



Shifting Dynamics of Organizational Culture in Tourism Service Companies in The City of Surakarta

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Abstract:

The aim of this research is to review the dynamics of organizational culture in tourism service companies in the city of Surakarta and also explain the shift in direction of existing organizational culture. In conducting this research, the Organizational Culture Assessment Instrument (OCAI) was used to assess the condition of the actual company culture and the preferred culture that the company desires to have. It also measures the six dimensions of OCAI and assesses the cultural characteristics of the three samples of tourism service companies in the city of Surakarta. The results of this research show that currently the cultural profile of the three tourism service companies in Solo tends towards a fairly large clan culture pattern and secondly this is followed by a hierarchical culture which also dominates. Meanwhile, the culture that is expected in the next 5 years has shown that the cultural tendencies of hierarchy, adocracy and also the market, considering that in these three patterns of cultural tendencies, considering that the relationship is quite intense and sustainable in accordance with the hierarchical rank levels in each company, will provide greater benefits. intense and certainty in the future of the company regardless of the clan in the three tourism service companies and also some hopes to be increasingly able to compete innovatively by utilizing existing information technology and providing new services to consumers in accordance with what is in the culture adocracy and also culture in the market which is projected for the next 5 years along with a hierarchical culture.

Keywords: Organizational Culture, Shifting, Tourism Service Company

Introduction

Management is indeed needed by organizations/companies to drive the operational wheels of an existing organization/company, where one of the indicators is human resources. Therefore, human resource management does have an important role in determining the competitive advantage of an organization/company. This can be known from several experts who stated that managing human resources also requires several strategic designs to process them which will later have an output on the performance of an organization/company (Metris & Izhari, 2020).



In accordance with this context, there is nothing wrong if the performance of an organization/company experiences ups and downs caused by several factors, both internal and external. Some of these factors are changes in the business environment, various kinds of competition in making satisfying and innovative products and services which also have an influence on customers and also demands from investors which have caused this to be taken into consideration when making strategies for running an organization or company ([Supardi, 2019](#)).

By looking at what has been stated above, in general, the company is trying to improve its performance in various ways, including reducing costs incurred, improving the quality of its products and services and also improving company culture. In the context of corporate/organizational culture, several experts, such as Kottler, have stated this (Tanadi, 2014) where he explained that organizational culture is a main component and in it there are several values shared by its members and this also includes several existing group behavioral norms. Meanwhile, in the view expressed by Daft in (Nadirasetya et al., 2016) which explains that organizational culture consists of several key values, beliefs that are used in forming shared norms for all members of the organization. Not only that, organizational culture as a whole does have several functions, where internally it is aimed at uniting members so that they understand the right way to relate to each other in helping the organization's performance, especially in the external environment. However, if you look at the facts scattered in the field, this is only a theoretical concept and it is found that many organizations do not understand their culture, even though this context is quite important considering that after all organizational culture will be the best branding in achieving the expected goals in accordance with the vision and mission. organization/company. In line with this, Quinn said ([Kartika & Rizky Seventia, 2020](#)) also explains in addition the failures of organizations, many of which are caused by the absence of cultural policies that have been mutually agreed within them. So, by looking at this context, if there are differences in viewing the organizational culture as seen by its members, it will cause disharmony in examining the direction and goals of the organization. This explanation also strengthens several studies which show that the existing organizational culture influences the performance of an organization that is run. As stated above, this also applies to organizations/companies operating in the tourism sector. This is quite a concern considering that there are many industries in the tourism sector which play a quite good role in creating jobs, especially if the number of tourists increases which can result in an increase in employment ([Sari, I, P 2022](#)), ([Fatmawada, A,C,M, 2023](#)) Therefore, in this article we will discuss the culture of organizations/companies operating in the tourism sector based on the cultural dimensions within them.

Judging from what was stated by ([Kartika & Rizky Seventia, 2020](#))([Ni Made Sintya Rani, Anak Agung Putri Indrayanti, 2021](#)), Some of the existing cultural dimensions include clan culture, where this clan culture is quite strong with family nuances and a mutually helpful nature. This context is also presented ([Idris, 2017](#)) which explains the characteristics of a clan cultural environment that is full of family. This can be seen from the leader of the organization, who is usually an old man who builds a clan culture based on quite high commitment as a benchmark for the organization he builds. The milestones in question function as a long-term vision so that togetherness and moral values can be formed there. Meanwhile, another culture is Adocracy culture, where in the presentation ([Sukarno & Anitra, 2020](#)) Adhocratic culture is a temporary pattern of organizational culture. This means that routinely the organization runs normally but its nature is only

temporary, where after the work is finished, the members will stop after the results of the work have been obtained. This context can be seen in the creative industry, etc. In the presentation presented by (Tyas et al., 2023), where the cultural environment that exists in an adocracy culture tends to lead to a dynamic environment and indeed the majority of entrepreneurs are on average. So, if you look at what has been stated above, the members who are under the auspices of the adocracy culture are indeed dealing with high job risks and of course don't forget that in this environment it has also been illustrated how the type of leadership in this adocracy culture is happy to like a challenge. which is quite big. Therefore, it can also be said that the cultural ties that exist in an adocracy culture are quite strong and respond quickly to all changes, both internal and external to the organization. Therefore, the long-term vision and mission of the organization can adapt to changes, especially in finding new products or services.

Another organizational culture is market culture, where this market culture tends to focus more on transactional relationships, especially with the environment outside the organization, rather than within the organization's internal environment. It can be seen at a glance that this culture does have a fairly big final goal, namely gaining massive profits through market competition. Therefore, leadership figures in this organizational culture tend to have a tough character and demand a lot to direct their members to competence and ultimately lead the organization to win the existing competition. Furthermore, the last cultural dimension is hierarchical culture, where hierarchical culture is identical to the concept of bureaucracy which focuses on standardizing standard regulations and clear organizational structures and this is the implementation of the modern organizational embodiment that currently exists. As explained above, in a hierarchical culture it is conceptualized that leaders in this hierarchical culture also play the role of coordinators who coordinate their subordinates within the organization to realize the long-term goals of the organization which have been manifested in the vision and mission of an organization.

Looking at what has been stated, both in terms of clan culture, adocracy culture, market culture and also hierarchical culture, regardless of cultural differences in managing the management of an organization, it can be seen that there are several indicators for examining organizational culture even though they differ in type and dimensions. (Nadirasetya et al., 2016) Some of these indicators include the first, dominant characteristics, which are related to the assessment of the organization as a whole, second, leadership style using a leadership approach in the organization. Third, is employee management, where this is related to managing employees in their work environment. Fourth is the glue of organizational relationships which is based on mechanisms to bind organizational members. Fifth is strategy implementation, where this is a follow-up to the strategy concept implemented within the organization. Sixth is the success criteria, where the various successes of the organization are appreciated both externally and internally within the organization. By looking at what has been said, this research takes three tourism service companies in the city of Surakarta, which will later review the dynamics of organizational culture in tourism service companies in the city of Surakarta and also explain the shift in the direction of existing organizational culture.

Methods

In this research, the method used is a quantitative approach with a descriptive design. Research using quantitative methods emphasizes objective measurements with statistical analysis of data collected through questionnaires and surveys (Tanadi, 2014)

Meanwhile, research with a descriptive design is research conducted to determine the variables being studied, either one or more variables without making comparisons or connecting them with other variables (Tanadi, 2014). The population in this study were all employees in 3 tourism service industry companies in the city of Surakarta, totaling 100 people. The sampling technique used in this research is accidental sampling, a sampling technique based on chance, that is, any employee who coincidentally/incidentally meets the researcher and the employee is deemed suitable as a source can be used as a sample. In this research, the data used is primary data, where data is obtained directly from the research site. Data collection in this research used a questionnaire. From distributing the questionnaire, 30 respondents were obtained. As for data collection, this research uses a survey method using the OCAI instrument. OCAI is an instrument that can be used to identify culture in an organization which was developed by Cameron and Quinn since 1999. The OCAI measuring instrument consists of 6 dimensions that represent each character that will be assessed. These dimensions consist of dominant characteristics, organizational leadership, employee management, organizational cohesiveness, strategic emphases and success criteria. Each dimension is analyzed based on 4 statements, where each statement corresponds to one of the 4 types of organizational culture. The organizational culture is clan, adhocracy, market and hierarchy. These four types of organizational culture are represented by the letters A, B, C, and D in the OCAI instrument. The OCAI questionnaire also measures two company situations, namely the current situation and the expected situation in the future. In filling out this questionnaire the subject is asked to give a score from 0 to 100 in each column provided, namely the current column and the expected column, the total score must show a score of 100. From the data that has been collected, analysis is carried out by adding up the results and look for the average value (mean) for each answer A, B, C, or D. The total results will be differentiated for the culture of the current situation and the expected situation in the future. The highest score obtained will show the organizational culture tendencies that exist in the three tourism service companies in Solo

Results

In accordance with what was discussed, this research explains the data that has been obtained, namely respondents from several employees in the three companies who are dominated by women and no less important is the age level which can be said to be the majority between 25-31 years with length of work indicating 5 more years. Apart from that, the majority of respondents have higher education ranging from diploma to bachelor's degree. In general, this group of respondents also shows a variety of respondents, where this group of respondents has also experienced changes in the management of the company, so it could also be said that they have experienced changes in organizational culture. This can be explained in the tabulation table below

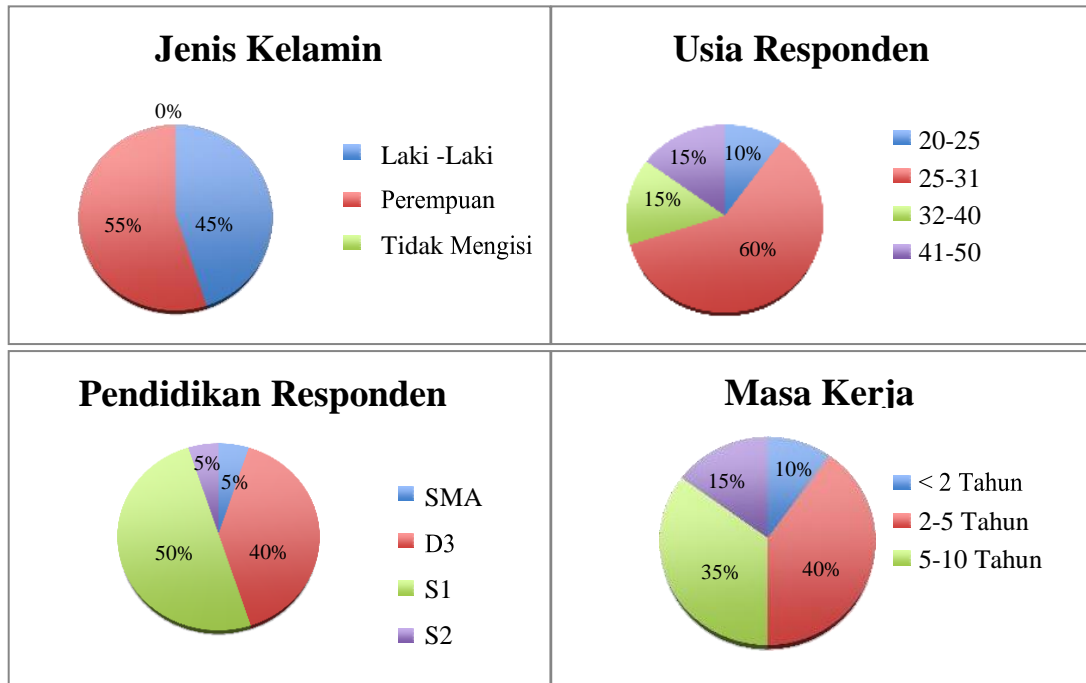


Figure 1. Respondents' Gender and Age Graph

If you look at what is in the table, then previously to assess the existing organizational culture, the respondents taken in this study represent the existing situation or can be said at this time/now and are also able to see conditions in the next five years or so. preferred, where the greater the value given, the more dominant a particular type of organizational culture is. So what is implied from this research also shows a strong culture from its members as well as clarity in the direction of the organization as well as the organizational environment within it. This context is also related to the culture of its members depending on environmental factors, which consist of the complexity of the work environment and the organization's response to changes that arise in the future. The following is the description:

Table 1. Assessment Results

Now	Avg	Prefered	Avg	Naik/Turunan
Budaya Klan	27.1	Budaya Klan	25.2	Turun
Budaya Hirarki	25.5	Budaya Hirarki	29.7	Naik
Budaya Adokrasi	23.6	Budaya Adokrasi	25.1	Naik
Budaya Pasar	21.7	Budaya Pasar	22.2	Naik

It can be seen from this research that the dominant cultural characteristic pattern that is currently dominant is clan culture with an average value of 27.1, followed by hierarchical culture in second place with an average value of 25.5, while adocracy culture is in third place with an average value of 23.6 and is in the last position. by market culture with an average value of 21.7. On the other hand, the dominant pattern in the expected cultural assessment for the next five years is a hierarchical culture with an average value of 29.7 and followed in second place by an adocracy culture with an average value of 25.1. Meanwhile, in third place is market culture with an average value of 22.2 and the last is clan culture with an average value of 25.2. Further explanation also shows that in the future, a hierarchical culture is quite attractive considering that this culture is quite close to modern organizational/company culture with an emphasis on a tiered management structure starting from staff, supervisors, managers to directors even though this company is not It's a big company, but if you look at the management structure, it's quite neat. Not only this, the company also has sufficient complete documentation to carry out the company's operations, which can be seen from the official documents owned by the company. Some of the existing documents, one of which is well documented regarding employee Standard Operating Procedures and both parties, both the company and employees, are equally committed to complying with existing regulations. Therefore, management plays a role in dealing with management problems, such as directors who participate in providing advice on company decision making. Directly, it can also be said that with such a model of stability, company activities can be fully monitored, especially regarding rewards and punishments, which are usually the biggest obstacles in the company but can be resolved well. In the second and third positions, namely adocracy and clan culture, the difference is quite small in the average value.

For the clan culture which previously occupied a dominant position today, in the next five years it could be said to decline. The causes of the decline of clan culture in organizations/companies are several things, where the management structure in clan culture is dominated by family members of the company owner and often communication between managers and directors becomes hampered considering the many interests that exist there considering that there are many family members. who sit in the management structure. Not only that, the element of seniority in employees is also a problem in itself, especially considering that the length of work of employees who are considered seniors has been around for 10 years. Although at first glance it is not a problem, there are two things that need to be paid attention to here. First, seniority causes other employees to feel awkward about being able to work together

and communicate in running the company's management and there is no debate/difference in views between seniors and juniors.

Second, although policies and decision making regarding employees are also often based on family factors, considering that the seniority context is considered to have loyalty and active participation in company development, company owners often consider senior employee input in decision making. Meanwhile, for the third position, where adocracy culture is quite thinly linked to clan culture, what is different is the type of service, considering that this type of service is based on a group tourism program considering that this program requires the formation of a diverse team at Each activity in this program depends on the needs of the program, the size and size of the program and makes the culture of adocracy quite visible in this company. Meanwhile, in the last position, namely the market culture within this company, although it has increased slightly, there are indeed several things that should be considered here, including those related to the condition of the company in the Solo Raya tourism market which is very fluctuating and also the problem of changing management in the company so that it is hampered by difficulties in determining strategic direction. Therefore, it is also shown that very competitive business competition by competing companies that have optimized their online base also puts pressure on companies that still carry out conventional practices. By looking at what has been stated above, the company's competitive position in the tourism market, especially in the greater Solo area, has still not shown a significant increase.

By looking at everything, differences in cultural patterns can be seen in the 4 types of culture. First, the hierarchical culture is expected to increase 5 years later with a difference of 4.2, where this has been mentioned earlier that in this culture the three tourism service companies in Solo experience a tendency towards that direction. As stated at the beginning, most of the employee respondents in the three tourism service companies considered that fairly intense and sustainable relationships in accordance with the hierarchical rank levels in each company would provide more intense benefits and certainty in the company's future regardless of clan. existing in the three tourism service companies. Second, the decrease in clan culture was 2.1 points, where this decrease was in line with the expectations of respondents who saw the overlap of familial relationships within the company with a company structure that was filled with many family members and led to conflicting interests that emerged within the company, causing a flow decision making takes quite a long time. Third, there is a 2.5 point increase in the culture of adocracy, where this is shown by many respondents in the three tourism service companies in Solo seeing that there is some hope to be able to compete more innovatively by utilizing existing information technology and providing new services to consumers. This is in line with the results of interviews with employees at the three tourism service companies who explained that in the three existing companies several strategic designs and innovations had been prepared to develop service products that would be offered to consumers. Fourth, the 1.5 point increase in market culture that is seen is quite influential and quite significant for the rise in other cultures such as hierarchy, adocracy and also the market itself considering that however, business aggressiveness and encouragement to be more competitive in business competition has been seen, which first strengthens management in within existing companies.

Conclusion

In accordance with what was stated in the discussion in this research, what has been known in this research using the Organizational Culture Assessment Instrument method is that at this time the cultural profile of the three tourism service companies in Solo leads to a tendency towards a clan cultural style that quite large and secondly followed by a hierarchical culture that also dominates. Meanwhile, the culture that is expected in the next 5 years has shown that the cultural tendencies of hierarchy, adocracy and also the market, considering that in these three patterns of cultural tendencies, considering that the relationship is quite intense and sustainable in accordance with the hierarchical rank levels in each company, will provide greater benefits. intense and certainty in the future of the company regardless of the clan in the three tourism service companies and also some hopes to be increasingly able to compete innovatively by utilizing existing information technology and providing new services to consumers in accordance with what is in the culture adocracy and also culture in the market which is projected for the next 5 years along with a hierarchical culture.

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