

## Analysis of Organization Culture with Denison's Model Approach for Automotive Company in Indonesia

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**Abstract.** This study aims to understand the organizational culture in one of the automotive companies in Indonesia as well as to study the level of readiness of the company in the application of organizational culture to face the highly competitive automotive business in Indonesia. Organizational culture that represents a set of value, trust and shared meaning that is applied intensively and institutionalizes will provide collective benefits that can make the organizational culture strong which will give of success to the company where success of organization depend on organizational culture because organizational culture is the most important construct in building and maintaining a company's success. This study discusses the mapping of organizational culture in one of the automotive companies in Indonesia based on the Denison cultural organization model that has four dimensions, namely mission, consistency, involvement and adaptability. The sample of 174 aimed at employees in all divisions and in all hierarchy in the company. The results of the study show that the company has a strong culture in each division of work and hierarchical companies. The company has a model that fits the four-dimensional model of Denison's Corporate culture, making the company consider having capabilities that are in line with competition in the automotive industry in Indonesia.

**Keyword:** Organizational Culture, Mission, Consistency, Involvement, Adaptability

**Abstrak.** Penelitian ini memiliki tujuan untuk mengetahui budaya organisasi pada salah satu perusahaan otomotif di Indonesia serta mempelajari tingkat kesiapan perusahaan dalam penerapan budaya organisasi untuk menghadapi persaingan bisnis otomotif yang sangat ketat di Indonesia. Budaya organisasi yang merupakan seperangkat nilai, kepercayaan dan makna bersama yang diberlakukan secara intensif dan melembaga diyakini akan memberikan manfaat kolektif yang dapat membuat budaya organisasi menjadi kuat yang memberikan kesuksesan bagi perusahaan dimana kesuksesan perusahaan sangat dipengaruhi oleh budaya organisasi dikarenakan budaya organisasi adalah konstruk terpenting dalam membangun dan mempertahankan kesuksesan perusahaan. Penelitian ini difokuskan pada pemetaan budaya organisasi pada salah satu perusahaan otomotif di Indonesia berdasarkan pada budaya organisasi model Denison yang memiliki empat dimensi yaitu mission, consistency, involvement dan adaptability. Sample sejumlah 174 ditujukan pada karyawan pada seluruh divisi dan pada seluruh tingkat jabatan di perusahaan. Hasil penelitian menunjukkan bahwa perusahaan memiliki budaya organisasi yang kuat di tiap divisi kerja maupun pada hirarki perusahaan. Perusahaan memiliki capaian yang baik berdasarkan pada pengukuran empat dimensi budaya organisasi model Denison sehingga perusahaan dipandang memiliki kemampuan yang memadai guna menghadapi ketatnya persaingan pada industri otomotif di Indonesia.

**Kata kunci:** Budaya Organisasi, Mission, Consistency, Involvement, Adaptability

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### 1. INTRODUCTION

In economic terms, business is a combination of activities carried out through efforts to develop and transform various available resources so as to produce various goods and services that are useful to meet the expectations and needs of customers (Afuah, 2004). The business environment is anything that has an influence on business activities in a country in which there are dynamic organizations

or companies, where the organization is required to be able to sustain and achieve success.

The company's success is strongly influenced by the company's organizational culture itself where organizational culture is the most important construct in building and maintaining company performance. A lot of evidence illustrates that the success of an organization is caused by the strong culture contained within the organization as a whole.

Organizational culture is the basis for individuals in organizations from the lowest level to the top of the leadership to act, behave and move according to the set targets, goals to be achieved and also as a differentiator from other organizations that are in the same industry. Culture has a significant impact on the views and behaviors of individuals in the company at the organizational level, so culture is a set of perspectives, beliefs and premises that belong to individuals and groups (Hofstede et al, 1980). Organizational culture can be interpreted as a form of collective benefit that is understood and actualized by individuals as a differentiator of organizations with other organizations (Schein, 1992). So the values that exist in an organization that is applied intensely and is inspired together and extends can make one organizational culture become strong. Widespread acceptance is related to the company's perspective and is believed to provide the widest possible benefits for individuals who will further increase their attachment to values which will have a significant influence on individual work performance thus providing a good atmosphere within the company organization. This attachment will foster compliance and a spirit of togetherness within the organization that can be used as capital to achieve company success.

## **2. RESEARCH FRAMEWORK & LITERATURE**

### **REVIEW**

#### **Definition of Organizational Culture**

There is broad agreement that the organization lies in a system of shared meanings shared by individuals who distinguish organizations from other organizations. So that in general organizational culture can be interpreted as a value system held together related to the essence and as a form of belief about a working organization. Through this view, it can be said that organizational culture describes a binding framework with the arrangement and direction of the behavior of members in the organization related to their duties and responsibilities.

Organizational culture is a basic premise that is understood by individuals in groups regarding problem solving related to the process

of internal integration and external adaptation that has been tested and said to be valid so that it is transmitted from generation to generation which is said to be appropriate and justified that can be used to think, understand and has relevance to existing problems.

Organizational culture is defined through beliefs, symbols, rituals to myths that bind and unite members and always evolve over time (Luthans & Jonathan, 2009). Organizational culture is the value possessed by an organization that is understood and felt by all individuals in the organization reflected through activities in accordance with predetermined goals where the value of the values becomes the basis and guidance for members of the organization in behaving. Strong organizational culture can direct the hearts and minds of members of the organization.

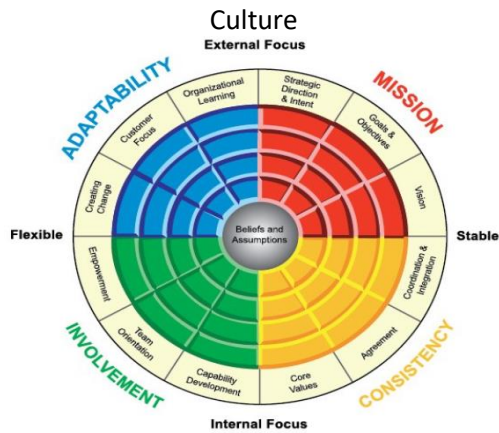
#### **Denison's Model Organizational Culture**

Organizational culture can be known for its existence through the behavior of individuals in the organization. Organizational culture can be seen from patterns and perspectives that guide individuals in behaving and responding to things that happen within the organization. Implementation of organizational culture can be seen and assessed from the dimensions of organizational culture (Robbins, 2008). The organizational dimension can describe the culture of an organization or it can be said that the organizational dimension is a simplification of the organization's culture itself. One dimension model that is popular and very widely used by researchers is Denison's model organizational culture.

Denison develops what has become a model and tool for measuring organizational culture that is well-known in an effort to identify the strongest organizational cultural characteristics related to effective organizational performance. After studying hundreds of companies around the world, Denison concluded that in organizations whose work is more reasonable and where individuals are more involved in decision making he argues that there are four cultural indicators namely mission, consistency, involvement and adaptability, each of which has

an influence significant to a range of organizational performance measures.

Figure 1. Denison's Model Organizational



Source: denisonconsulting.com

Based on the above picture regarding the organizational culture of Denison's model there are four cultural dimensions which can be explained as follows (Denison, 1997):

### 1. Mission

Organizational success is based on clear goals and direction, strategic goals, and also a vision of how organizations can have success figures in the future. The organization's mission decreases the shared meaning and purpose of the existence of the organization in its external scope. Mission provides clear direction and goals that have functions as determinants of attitudes and actions that are appropriate for organizations and individuals in the organization. Mission can shape current behavior so as to be able to project the future expected by the organization. Organizations are expected to be able to identify and institutionalize missions so that they can contribute to long-term and short-term commitments for corporate organizations that will have an impact on the company's success.

In the model, mission can be measured by three indicators, namely:

#### a) Vision

The organization has a shared philosophy about the desired future conditions. Vision creates primary quality in the form of core values and reveals the views and desires of individuals in the organization, in addition to providing guidance and direction.

#### b) Goals and Objective

A set of clear goals and objectives that can be linked through the organization's vision, mission and strategy, which describes clear directions in their work.

#### c) Strategic Direction and Intent

Clear strategic guidelines for delivering organizational goals and clarifying how each individual can contribute and strive to demonstrate the existence of the organization.

### 2. Consistency

Organizations are effective when consistency is well integrated. Behavior is rooted in a set of core values, individuals in organizations of all hierarchies are skilled in reaching agreement and combining various perspectives and making organizational activities coordinated and integrated well. The mindset and system of organization that is created forms an internal organizational governance based on consensus carrying capacity that causes the organization to be consistent.

This implied governance is an appropriate rule to achieve better levels of integration and coordination than an external control system that relies on explicit rules and regulations. Consistency is a source of stability and strong internal integration. Consistency can be measured by three indicators, namely:

#### a) Core Value

Individuals in organizations inspire a set of values that can give rise to a clear sense of identity and expectations.

#### b) Agreement

Individuals in organizations can reach consensus related to problems that occur in organizations in which there are levels of underlying agreements and the ability to reconcile differences.

#### c) Coordination and Integration

Shared goals are the main foundation for individuals who merge into organizational units to be able to work together well so that barriers to the organization do not affect the completion of existing tasks.

### 3. Involvement

Organizations can be said to be effective when empowering and involving individuals within the organization, building teams and

developing individual abilities at all levels in the organization. Individuals in organizations are committed to their work and have a strong sense of belonging. Individuals in all organizational hierarchies perceive that these individuals have a number of inputs that can influence the way individuals do work and they feel their role is related to organizational goals. So that it is possible for organizations to run by relying on informal, voluntary and implicit control systems compared to organizations that run formally, explicitly with the control of the bureaucratic system. Involvement can be measured by three indicators, namely:

a) Empowerment

Organizational members have the authority, ideas or ideas and the capacity and capability to be able to control their respective tasks. Thus creating management on their work and obligations to the organization.

b) Team Orientation

Focus on doing work together to achieve organizational goals that make all employees have a sense of responsibility. The organization depends on team efforts in completing work.

c) Capability Development

Organizations have investment commitments in terms of developing employee knowledge and skills to remain competitive to meet ongoing business needs and as a competitive advantage.

#### 4. Adaptability

The demands of the environment for the organization must be answered through organizational adaptation. Organizations that have good integration internally have the possibility of having difficulty making changes so that they have low external adaptability. Because external adaptation and internal integration can have conflicting tendencies.

Organizational adaptation can be said as an organization's ability to translate and harmonize external demands with the goals and objectives of the organization by transforming into effective and efficient actions. Continuing to provide added value to stakeholders, able to create change, dare to take risks related to failure and want to learn from a failure are forms of external

adaptation of the company. Organizations are required to be able to create a norm system and trust in order to support the capacity and capability of the company to be able to absorb, interpret and transform external demands into the internal system in order to increase the opportunities of the organization to provide solutions as part of survival and growth for the company's organization. Growth and increase in market dumpings can be achieved through good adaptability to external organizations. Adaptability can be measured by three indicators, namely:

a) Creating Change

Organizations have the ability to create adaptive systems to anticipate changes in needs and expectations from external organizations. Organizations have the ability to detect trends in the direction of the business environment, anticipate trends and prepare for future changes.

b) Customer Focus

Organizations are able to digest the needs and expectations of customers through appropriate solutions. It reflects the extent to which organizations are driven by concern to satisfy their customers.

c) Learning Organization

Organizations can absorb, transform, and can also interpret input from external organizations into internal organizations so that they have the opportunity to renew and change through innovation and obtain adequate knowledge for the development of capacity and capability.

## 2. METODE PENELITIAN

The approach used in this study is a quantitative approach. The paradigm of the quantitative approach involves measurement and statistical analysis (Zikmund et al, 2012). Research with a quantitative approach is positivist research with an emphasis on measuring research variables.

Data collection used in this study consisted of primary data obtained from questionnaires distributed on predetermined samples. While secondary data is a source of research data obtained from data processed by other ordinary parties in the form of publications (Morissan,

2012) obtained from a number of literatures that correspond to this study.

In determining sample size, this study refers to the calculation formula Guilford and Fhisher (1973). This formula is used to determine and estimate the number of samples as follows:

$$\frac{N}{1 + \alpha^2 N}$$

Information:

N = Total Population

α = Level of significance (5%)

Referring to the formula Guilford & Fhisher (1973) above, with the number of population studied amounting to 308 and the level of research significance of 5% then in this study set a sample of 174 respondents / employees at PT. XYZ, so that the data obtained is quite representative.

The sampling technique used in this study is proportional stratified random sampling method, where grouping is based on the division of work at PT. XYZ which has five work divisions which include administration / human resources, sales and marketing, production and engineering, finance, and product strategy. Each element that exists in each strata, in this case the division will be selected with a certain proportion to then be used as research samples such that each element in each strata with a certain proportion of the population has the same opportunity to be selected as a sample.

Table 1. Proportional Randomized Sample

No	Divisi	Populasi		Sampel	
		Jumlah	%	Jumlah	%
1	ADM/HR	47	15%	27	15%
2	SALES & MARKETING	140	45%	79	45%
3	PRODUCTION & ENGINEERING	79	26%	45	26%
4	FINANCE	33	11%	19	11%
5	PRODUCT STRATEGY	9	3%	5	3%
<b>Jumlah</b>		<b>308</b>	<b>100%</b>	<b>174</b>	<b>100%</b>

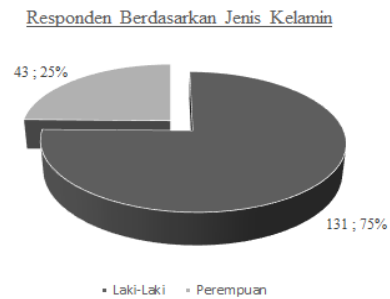
This study uses instruments through questionnaires consisting of 36 questions based on the dimensions of Denison's model organizational culture. Validity and reliability testing is needed to confirm the validity and reliability of the research instruments used.

### 3. RESULT AND DISCUSSION

#### 1) Profile of respondents

The following is the profile of respondents by sex.

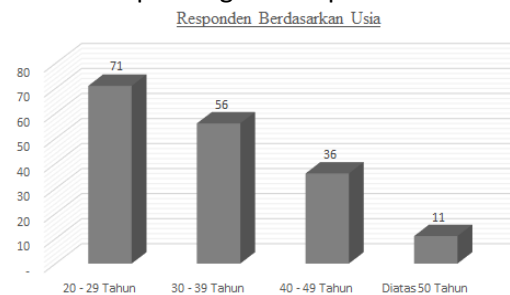
Graph 1. Gender of Respondents



Based on graph 1 the respondent's sex there were 131 respondents (75%) male sex and 43 respondents (25%) female sex. Because the company is an automotive company, where most of the work is done by men.

The following is the profile of respondents based on age.

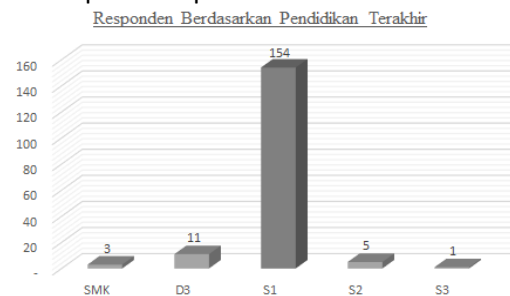
Graph 2. Age of Respondents



Based on graph 2 respondents age there were 71 respondents (41%) had an age range of 10-29 years, 51 respondents (32%) had a 30-39 year age range, 36 respondents (21%) had an age range of 40-49 years and 11 respondents (6%) have ages above 50 years. This can be interpreted so that it can be indicated that succession and regeneration of organizations are well prepared.

The following is the profile of respondents based on age.

Graph 3. Respondents' Last Education

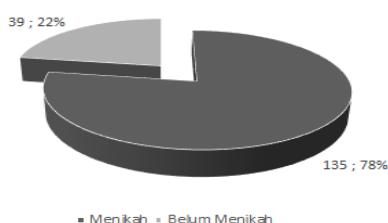


Based on the graph of the last 3 education respondents there were 3 respondents (2%) had the last education at the Vocational level, 11 respondents (6%) had the last Diploma-3 education, 154 respondents (88%) had the last Bachelor education, 5 respondents (3%) had Master's last education and 1 respondent (1%) had the last doctoral education. This can be interpreted that the company has human resources that are mostly undergraduate (S1) standards.

The following is the profile of respondents based on marital status.

Graph 4. Respondent's Marriage Status

Responden Berdasarkan Status Pernikahan

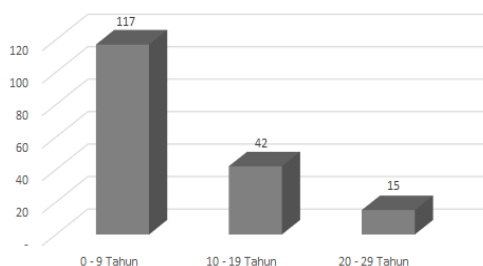


Based on graph 4 the respondent's marital status was 135 respondents (78%) were married and 39 respondents (22%) were unmarried.

The following is the profile of respondents based on their tenure.

Graph 5. Respondents' Working Period

Responden Berdasarkan Masa Kerja



Based on the graph of the 5 working years of the respondents there were 117 respondents (67%) having a working period of 0-9 years, 42 respondents (24%) having a tenure of 10-19 years, 15 respondents (9%) having a working period of 20- 29 years. This can be interpreted that respondents with a 0-9 year working period dominate the company.

**2) Validity Testing of Instruments**

Validity test is needed in this study in order to evaluate the instrument or set of measuring instruments whether it is appropriate to measure indicators in the variables to be examined in this study. This test is said to be good if it has a high level of validity and relevance. The validity of an item is needed by looking at the correlation with the total item. If  $r_{count} > r_{table}$  (Pearson, two-tailed), then the instrument includes items that are significantly correlated.

Table 2. Testing Validity

Item	Corrected Item Corelation	r-Tabel	Interpretasi
P1	0,680	0,149	Valid
P2	0,672	0,149	Valid
P3	0,744	0,149	Valid
P4	0,700	0,149	Valid
P5	0,758	0,149	Valid
P6	0,681	0,149	Valid
P7	0,708	0,149	Valid
P8	0,753	0,149	Valid
P9	0,756	0,149	Valid
P10	0,741	0,149	Valid
P11	0,729	0,149	Valid
P12	0,728	0,149	Valid
P13	0,746	0,149	Valid
P14	0,701	0,149	Valid
P15	0,753	0,149	Valid
P16	0,772	0,149	Valid
P17	0,757	0,149	Valid
P18	0,787	0,149	Valid
P19	0,750	0,149	Valid
P20	0,759	0,149	Valid
P21	0,750	0,149	Valid
P22	0,702	0,149	Valid
P23	0,720	0,149	Valid
P24	0,694	0,149	Valid
P25	0,764	0,149	Valid
P26	0,763	0,149	Valid
P27	0,778	0,149	Valid
P28	0,777	0,149	Valid
P29	0,786	0,149	Valid
P30	0,693	0,149	Valid
P31	0,769	0,149	Valid

<b>P32</b>	0,741	0,149	Valid
<b>P33</b>	0,734	0,149	Valid
<b>P34</b>	0,733	0,149	Valid
<b>P35</b>	0,742	0,149	Valid
<b>P36</b>	0,797	0,149	Valid

In Table 2 testing validity, it was found that instruments with 36 items of questions and questionnaires were distributed to 174 respondents with proportional stratified random sample methods capable of producing diverse corrected item correlations ranging from 0.672 as minimum values and 0.797 as maximum values and  $r_{table} = 0.149$ . Based on the values obtained in testing validity, considering that  $r_{count} > r_{table}$ , the instrument has a good level of validity.

### 3) Reliability Testing of Instrument

Reliability tests are needed in this study in order to assess the instruments used in this study, whether reliable and reliable as a data collection tool so as to be able to capture the actual information. Empirically reliability is said to be high if the value obtained is close to number 1, reliability with a range of 0.60 - 0.69 can be said to be acceptable, while reliability with a value of  $\leq 0.59$  can be said to be inappropriate.

Table 3. Reliability testing

Variabel	Cronbach's Alpha	Keterangan
<b>Budaya Org.</b>	0,976	Sangat Baik

In Table 3, the reliability test, based on the test, obtained a value of 0.976 which can be interpreted very well. So that it can be said that the instruments used in this study can have high reliability.

### 4) Analysis of Denison's Model Organizational Culture

Analysis of the organizational culture of Denison's model consists of four dimensions, namely mission, consistency, involvement and adaptability.

#### 1. Mission

##### a) Vision

The company has a shared vision about the organization. Leaders have a long-term view of the future while being able to create motivation for individuals in the organization.

##### b) Goal and Objective

Clear understanding of company goals and objectives.

##### c) Strategic Direction & Intent

Clear understanding of the direction of the company and the individual meaning of doing work.

#### 2. Consistency

##### a) Core Value

There are values that are consistent as individual guidelines within the company and regulate the company in running a business.

##### b) Agreement

Clear and directed agreement to reach consensus.

##### c) Coordination & Integration

Ease of coordination between various fields within the organization.

#### 3. Involvement

##### a) Empowerment

Very high involvement of individuals based on their role in the company.

##### b) Team Orientation

Individuals work and have an understanding that they are part of a team.

##### c) Capability Development

The company views human resources as a competitive asset and is committed to improving individual knowledge and skills.

#### 4. Adaptability

##### a) Creating Change

The company's ability to respond to change.

##### b) Customer Focus

The company's ability to translate customer desires.

##### c) Learning Organization

The ability to make failure as learning and development.

The results of the analysis on one of the automotive companies in Indonesia based on four (4) dimensions of the organizational culture of the Denison model are presented in Table 4.

Table 4. Denison's Model Organizational Culture

Variabel	Dimensi	P	Indikator	Items	Mean	Index (%)	Index/Indicators	Kategori
Organizational Culture	Mission	1	1. Vision	Shared vision about the organization	3,99	79,8%	79,2%	High
		2		Leader has a long-term perspective	3,93	78,5%		
		3		Organization's vision creates motivation for individual	3,97	79,4%		
		4	2. Goal and objective	Broad agreement regarding the company's goals and objectives	4,02	80,5%	79,5%	High
		5		Understand what needs to be done for succeed in the long term	3,97	79,3%		
		6		Leaders set ambitious goals, but realistic	3,94	78,9%		
		7	3. Strategic direction & intent	A clear long-term direction	3,98	79,7%	79,0%	High
		8		Individual understanding a direction	3,95	79,1%		
		9		Clear mission that gives meaning and direction to individual work	3,92	78,4%		
			Consistency	10	1. Core-value	A set of consistent values that govern how companies do business	3,97	79,3%



	11		Ignoring core values will make difficult	3,92	78,4%		
	12		Code of ethics as guidance individual behavior	3,92	78,4%		
	13		Easiness to reach win-win solution	3,86	77,2%		
	14	2. Agree-ment	Clear agreement about the right way and the wrong way to do it things	4,03	80,7%	78,9%	High
	15		Easiness to reach consensus	3,94	78,7%		
	16		Easiness to coordinate with other parts of the organization	3,99	79,8%		
	17	3. Coordi-nation and integration	Doing business that is very consistent and predictable	3,93	78,5%	79,4%	High
	18		People from various parts of the organization have the same perspective	4,00	80,0%		
	19		Information is shared widely so that can obtain compilation information as needed	3,89	77,8%		
Involve-ment	20	1. Empower-ment	Most employees are very involved in their work.	3,91	78,3%	78,3%	High
	21		Everyone believes they have a positive impact on the organization	3,94	78,9%		
	22	2. Team orientation	Work as of a team	3,97	79,3%	79,0%	High
	23		Teamwork is used to get	3,95	79,0%		

		work done, rather than hierarchy				
	24	Relationship between individual work and goals of the organization	3,93	78,6%		
	25	Continuously in improving individual skills	3,89	77,8%		
	26	3. Capability development Individual ability is an important source of competitive advantage	3,90	77,9%	78,2%	High
	27	Individual have the skills needed to do the job	3,94	78,7%		
	28	Work Method is flexible to change	3,90	78,0%		
	29	1. Creating change Everyone makes better ways to do work	3,94	78,7%	78,9%	High
	30	Work together to make changes	3,99	79,8%		
	31	Customer voice influences decisions in the organization	3,91	78,3%		
Adapt-ability	32	2. Costumer focus Customer voice often lead to change	3,87	77,4%	78,5%	High
	33	Organization encourage direct contact with customers by individual	4,00	80,0%		
	34	3. Organi zation learning A failure as an opportunity to learn and develop.	3,87	77,5%	78,0%	High
	35	Learning is an important goal for daily work	3,97	79,3%		

36	Innovation are encouraged and valued	3,86	77,2%
Mean		3,94	78,8%

Furthermore, the graph of the analysis results based on four (4) dimensions of the organizational culture of Denison's model are presented in Graph 6.

Graph 6. Denison's Model Organizational Culture

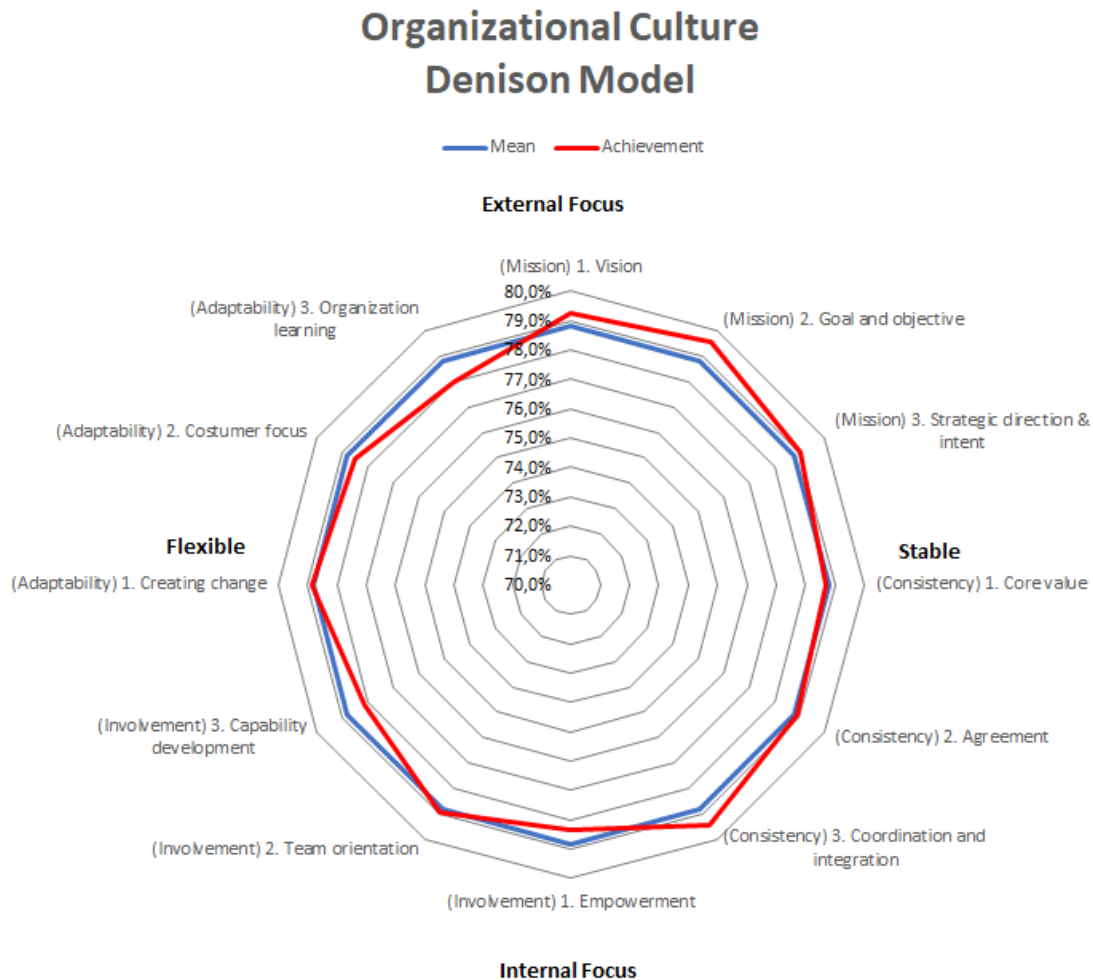


Table 5. Dimensions of Organizational Culture

Dimension	Index
Mission	79,3%
Consistency	79,0%
Involvement	78,5%
Adaptability	78,5%

Table 4 and Table 5 show the average value of the organizational culture index based on Denison's model is 78.8%. The range of high categories is at 68.0% -84.0%. So that the

achievement of 78.8% can be categorized as high. Where Mission has the highest score with 79.3%, then Consistency has a value of 79.0%, followed by Involvement and Adaptability of 78.5%.

When viewed on these four dimensions, each dimension has a different index achievement and falls into the high category, so it can be said that the company has a strong organizational culture where each has a relatively strong tendency.

Table 6. Type of Organizational Culture

Tipe	Dimensi	Index
Stabil	<i>Mission+Consistency</i>	79,1%
Fleksibel	<i>Adaptability + Involvement</i>	78,5%
Fokus Internal	<i>Involvement + Consistency</i>	78,7%
Fokus Eksternal	<i>Adaptability + Mission</i>	78,9%

However, based on Denison's model of organizational culture, referring to Table 6 type of organizational culture, it can be said that the company has stable characteristics, with concern in order to focus on external, internal and flexible focus.

#### 4. CONCLUSION

Based on the description above shows that the organizational culture in the company has been well socialized and institutionalized. Furthermore, the dimensions of mission, consistency, involvement and adaptability in Denison's model organizational culture, provide information about corporate culture as follows:

- 1) The company has been able to institutionalize the company's vision and mission and provide a clear picture of the existence of the company with a clear and directed direction.
- 2) A set of values / beliefs, beliefs and perspectives on how individuals should behave and how the company's business should be run.
- 3) Coordination and integration between parts of the company have been carried out well by individuals in it.
- 4) The company is committed to empowering individuals in the organization by providing adequate knowledge and skills for a particular job.
- 5) Individuals have an understanding that they work as a team.
- 6) The company has clear procedures and codes of ethics as individual guidelines in the company.
- 7) The voice of the customer is quite meaningful for the company in making strategic decisions that concern the external company.
- 8) The company makes feedback failure as a company mechanism to make repairs and repairs carried out continuously and continuously.

#### 5. RECOMMENDATION

Based on the discussion and data analysis that has been carried out, several suggestions can be considered as inputs, including:

- 1) Trade off between parts can be an obstacle in finding solutions to problems related to problems faced by the company. This often takes time until a win-win solution is reached.
- 2) Looking at customer voice as a mechanism to capture the needs and expectations of customers that are often not prioritized.
- 3) Enhancing capabilities as a learning organization to accelerate the rapid changes and dynamics of the automotive industry.

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