**Analysis Of Organizational Culture Using Ocai Method At PT Graha Manggala Abadi Makassar Company**

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***Abstract.****Higher education is an important level of education in preparing students for the world of work. One of the programs that supports the development of student competencies is the internship program, which provides opportunities for students to develop soft skills and adapt to the work environment. This study aims to determine the profile of organizational culture at PT. Graha Manggala Abadi Hotel Harper Perintis By Aston Makassar at present and expected in the future based on employee perceptions. based on six main dimensions: dominant characteristics, leadership This study uses qualitative research by analyzing organizational culture at PT. Graha Manggala Abadi Hotel Harper Perintis By Aston Makassar organization, employee management, organizational glue, strategic emphasis, and success criteria. Data were collected through questionnaires that were distributed and analyzed using the Organization Culture Assessment Instrument (OCAI) analysis. Based on the results of the OCAI analysis for all dimensions of organizational culture, it shows an increase in Clan Culture and Adhocracy Culture. In the organizational aspect, efforts are needed to maintain a balance between renewal, efficiency, and cohesion by strengthening the values ​​of Clan Culture and adopting innovative elements from Adhocracy Culture..*

***Keywords:*** *Organization Culture Assessment Instrument, Descriptive Quantitative, Clan Culture, Adhocracy Culture Market Culture,Hierarchy Culture.*

1. **INTRODUCTION**

Higher education is a level of education after secondary education which includes diploma, bachelor's, master's, specialist and doctoral education programs organized by higher education. Higher education is organized with an open system. Higher education is an educational unit that organizes education and can be in the form of an academy, polytechnic, college, institute, or university (Simatupang and Yuhertiana 2021).

Internship or Work Practice is a learning activity that provides insight and practical experience to education and non-education students regarding real activities in educational institutions and industry so that students have adequate competence in carrying out tasks according to their field of expertise. Work practice for education students is directed so that students have values and insights into educational science and learning theoretically and applicatively within the framework of Indonesian culture, in their role as critical, innovative, adaptive, and communicative educators according to the character and culture of students in the global era. Work practice for non-education students is carried out in the business world or industry so that students have practical and meaningful experience to students according to their field of expertise, improve scientific competence, and provide experience in solving problems that exist in the world of work.

Industrial internships in universities aim to enable students to implement the theories they have acquired on campus in the field. In addition, from industrial internship activities, students are expected to gain experience, knowledge and skills in the world of work that are in accordance with current technological and information developments. The success of the MBKM Internship program requires harmonious relations between the parties, namely the University, students as and partner institutions/agencies. These conditions are expected to always be formed so that the success of the implementation and achievement of the goals of the MBKM Internship can be achieved. However, in its implementation there are obstacles or obstacles faced in the implementation of the internship program (Bhakti et al. 2022).

Organizational culture is a relatively new term in the treasury of organizational theories. Kusdi (2011), explains that the cultural approach in organizational theory emerged when the complexity of environmental changes and the level of competition faced by organizations today is very high, where there are certain aspects that have not been explained by existing theories. Organizational culture is a habit that has been going on for a long time and is used and applied in work activities as one of the drivers to improve the quality of work of employees and company managers (Fahmi, 2013:47).

Wibowo (2011) defines organizational culture as the basic philosophy of an organization that contains shared beliefs, norms, and values that are core characteristics of how to do things in an organization. Thus, with the existence of shared core beliefs that are used as shared guidelines, it is expected to be able to direct members of the organization to act more effectively in achieving organizational goals.

According to Setiawan and Harjanto (2017), there are a number of benefits or important meanings of a Birth Certificate, first, it is proof that the state recognizes the identity of a person who is a citizen. Second, as a tool and basic data for the government to prepare a national budget in the fields of education, health, social and child protection. Third, it is the initial proof of citizenship and the first identity owned by a child. Fourth, it is very strong evidence for children to obtain inheritance rights from their parents. Fifth, it prevents falsification of age, underage marriage, acts of violence against children, child trafficking, illegal adoption and sexual exploitation. Sixth, as one of the instruments of children's rights, because children are legally entitled to protection, health, education, housing, and other rights as citizens.

Although the benefits of birth certificates are numerous, there are still many people who have not registered the birth of their children or are not even aware of the importance of having a birth certificate. This is a challenge for the Population and Civil Registry Office to carry out the issuance of birth certificates. Community participation is needed to determine the best policies for children (Dina and Dewi, 2018). Community participation is also a major factor in supporting the issuance of birth certificates, because the community has a central role in ensuring that the birth registration process runs smoothly and accurately ( Bure, Wisang, & Juru, 2024). Although the government has the responsibility to provide administrative facilities and infrastructure, without active community involvement, this process can be hampered, especially in remote areas or areas that receive less attention.

PT Graha Manggala Abadi Makassar is a company engaged in business services whose main focus is providing services, not physical goods, to consumers or other businesses. This company provides value through activities, expertise, and experiences that help meet customer needs. The types of services provided can vary, from personal services such as health care to professional services such as business consulting (Alfreda & Goo, 2024).

Organizational culture is closely related to the success of an organization. The ability of an organization to implement its organizational culture values can support the organization to grow and develop sustainably. One way to describe organizational culture is OCAI. The Organizational Culture Assessment Instrument (OCAI) is an instrument that measures organizational culture developed by Cameron & Quinn (2011). This instrument uses the Competing Value Framework which emerged based on research that focuses on the most important indicators influencing company efficiency. So with this research, it is expected to be able to determine the current organizational culture profile at PT Graha Manggala Abadi and help identify the culture of PT Graha Manggala Abadi which should be developed to answer the challenges and problems that arise now and in the future.

1. **RESEARCH METHODS**

This study uses qualitative research by analyzing organizational culture at PT. Graha Manggala Abadi Hotel Harper Perintis By Aston Makassar. The data collection techniques used are interviews, observations, and documentation studies. By using this qualitative descriptive method, the researcher describes and analyzes Organizational Culture Using the OCAI Method at PT Graha Manggala Abadi Makassar. The internship activity was carried out at PT. Graha Manggala Abadi Hotel Harper Perintis By Aston Makassar which is located at Jl.Perintis Kemerdekaan KM 15 No.14 A, Pai, Kec. Biringkanaya, Makassar City . The internship activity was carried out on September 17, 2024 to December 16, 2024. The analysis in this study includes three activity flows, namely data reduction, data presentation, and drawing conclusions (Miles and Huberman, 2014:31-33 ).

1. **RESULTS AND DISCUSSION**

**Results**

The author began his internship on Tuesday, September 17, 2024. The internship was carried out for less than 4 months by following the applicable work schedule, namely every Monday to Friday. The internship activities were carried out every day from 07:30 to 17:00 WITA. During the internship at the Harper Perintis Hotel By Aston Makassar, the author was placed in the Sales & Marketing field. The activities carried out by the author during his internship at the Harper Perintis Hotel By Aston Makassar were:

1. Effective Communication
2. Responsible and disciplined with time
3. An individual who can face any challenge
4. Mentoring and evaluating
5. Problem solving

What I do every day as a Sales Admin is that I am involved in helping to create sales administration: managing and updating customer databases, ensuring contact data and order information are accurate. Sales report analysis: helping the sales team analyze sales reports, marketing trends, and inputting data such as inputting Group Business, Room Production, Meeting Room Trackers. I am also entrusted with following up on distribution such as: BEO, Memo, payment request and others. In carrying out the distribution, I also have a Lookbook so that all distributions have proof of receipt. And I am also entrusted to check every event that comes into the hotel such as checking the presence of guests, guest comfort and checking the food prepared for guests so that all activities held by guests at the hotel run smoothly. In addition, I also offer wedding packages such as putting up wedding banners on the front door of the hotel, so that guests who come can see and are interested in the wedding package offer. I am also entrusted to make a cake order memo for every birthday guest pic. With the tasks given by my mentor, I am grateful that I was able to complete them completely. Apart from that, I also gained great experience during the internship process.

**Discussion**

Based on the results regarding organizational culture indicators using the OCAI method at PT Graha Mangala Abadi Makassar as follows:

**Dimensions of Organizational Culture**

The OCAI method is used to measure four main dimensions of organizational culture, namely:

**a. Clan Culture**

This culture focuses more on collaboration, togetherness, and individual development. Typically, organizations with a clan culture create a warm work environment, encourage employee engagement, and place a high value on interpersonal relationships. Data collection used the OCAI questionnaire which focuses on a work culture that supports closeness between team members.

**b. Adhocracy Culture (Adhocracy Culture)**

This culture emphasizes innovation, creativity, and flexibility. Organizations that adopt this culture tend to be more willing to take risks and prioritize the development of new ideas. The data collection technique uses the OCAI questionnaire which will measure the level of organizational courage in exploring new ideas and creativity.

**c. Market Culture**

Organizations with a market culture are oriented toward results and competition. They judge success based on achieving desired outcomes, such as profits or increased market share. Market cultures encourage an orientation toward performance and results. The data collection technique used the OCAI questionnaire to assess how much the organization focuses on results and competition.

**d. Hierarchy Culture (Hierarchy Culture)**

Hierarchical cultures emphasize clear structure, control, and efficiency. Organizations with hierarchical cultures tend to have standardized procedures and follow strict rules. Data were collected using the OCAI questionnaire, which assesses the extent to which an organization prioritizes stability and control.

**The Role of Leaders in Culture**

Leaders have a critical role in shaping organizational culture, with two types of leadership to consider:

**a. Transformational Leadership**

Transformational leaders drive vision and major change in the organization. They focus more on motivating and developing team members. Data collection was conducted through semi-structured interviews to understand how leaders can influence culture in a more inspiring and empowering way.

**b. Transactional Leadership**

Transactional leaders prioritize goal achievement through clear control and rewards for achieving results. Data were collected through the OCAI questionnaire to assess how this leadership style is implemented in the organizational culture.

**Orientation towards Innovation**

**a. Innovation and Creativity**

This dimension relates to how much the organization encourages innovation and creativity. Organizations that are highly oriented towards innovation tend to provide space for experimentation and new product development. Data collection was conducted using the OCAI questionnaire, which assesses the extent to which the organizational culture supports the development of creative ideas.

**b. Support for New Ideas**

Organizations that support new ideas are generally more open to change and welcome fresh ideas from all levels. Data was collected through Focus Group Discussions (FGDs) to gain a deeper understanding of how organizations respond to and support employee innovation.

**Communication in Organizations**

**a. Open Communication**

Open and honest communication is essential to a healthy organizational culture. Data collection was conducted using the OCAI questionnaire to assess the extent to which the organization encourages two-way communication between employees and management.

**b. Information Sharing**

This dimension measures the extent to which information is shared evenly across the organization. Organizations with a good communication culture will ensure that each team member has sufficient access to relevant information. Data were collected using the OCAI questionnaire to evaluate the quality and effectiveness of information sharing within the organization.

**Employee Satisfaction**

**a. Employee Engagement**

The level of employee engagement is closely related to organizational culture. Organizations that have a culture that supports individual well-being and development will usually increase employee engagement. Data collection was conducted using the OCAI questionnaire to assess how employees are involved in organizational decisions and activities.

**b. Work-Life Balance**

Organizations that care about employee work-life balance tend to create a culture that prioritizes employee well-being. Data collection was conducted using the OCAI questionnaire to evaluate the extent to which the organization supports employees in achieving this balance.

1. **CONCLUSION**

During the internship at PT.Graha Manggala Abadi (Hotel Harper Perintis) Praise be to God it went well and smoothly and according to the time that had been determined. In this internship activity, there were many new things that I learned and many things I also did such as inputting Room trackers, Group Business, Room production, making memos, BEO.

1. In carrying out this internship, interns gain a lot of real knowledge in applying the knowledge obtained in college, so that it can be practiced maximally and optimally when carrying out the internship.
2. Internships are a means for students to get to know the real world of work as well as get to know the working environment and conditions that students will face after graduating from college.
3. Based on the description in the Internship Report, it can be concluded that in the world of work, high responsibility, precision, patience are required for all work done and discipline in following work regulations and time discipline is our responsibility so that the tasks given can be completed properly and on time.

It can be concluded that during the internship there were many new experiences, getting lessons and direct practical activities. At the internship I appreciate time more, learn to be responsible for the tasks that have been assigned to me. And I feel the real working atmosphere that the world of work is not as easy as imagined and learn how to communicate well and correctly with colleagues and superiors so that it can be a provision to face the real world of work after I graduate from college later.

**SUGGESTION**

After approximately 4 months of internship at PT. Graha Manggala Abadi (Hotel Harper Perintis). The intern provides suggestions for Graha Manggala Abadi and suggestions for the intern himself as a student. In order to be useful for building progress in the company and for the students themselves.

1. PT. Graha Manggala Abadi (Hotel Harper Perintis) in its efforts to provide services in the service sector improves the quality of service to customers and continues to innovate and make much better strategies.
2. Giving trust to students to help with work and provide criticism or guidance for interns.
3. In carrying out an internship, before going directly into the field we must have material provisions about what will be practiced, either obtained from references or by asking the supervisor directly.
4. We must pay attention to being active in obtaining information about anything we don't yet know by asking the mentor.
5. Utilizing free time to read books or references available at PT. Graha Manggala Abadi (Hotel Harper Perintis)
6. Maintain an atmosphere as friendly as possible with the mentor because it will affect the smoothness of the Q&A process.
7. Equip yourself with sufficient skills as taught
8. Sincere, disciplined, and active to achieve optimal results.

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