational Culture at PT Sang Hyang Seri. Clan culture continues to be passed down to assistant managers, who have strong ties with central leadership even today. The central leadership places the same people in permanent positions in the branch areas. The clan's organizational culture is still maintained through the branch's assistant

regional manager and several employees. It starts with determining positions by appointing employees with solid ties to company leadership. These facts prove that every company member has the basic assumption that they are a family bond. It continues to be maintained through the position placement process after the company carries out a merger in 2021. There was a change in position during the merger between PT Pertani and PT Sang Hyang Seri.

However, the company still employs older people with strong ties to central leadership. It is done to guard against damage to the organizational culture if they are replaced with new people who can change the company's cultural values. This way, the company can maintain its culture. Based on clan culture theory, the dominant characteristic of a company is the assumption that the company is like a family.

Characteristics of Weak Organizational Culture of PT Sang Hyang Seri. The type of clan culture can be seen from the strategic emphasis that employees excel in terms of involvement in work and openness in the organization. Researchers see that employees still need to implement this fully. After the company merged in 2021, there were changes to the organizational structure with the deletion and addition of personnel in certain positions. It strengthens the company's foundation to gain greater profits and expand the market. The central company officially issued this decision. However, branch companies involve employees in changing and placing positions for additional quotas.

The instruction ordered by the center is that personnel will be reduced with additional employees in the sales representative section for the financial administration section to expand the market and increase sales. So, in problem-solving this position, the company involves employees in making decisions. As a result, the employee in the sales representative section did not accept the transfer because he thought he needed more time to be ready for the position. The company does not implement clan culture characteristics from work involvement and organizational openness in this case.

The characteristics and type of superior clan culture can be seen from leadership involvement in directing employees like mentors. However, this is a weakness of the company in upholding clan culture. The leadership needs to provide guidance or discussions with employees who do not involve themselves in work so that they are open to the reasons for the problems that occur. The impact of not providing mentoring by the leadership is that employees still need to place themselves in the positions instructed, so they only do work that does not follow the job description. If the employee resolves it amicably, the employee will only receive a gentle verbal warning and a warning letter that will not be followed up for evaluation.

The company does not provide specific standards based on an analysis carried out by researchers of how things work. Leaders give employees freedom by not responding to employees who do not carry out their duties according to the job description. Company leaders, including the sales representative's job desk, even went into the field to make sales. Based on theory seen from the specifications of organizational culture, which is said to be strong, leaders have a significant role in guiding members of the organization, providing examples and examples, being responsive to internal problems, and carrying out periodic coordination and control (Tika, 2012).

Measuring the Strength of Organizational Culture. The researcher created an assessment reference to measure organizational and clan culture implementation at PT Sang Hyang Seri based on the research. The assessment is based on the researcher's views by giving scores to the assessment points. The assessment instruments come from the theory of Tika (2012) in her book *Organizational Culture and Improving Company Performance*. To make it easier to measure the strength of organizational culture, researchers used a Likert scale for each question on each element of

organizational solid culture. The Likert scale in question is (a) powerful 5 points, (b) strong 4 points, (c) moderate 3 points, (d) weak 2 points, and (e) fragile 1 point.

For each element of a strong organizational culture, a research instrument was created in the form of questions answered from two points of view. First, namely, all members of the organization and the views on the results of observations made by researchers. The following is an assessment carried out by all PT Sang Hyang Seri members with a population of PT Sang Hyang Seri employees. The sample is all PT Sang Hyang Seri employees, totaling six people.

Results of measuring the strength of organizational culture instrument at PT Sang Hyang Seri. After assessing all the elements of cultural strength at PT Sang Hyang Seri, the assessment results will then be measured to see the position of strength in each question that contains elements of organizational culture. The results of the assessment using the Likert scale formula proposed by (Sugiyono, 2017) to see the position in each element of organizational culture strength are as follows:

Table 3. Interpretation of Scores Based on Intervals

Intervals	Category
0 % - 19,99%	Very Weak
20%-39,99%	Weak
40%-59,99%	Strong Enough
60%-79,99%	Strong
80%-100%	Very Strong

Source: (Processed, 2023)

The interpretation of scores based on intervals has been divided into five category groupings, which are seen from the interval values obtained for each question. Each question will be grouped based on the elements of organizational strength. The calculation results from the assessment via questionnaire carried out by PT Sang Hyang Seri employees, and researchers can be seen based on the reference of score interpretation based on the following intervals.

Table 4. Results of measuring the level of cultural strength Organization at PT Sang Hyang Seri

Question	Respondents							Score Total	y	Score Total $\frac{y}{Y} \times 100\%$	Category
	1	2	3	4	5	6	7				
1. Element of clarity	3	3	5	4	4	4	3	26	5	74,28 %	Strong
2. Element of Intensity	3	2	4	4	3	2	2	20	5	57,14%	Strong Enough
3. Element of clarity	3	1	4	4	4	3	2	21	5	60%	Strong
4. Element of clarity	4	2	4	4	4	4	2	24	5	68%	Strong
5. Element of clarity	3	4	4	4	4	3	4	26	5	74,28%	Strong
6. Element of clarity	4	3	4	4	4	3	3	25	5	71,42%	Strong
7. Dissemination Element	4	2	2	4	3	2	2	19	5	54,28%	Strong Enough

8. Ritual Element	4	2	2	4	3	2	2	19	5	54,28%	Strong Enough
9. Element of Cohesions	4	3	3	4	4	4	4	26	5	74,28%	Strong
10. Element of Cohesions	3	3	3	4	4	3	2	22	5	62,85%	Strong
11. Element of Cohesions	4	3	2	4	3	3	2	21	5	60%	Strong
12. Performance Elements	4	4	2	4	4	3	3	24	5	68,57%	Strong
13. Performance Elements	4	2	3	4	4	3	3	23	5	65,71%	Strong
Average										65,00%	Strong

Source: Processed (2023)

Based on the results of the measurements carried out, it can be concluded that three elements of organizational culture are categorized as "medium," namely the intensity element, the dissemination element, and the ritual element. Meanwhile, in the "strong" position after the calculation is carried out, there are three elements: performance, clarity, and cohesion. As a recommendation by researchers, efforts need to be made to strengthen the "medium" element so that it will be in a strong position in the future. As for elements already in a strong position, researchers recommend strengthening them to be in the category of "powerful" elements in the future.

Recommendations for Strengthening Clan Culture Elements at PT Sang Hyang Seri. The measurement results from the assessment carried out by respondents show that three elements of clan culture are in the "medium" position: intensity, dissemination, and ritual. Strengthening these three elements is carried out to improve the clan culture position at PT Sang Hyang Seri so that it can be in a strong position.

Increasing the element of intensity is carried out by employing renewal related to assessing and giving awards to employees who have optimally implemented clan culture values. In contrast to the dissemination element, improvements can be made by providing coaching efforts to all employees. This coaching is a form of training provided to employees by Management. Meanwhile, the element of improvement can be strengthened by creating ritual events that are useful for fostering a sense of kinship as a symbol of clan culture. The following are efforts as recommendations by researchers to strengthen the position of clan culture elements at PT Sang Hyang Seri.

Table 5. Recommendations for Strengthening Intensity Elements, Dissemination, and Rituals

No.	Strengthening Element	Recommendation
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1. Strengthening the Element of Intensity Through the Implementation of Assessment and Rewards

Efforts to strengthen the element of intensity are carried out by providing assessments and rewards to employees. Assessments and awards must be carried out periodically according to a specific period carried out by the leader, namely the Manager of PT Sang Hyang Seri, to members of the organization. Leaders need to assess the members of the organization who excel. Researchers recommend assessment using the Behaviorally Anchor Rating Scale method. It is hoped that this method can be implemented objectively to assess the dimensions of employee work behavior. After the assessment, the leader must give employees awards to increase motivation with simple actions carried out by the leader, such as giving a title for the employee's work achievements. For example, it is given to disciplined employees, the best salesperson in January (every month), and the best mentorship of the year.

2. Strengthening the Dissemination Element by Coaching PT Sang Hyang Seri Employees

The dominant characteristic of a clan culture in an organization is that the organization is like a family. However, this needs to be corrected to understand the meaning of family in an organization. In that case, it can result in no boundaries between an employee's obligations to his work because he still assumes that problems can be resolved like family. This problem occurred at PT Sang Hyang Seri, where there was an employee who felt unable to be placed in a position after the merger. Leaders must provide support to ensure employees have potential in their positions. Leaders can discuss problems experienced by employees when they start working in the sales representative field. Meanwhile, in the role of facilitator, leaders must guide all employees and communicate the company's main goals as a form of joint understanding of the company's essential values that must be realized. Leaders can provide time before starting work activities for a briefing so that employees understand the company's goals.

3. Strengthening Ritual Elements Through Routine Events

In assessing the organizational strength of PT Sang Hyang Seri, it was found that the calculated ritual elements needed to be more optimal, so improvements needed to be made to strengthen the organizational culture. Strengthening efforts recommended by researchers include the provision of routine events by companies. Various routine events can be planned by company leaders, such as holding regular meetings, either weekly or monthly. Furthermore, at least once a year, there is joint

recreation, such as family gathering activities between PT Sang Hyang Seri's extended family members. In sports, group exercise can occur at the end of every working week to improve employee health and minimize employee stress.

Source: Processed (2023)

Recommendations for Strengthening Clan Culture Elements at PT Sang Hyang Seri. Based on the measurement results from the assessment carried out by respondents, there are three elements of clan culture already in a "strong" position: clarity, cohesion, and ritual. The following are efforts as recommendations by researchers to improve the position of clan culture elements at PT Sang Hyang Seri.

Table 6. Recommendations for Improving Elements of Performance, Clarity and Cohesion

No.	Improvement Elements	Recommendation
1.	Improving Performance Elements by Providing Direction to PT Sang Hyang Seri Employees	Leaders must maintain a positive organizational culture to continue improving clan cultural values at PT Sang Hyang Seri. Positive organizational culture includes creating job satisfaction, continuing to improve discipline, maintaining high commitment from all company members, and appreciating every contribution made by members of the organization. The main factors in the company's successful performance are efforts to improve organizational culture and encourage positive values at PT Sang Hyang Seri. The better the organizational culture is improved, the better the employee performance will be.
2.	Improving the Basic Values of Organizational Culture Through Elements of Clarity	The leadership can strengthen the company's fundamental values by giving appreciation to its members to support the implementation of organizational cultural values as guidelines for employee behavior. The company can make efforts through leadership to explain what constitutes an order. Members of the organization must carry it out. Next, explain what rules must be obeyed by all organization members. An important point to motivate in increasing the application of organizational cultural values is to direct employees to activities that will result in punishment for all PT Sang Hyang Seri employees and attitudes that will achieve work performance.
3.	Increasing the Element of Cohesion by Increasing the	By applying family values, PT Sang Hyang Seri can develop without being separated from loyal employees. Strengthening the value of loyalty

Loyalty of PT Sang Hyang Seri Employees

that employees can do is by continuing to contribute to giving trust to leaders where previously there was a harmonious relationship between leaders and employees. Strengthening loyalty can start with growing trust in leaders. As an employee, you trust your leader if he is competent in a field. The head of PT Sang Hyang Seri West Sumatra Branch is a competent figure in marketing. So, employees need to develop a sense of trust in all directions imposed by the leadership because all these efforts are nothing but to direct employees toward the company's goals.

Source: Processed (2023)

CONCLUSION

Based on the data analysis carried out in this research, it can be concluded that the implementation of clan culture at PT Sang Hyang Seri is still classified as "medium," with a score of 3.2 from the results of the assessment carried out using a Likert scale. The elements used to assess organizational culture strength are intensity, clarity, dissemination, cohesion, ritual, and performance. The organizational culture strength instrument was assessed in this research based on two points of view. Firstly, it was carried out by all PT Sang Hyang Seri employees with seven samples. Second, it is carried out by researchers based on the results of observations that have been made.

The organizational culture measurements show that PT Sang Hyang Seri's position is at a medium level in implementing clan culture. As a company that has grown to have dozens of branches throughout Indonesia, PT Sang Hyang Seri should continue to strive to strengthen the clan culture that has become the company's characteristic by paying attention to elements in other fields that can solidify and strengthen the organizational culture that has been overlooked. Research by researchers.

PT Sang Hyang Seri must continue to carry out regular evaluations to control and assess the implementation of organizational culture. It is done to pay attention to the extent of developments after improvements have been made to improve organizational culture and clan culture at PT Sang Hyang Seri.

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