
OCAI ANALYSIS OF ORGANIZATIONAL CULTURE AS A REFLECTION OF BUSINESS SUSTAINABILITY (STUDY ON TRIATMA MULYA UNIVERSITY)

By

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Abstract: *Triatma Surya Jaya Foundation (YTSJ), which manages education ranging from early childhood to postgraduate education established in 1992, is very thick with an organizational culture that upholds kinship. This organizational culture gives colour to every activity carried out to achieve the vision, mission, goals, and objectives of the organization. The purpose of this research is to analyse the organizational culture of Triatma Mulya University (UNTRIM) and identify whether it reflects the sustainability of the organization in the future. The respondents of this study were 173 employees of UNTRIM. Data validity test and descriptive analysis showed that only 149 respondents' data were valid for further analysis. Organizational culture was analysed by referring to the theory of Cameron and Quinn (2006), where there are four organizational cultures namely hierarchy, market, clan, and adhocracy. The instrument for processing this data is the Organizational Culture Assessment Instrument (OCAI) analysis, with six key dimensions of organizational culture, consisting of 1) dominant characteristics, 2) organizational leadership, 3) employee management, 4) organizational glue, 5) strategic emphasis, and 6) success criteria. The finding of this research is that the organizational culture at UNTRIM is CLAN. In CLAN organizational culture, UNTRIM governance is more collaborative oriented, conducted by leaders who act as mentors, facilitators, and team builders so that good communication is formed, and high commitment to achieve organizational goals is built. This research shows that UNTRIM also gives enough priority to the market culture that can increase the spirit of competition, consistency, and efficiency to achieve goals within timelines. This is also a reflection of the sustainability of the UNTRIM organization*

INTRODUCTION

An organization is formed from the unity of several people within that organization who share common vision and mission. Each organization has its own culture that is created in accordance with the culture of the leadership, corporation, and environment. This work culture also provides an overview of the strategies taken in achieving organizational goals.

Universitas Triatma Mulya (UNTRIM) is under the auspices of the Triatma Surya Jaya Foundation (YTSJ) which manages education from early childhood to postgraduate. In 1992 the foundation established a Tourism and Hospitality Training Program called MAPINDO. Between 1992 and 2003, MAPINDO program, which offers Diploma I degree, was very well known and obtained almost 5,000 students per year. MAPINDO is the forerunner of the movement of education managed by YTSJ to a higher level.

To strengthen the existence of MAPINDO, the foundation slowly collaborates with tourism and hospitality entrepreneurs to create business units that support the absorption of MAPINDO graduates. With the proliferation of training institutions in Bali, MAPINDO's brand and student enrolment declined. Considering Bali is the centre of tourism, Bali is in dire need of competent resources to support the rapid movement of people travelling to Bali. In the creation of tourism human resources, the foundation builds business units that support the absorption of graduates. The construction of eight star-hotels (Puri Saron Group) spread across Bali, Lombok, Yogyakarta, and the Grand Water Park recreation centre in Yogyakarta, Gloria Travel Agent, and Bunda Hospital further strengthens the position of graduates.

To realize competent resources in accordance with the vision and mission, YTSJ merged several higher education institutions into Universitas Triatma Mulya. UNTRIM's vision is to become a university that is superior, internationally competitive, and entrepreneurial. To realize the entrepreneurial vision, UNTRIM built an entrepreneurial incubator that becomes a medium to connect buyers with producers, students, and alumni.

An organization can be defined as a unity of people who have the same goals, beliefs, and values. Basically, every organization wants to create a vision and mission that is cultured in every member of the organization. The value to be achieved in the organization of higher education is a form of management commitment. The value aspect that is the target of UNTRIM management is abbreviated as PRIDE which stands for "Professionalism, Recognition of Achievement, Integrity, Dedication, and Entrepreneurship" The role and function of the value above is used as a behavioural guidance for all UNTRIM academicians.

This value is the main characteristic that distinguishes the institution and its services in the world of education in the community. The concept of PRIDE value is also further outlined in UNTRIM's work culture which includes five aspects, namely upholding integrity, professionalism, working solidly in teams, prioritizing excellent service, discipline, and responsibility. As the hallmark of an institution that prioritizes service quality, the five work cultures are built continuously at UNTRIM. Integrity is the main thing to gain trust from the community.

The organizational culture that has been created since 1992 faces increasingly difficult challenges in the future. Several indicators illustrate that something is happening that affects the stability of the university. The development from Diploma I to Diploma III, undergraduate and postgraduate programs was gradual. The change of the form into a

university, with governance by more professional leaders, and wider international cooperation provides an answer to the question of whether this institution will be stable and sustainable. Research by Dwi et al. (2023) found that leadership emerges as a result of organizational conflict. The spirit of leadership develops and grows as a result of personally resolving conflicts, understanding organizational culture, and having a plan to lead the organization. If leaders have dedication and volunteerism, the organization will survive. In terms of governance, UNTRIM is accredited as VERY GOOD, but the increasingly fierce competition in the world of education has made UNTRIM decline in student acquisition. More complicated governance issues require a different focus. Has the implementation of work culture shifted? What kind of work culture can guarantee and reflect the sustainability of the UNTRIM institution?

LITERATURE REVIEW

Among many transdisciplinary theories, organisational culture theory is one of the silent, yet very powerful, theories that influence the workplace. If an organisation does not have an appropriate culture to support its business activities, it could have a substantial impact on the organisation's day-to-day activities and, ultimately, the overall financial performance of the organisation (Nanayakkara & Wilkinson, 2021)

Organizational culture research by Nandan and Jyoti (2020) also found that business sustainability has three key dimensions; social, environmental, and economic. Organizational culture dimensions that affect employee engagement are teamwork, leadership behaviour, rewards, support towards employees, and internal communication. The five dimensions of work culture that impact employee engagement is in line with UNTRIM's work values and culture. This work culture according to Khadar (2018) also has an impact on employee job satisfaction.

Rashadan's research (Isa et al., 2016) shows that leadership and support from top management are considered top critical success factors (CSFs) in the implementation of Top-Quality Management (TQM). Lack of experience in quality management is considered a top barrier in TQM implementation with 77.2% agreeing to it. Some of the key ways in which organizational culture reflects and contributes to business sustainability according to Garvin et al. (2022) include 1) Values and beliefs, 2) leadership commitment, 3) employee engagement, 4) Innovation, 5) transparency, 6) accountability, 7) continuous improvement, 8) risk management, 9) stakeholder relationships, and 10) long-term orientation.

Incorporating these elements into an organization's culture not only reflects a dedication to sustainability but also contributes to the long-term success, impact, and resilience of the business. Ultimately, a culture that promotes these aspects will help the organization achieve its sustainability goals and make a positive impact on the environment, society, and the bottom line.

The study of best practices from various well-known universities conducted by Coman and Bonciu (2016) provides guidance on world-class higher education governance, where a good organizational culture can bring universities to a better ranking. In the implementation of organizational culture Graham et al. (2022) found that 92% of the 1348 North American executives surveyed believe that improving corporate culture would increase the firm value. A striking 84% believe their company needs to improve its culture.

In the context of university/campus organizational culture, research findings by Egitim (2022) suggested the hierarchical organizational culture remained uninfluenced despite the faculty expansion. Every organization has its own organizational culture, which allows it to develop over time through practices or behaviours that can develop into normal, or de facto, turn into culture. Another way to build organizational culture is by adopting standardized norms, behaviours, and practices introduced by organizational leaders, which become organizational culture over time.

The development of organizational culture began with the theory that organizational culture is like an iceberg (Sackmann, 1991); while Schein (1992) analysed organizational culture at three levels i.e., artefacts, espoused values, and basic underlying assumptions. One of the most accepted frameworks developed to distinguish dimensions, or theories of organizational culture is the competing values framework (Fairs, 2016). The competing values framework proposed by Cameron and Quinn (2006) is the most widely used descriptive framework to identify different types of organizational cultures (Corfield & Paton, 2016; Chandler et al., 2017).

Furthermore, Cameron and Quinn (2006) identified four dimensions of organisational culture in the competing value framework, as follows.

- 1) Hierarchy culture: This culture type emphasises uniformity and strong control of the organisation with empowering coordination, evaluation, and internal efficiency.
- 2) Market culture: The main focus is how to compete and reach set goals with unsupportive external factors, such as government regulations, license restrictions, customers' expectations, suppliers' limitations, external contractors, and trade unions.
- 3) Clan culture: the main focus of clan/group/involvement/consensual culture is to maintain better relationships and provide greater flexibility to employees to do their work. Trust, involvement, teamwork, and the company's commitment to staff are the main characteristics of this dimension. Loyalty and tradition play an important role in clan culture, and customers are regarded as partners.
- 4) Adhocratic culture: Leaders are expected to take risks, as an entrepreneurial approach and idealism are key to this dimension.

The value framework of competing models of organizational culture theories is as shown below.

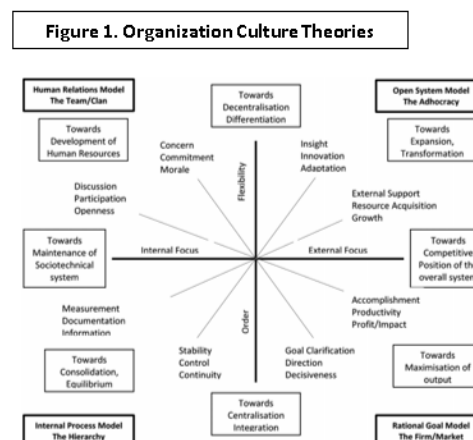


Figure 12.3 Competing value framework (adapted from Cameron and Quinn, 2006)

Sources: Cameron and Quinn (2006)

The implementation in the field (Nanayakkara & Wilkinson, 2021) describes four dimensions of organizational culture combined with the character and type of organization, as described in Table 1 below.

Table 1. Cultures Compared and Organization Types

CULTURE	CHARACTER	ORGANIZATION TYPE ADOPTING CULTURE
Hierarchy	Uniformity Strong control Empowering coordination Order, security, rules and regulations	Military forces Police Most government organisations
Market	Profitability Customer base Targets Results	Insurance companies Telecommunications Sales Target-oriented organisations
Clan	Trust Involvement Teamwork Corporate commitment to staff Loyalty and tradition	Service organisations Banks Healthcare Insurance companies
Adhocracy	Individualism Innovation	Research organisations Software firms Innovation and development projects Consulting firms

Sources: (Nanayakkara & Wilkinson, 2021)

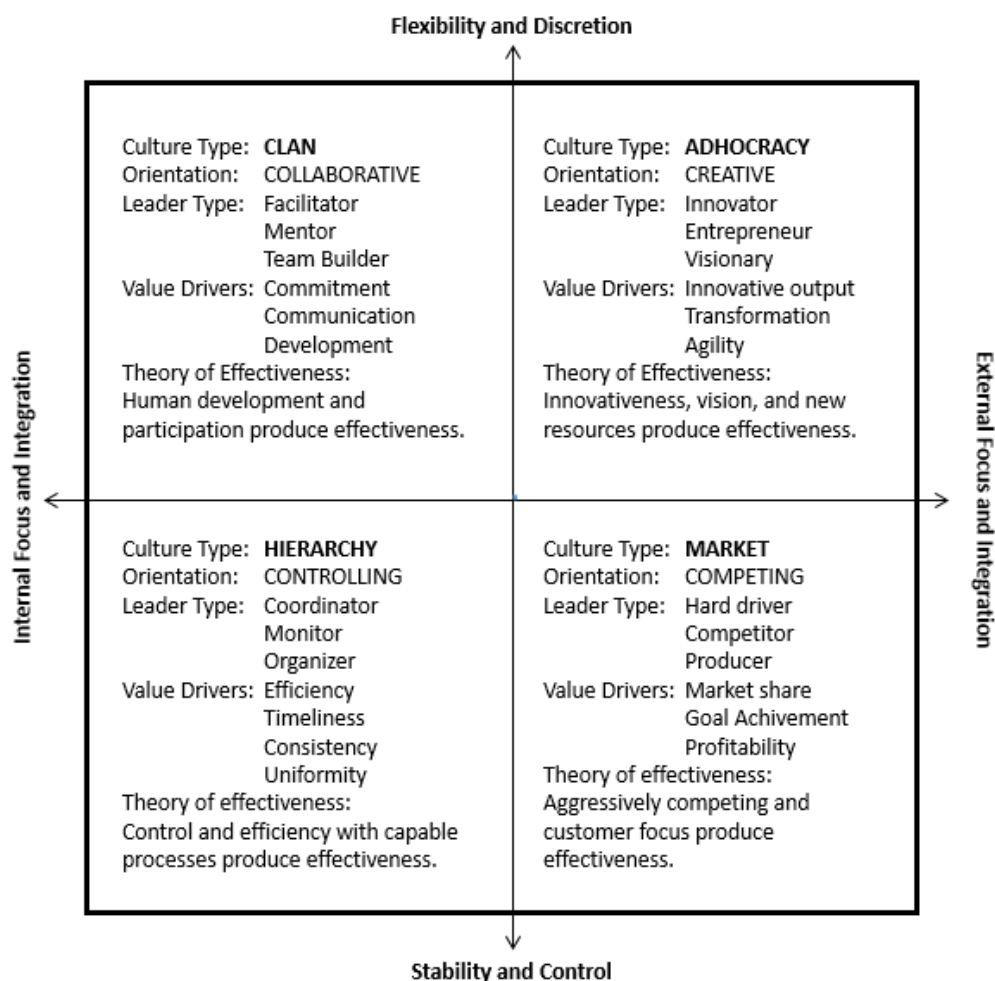
When associated with organizational culture in higher education Erdem (2017) states that what makes the organizational culture of a university different from other universities is its values, basic assumptions and norms, leaders and heroes, symbols and language, stories and legends, ceremonies and customs.

RESEARCH METHOD

This research is descriptive qualitative with 175 employees of UNTRIM act as the population. The sampling technique is a saturated sample. Of all respondents filling out the Google Form, only 149 people returned valid answers. Organizational culture variables analysed i.e., hierarchy, market, clan and adhocracy refer to the theory of organizational culture according to Cameron and Quinn (2006). The instrument in this data processing is Organizational Culture Assessment Instrument (OCAI). The purpose of the OCAI is to assess six key dimensions of organizational culture, consisting of 1) dominant characteristics, 2) organizational leadership, 3) employee management, 4) organizational glue, 5) strategic emphasis, and 6) success criteria.

The results of this calculation concluded that four organizational cultures were formed.

Figure 2. OCAI Instruments Dimensions



Sources: Cameron and Quinn (2006)

RESULTS AND DISCUSSION

Data Processing Results

Analysis of the data obtained from Google form from 149 respondents, shows that the characteristics of respondents based on age, gender, education level and position in the organization are as follows.

Table 2. Characteristics Based on Age

RANGE AGE	AMOUNT
< 24	6
>. 57	5
25-40	82
40-65	56
Total	149

Table 3. Characteristics Based on Gender

GENDER	AMOUNT
Male	73
Female	76
Total	149

Table 4. Characteristics Based on Education

EDUCATION	AMOUNT
Doctor	13
Master	98
Bachelor	28
Senior High School	9
Total	149

Table 5. Characteristics Based on Level or Position

LEVEL	AMOUNT
Top-level	11
Middle level	54
Staff	86
Total	149

Data from table 2 to 5 show that the dominant age range is between 25-65, the number of female and male genders is quite balanced, education-wise, the largest number is master's degree holders, the position is dominated by staff and lecturers.

The calculation used to create the the spider diagram of all dimensions and variables is based on the following position criteria:

Table 6. Dimension for Top Level

DIMENSION	CURRENT	EXPECTATION
Average of Clan	32	30
Average of Adhocracy	24	28
Average of Market	19	21
Average of Hierarchy	25	21

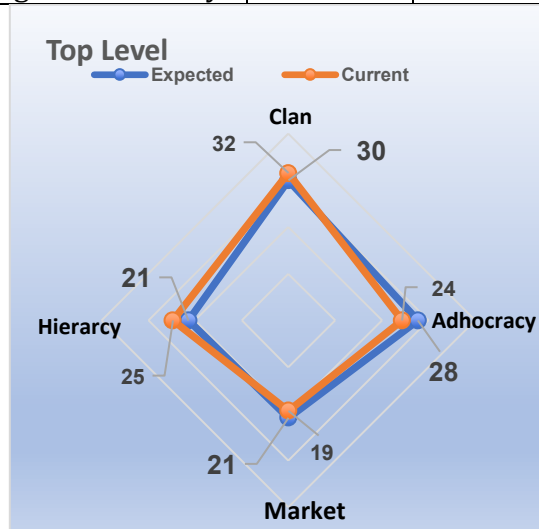


Figure 3. Top Level Diagram
Sources: personal data 2024

Based on the theory of organizational culture according to Cameron and Quinn (2006), at the top leadership level, it appears that the highest value is in CLAN, both current and expected positions. The next position is in the adhocracy culture, which needs to be improved, then hierarchy which on the contrary needs to be lowered. Market culture is still balanced between current and expected.

Table 7. Dimension for Middle Level

1. DIMENSIONS	2. CURRENT	3. EXPECTATION
4. Average of Clan	5. 29	6. 28
7. Average of Adhocracy	8. 26	9. 24
10. Average of Market	11. 22	12. 24
13. Average of Hierarchy	14. 23	15. 24

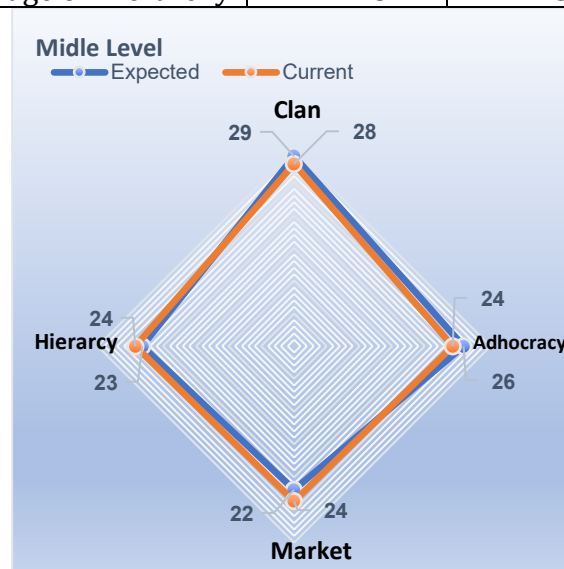


Figure 4. Middle-Level Diagram

Sources: Personal data 2024

At the mid-level management, the dominant organizational culture is also CLAN, followed by adhocracy, hierarchy, and market, both in the current and expected positions. The difference is not too significant.

Table 8. Dimension for Staff

DIMENSIONS	CURRENT	EXPECTATION
Average of Clan	27	27
Average of Adhocracy	25	25
Average of Market	23	23
Average of Hierarchy	25	24

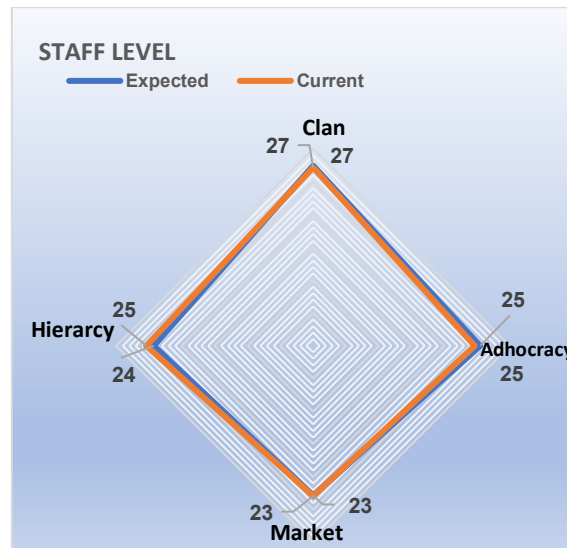


Figure 5. Staff Level Diagram
Source: Personal Data (2024)

At the staff level, the dominant organizational culture is CLAN with current and expected values of 27, 24 and 24 respectively for adhocracy and hierarchy, and 23 in the market.

2. Discussion

Referring to the results of research by Nanayakkara and Wilkinson (2021), which redefines the competing model of organizational culture from Cameron and Quinn (2006), further analysis of UNTRIM's organizational culture is described as follows.

1. Organizational Culture at the Top Leadership Level

Although established upon the merger of several colleges, UNTRIM's origins began with hospitality courses in 1992. The former brand MAPINDO was popular from 1992 to 2006. Along with the emergence of high schools in similar fields, the competition in tourism higher education in Bali was getting tougher. This creates the necessity for the management to discover strategies to win the competition, which among others is looking inside the organization by analysing the organisational culture with the purpose to gain optimum performance.

The results of the analysis of UNTRIM's organizational culture at the leadership level are dominated by CLAN culture with the current condition of 32 and expected in the future 30. In this type of culture UNTRIM prioritizes teamwork, corporate commitment to staff, involvement, loyalty and highly appreciates tradition. This strength can underlie every decision-making of the top leaders so that it reflects the best decision. In the governance of spirit as a corporate commitment to staff and subordinates, teamwork, participation, and involvement, as well as upholding tradition, mutual respect, and respect among leaders are believed to be able to bring UNTRIM better in the future. This is also in line with the research by Dwi et al. (2023), conducted in higher education, which concluded that if the leaders have dedication and voluntarism, the organization will endure and find a way to accomplish its goals.

Second is ADHOCRACY culture; with a current score of 24 and expected to increase to 28. In this adhocracy culture, UNTRIM leaders tend to be individualistic and full of innovation. These two things complement each other, and this sense of independence and individualism gives freedom to innovate to the leaders in managing their units. In fact, in the future, the leaders' desire to be given more freedom and innovation is expected to increase. This is important in order to provide more agile space for leaders to make decisions and bring this institution to better governance.

Third is the HIERARCHY culture, where UNTRIM's top leaders achieve the current hierarchy value of 25 and the expected future decreases to 21. The leaders in the future era will no longer demand uniformity, do not need strong supervision, empower good and smooth coordination, and maintain order, security, strict rules and regulations. This culture will be able to bring UNTRIM to a better phase independently.

Fourth is market culture, where the elements of this culture include profitability, customer base, targets, and results. In UNTRIM governance, the top leader in market culture is the smallest, which is currently 19 and is expected to be 21. This shows that the culture to compete in achieving higher targets and results is still relatively small and needs to be encouraged, especially in aspects directly related to customer service and achieving higher operational profits. Although UNTRIM is a university managed by a non-profit foundation, further development requires a paradigm shift from the leaders to prioritize market culture in achieving more students and better service levels.

Overall, top-level management expects UNTRIM's organizational culture to be CLAN both now and in the future.

2. Organizational Culture at Midlevel Leaders

At the midlevel leaders, the CLAN and Adhocracy cultures are currently 29 and 26, lower than the top leaders, but it is expected to decrease in the future. The current ADHOCRACY culture also tends to be small and is expected to become smaller. This means that mid-levels can complete their own tasks and responsibilities without being demanded or demanding that they work together in a team. The loyalty they have to the organization is quite large and is not measured by visible things. Even in the next period, the involvement of mid-level officials in teamwork, tradition and loyalty is not prioritized. The level of individualism and innovation is lower than in other cultures, hence, extra effort is needed so that mid-levels can innovate for the benefit of their organization. Unlike the case with HIERARCHY and MARKET culture at the middle level with a current value of 22, and an expected value of 24. The trend of increasing numbers in the expected elements indicates that middle-level management must improve supervision, strengthen coordination lines, security, and understanding of regulations and policies. Similarly, the expected market element is 24, indicating that mid-level management must improve their ability to produce better performance and achieve targets in the future.

3. Organizational Culture at the Staff Level

At the staff level, the organizational culture in the four elements shows the same value, both in the CLAN, ADHOCRACY, MARKET and HIERARCHY elements. The current value is 27-25-23-25 and the expected value is 27-25-23-24. The stagnant value between the current and expected value indicates that UNTRIM staff are in a comfort zone, resist making

breakthroughs to increase profits, loyalty, control and coordination functions, and achievement of targeted goals.

It can be summed up that the culture created among UNTRIM staff is also a CLAN culture that prioritizes honesty, team involvement, good cooperation, and each to the institution. With the decline in student enrolment, UNTRIM's brand name does not seem to be something interesting to develop. The sense of kinship that dominates sometimes becomes a bad precedent for the institution to stay in its comfort zone and remember the greatness of the past. At the staff level, UNTRIM's organizational culture is CLAN but its value is smaller than the other levels.

4. Organizational Culture as a Reflection of Organizational Sustainability

The analyses above show evidence that UNTRIM's organizational culture is CLAN. When connected with organizational sustainability (Garvin et al., 2022), several aspects contribute to and become the reflection of a sustainable organization such as UNTRIM's values and beliefs towards achieving its vision and mission are very clear, supported by commitment and transparent leadership, accountability, and the birth of innovation from the top leaders are very helpful in achieving UNTRIM as a sustainable organization. The understanding of risk management learned from the time UNTRIM opened a course institution to become a university, can make UNTRIM more resilient in overcoming competition. Good relationships with stakeholders and long-term orientation foster the spirit and confidence of UNTRIM to make continuous improvement efforts. This is the main reflection of UNTRIM's characteristics as a campus that is different from others.

In CLAN culture, the focus is on internal integration in all sectors that are prioritized to achieve the vision and mission. Wisdom and flexibility in UNTRIM's organizational governance must underlie every strategic decision-making. The model of collaboration and innovation that develops among leaders and employees in organizations with a CLAN culture can reflect a high level of cooperation. This reflection provides a definite guarantee that the sustainability of the organization is achieved as desired.

An interview with the foundation advisor, in confirming the organizational culture of the OCAI analysis results, was conducted. It is explained that "CLAN culture is following what is expected and felt by the leaders and the entire academic community of UNTRIM". Efforts to improve UNTRIM's existence from the perspective of market culture require a hard struggle to achieve better goals in the future. The right priority scale in UNTRIM's organizational governance is a guarantee for all customers (students and society) about UNTRIM's quality and sustainability in the future.

CONCLUSIONS

Based on data analysis obtained from UNTRIM staff members, it can be concluded that the CLAN culture created at UNTRIM reflects the sustainability of the organization. The decision to apply the right governance becomes the reference to achieve the best vision, mission, goals, and objectives. In a CLAN culture with a collaborative orientation, a type of leader who can become a facilitator, mentor, and team builder to direct employees to the most important goal is needed. Value-driven is the establishment of good communication, leadership commitment and efforts to develop existing resources in totality. In addition, the creativity and innovation of leaders are needed to complement the need for leaders who are

innovators, visionaries, and entrepreneurs so that UNTRIM is more agile in transforming towards a sustainable organization.

In anticipation of the increasingly fierce competition, UNTRIM's market culture needs to be developed to get more attention, especially among the leaders. Thus, this competition has implications for achieving goals faster with a wider market share. This is a guarantee of UNTRIM's organizational sustainability in the future. The control function in the hierarchy culture also needs to be improved through monitoring, organizing and coordination so that it also has implications for creating consistency and efficiency in UNTRIM's operations according to planned timelines.

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