

Organizational Culture Assessment: Analysis The Strategy Of “BE STRONG” in University of Lampung

Habibullah Jimad¹, Luthfi Firdaus²✉, Yuningsih³

^{1,2,3} Management Department, Faculty of Economics and Business, University of Lampung

Abstract

This research analyzes the implementation of the “BE STRONG” strategy in strengthening organizational culture at the University of Lampung. Using a mixed-methods approach with descriptive analysis, this study combines quantitative and qualitative techniques to obtain a comprehensive understanding of organizational culture dynamics within the university environment. The research applies the Organizational Culture Assessment Instrument (OCAI) and Management Skills Assessment Instrument (MSAI) to identify organizational culture preferences and managerial competencies. Data were collected through purposive sampling involving 23 respondents representing lecturers, staff, and leaders at the Rectorate, Faculty, Bureau, Institution, and Technical Implementation Unit levels, selected based on their roles, involvement, and understanding of organizational processes and culture. The results reveal the dominance of Hierarchy and Adhocracy cultures, reflecting the need for stability through structured control alongside flexibility and adaptive innovation. The findings indicate that the implementation of the “BE STRONG” strategy has succeeded in strengthening risk-based governance and structured information systems (Hierarchy), although innovation in learning and research (Adhocracy) still requires improvement. This research recommends strengthening governance systems alongside developing competencies such as Managing Risk and Managing Innovation. These findings contribute to the development of a stable, adaptive, and innovative organizational culture, supporting the University of Lampung in achieving its vision as a World Class University (WCU).

Keywords: Organizational Culture Assessment Instrument (OCAI); Management Skill Assessment Instrument (MSAI); Organizational Culture, University.

Copyright (c) 2026 Luthfi Firdaus

✉ Corresponding author: Luthfi Firdaus

Email Address : luthfi.firdaus@feb.unila.ac.id

INTRODUCTION

In today's competitive business environment, organizations need to continually innovate and adapt to stay ahead. With the advent of globalization and rapid technological advances, organizations are becoming more interconnected and dynamic. According to Bhagwati (2004), globalization has integrated the economy and labor market, creating opportunities and challenges for employers and workers. As organizations grow in size and complexity, it is important to understand the interactions of individuals, groups, and structures. Individuals' roles develop gradually as they understand and fulfill the group's expectations of their position and

select and carry out appropriate behavior. Feedback mechanisms are used to alert the group when inappropriate behavior occurs (Greve, 2003). The traditional emphasis on a mechanistic view of organizations is giving way to recognition of the importance of human behavior in achieving organizational goals.

The culture of an organization is a phenomenon that is thought to have a significant influence on organizational success, even though it is abstract. In this case, culture refers to the values that are upheld, tendencies, management and leadership patterns, language and symbols, organizational processes and routines, as well as the concept of success in the organization (Soelistya et al., 2022). According to Robbins & Judge (2013), organizational behavior is a field of study that investigates the impact that individuals, groups and structures have on behavior in organizations with the aim of applying this knowledge to increase organizational effectiveness. It includes members' norms, values, beliefs, attitudes, and behavior. It shapes the way people collaborate, make choices, and interact within organizations, influencing the work environment, employee satisfaction, performance, and adaptability (Schein, 2004).

Organizational culture acts as the "personality" of the organization and influences how decisions are made, interactions occur, and mission and goals are perceived. An organization's desire to gain an advantage over its competing businesses is greatly influenced by its organizational culture. To achieve this, organizations must ensure that they are well positioned within the organization to increase employee engagement (Keller et al., 2022).

Culture is a core element of an organization. Organizational culture should reflect shared values and beliefs that convey meaning to people and provide them with guidance in work behavior. Organizational culture must be built by following the expected future values and considering the general values of the people in the organization (Rahman et al., 2021). Leaders who understand and embody the desired culture will inspire trust, empower others, and create a positive work environment that is conducive to growth and innovation. Leaders are an important factor in the success of organizational change (Pertwi & Atmaja, 2021). Therefore, leaders must be able to initiate, direct their successors, and encourage change and implement change. On the other hand, (Tampubolon, 2020) states that leaders can cause change initiatives to fail if they only focus on the results, not the process. Organizational culture must reflect the mission, vision and values of the institution, which guide decision making and actions at all levels. Fostering a culture of integrity, inclusivity, and equity is critical to promoting fairness, respecting diversity, and creating a safe learning environment for all students and staff.

Currently Unila has its 9th Rector, underlined her vision and mission to advance Unila to become a superior and globally competitive university. Unila Rector's Vision 2023-2027, namely "The University of Lampung has become a Center of Excellence at the National and International Level as a Strong Institution (BE STRONG) Based on the Noble Values of National Culture and Pancasila". One of the main initiatives he launched was the implementation of the "BE STRONG" program values as the foundation of organizational culture within the university environment. "BE STRONG" is an acronym for (B)usiness sector, finance, investment and assets, (E)mpowerment of Human Resources, (S)ervice of community, (T)eaching, (R)esearch, (O)rganizational partnership, (N)etwork Infrastructure, dan (G)ood

University Government, which is expected to provide a new image for Unila that is superior and better.

The aim of the "BE STRONG" program by the Chancellor of the University of Lampung is to create a strong and positive organizational culture, which is able to increase the involvement, productivity and welfare of the entire Unila academic community. Through this initiative, Rector wants to build an environment conducive to learning and research, strengthen collaboration between lecturers, staff and students, and encourage mutual trust and respect. Apart from that, it is hoped that these values can foster optimism and a spirit of innovation among students and staff, so that Unila can continue to develop and compete on the national and international stage. By implementing "BE STRONG", the Chancellor is determined to bring Unila to a higher level in terms of academic achievement and social contribution, while preparing its graduates to become strong and adaptive leaders in the future.

With Unila's leadership adjustments, there have been significant changes in the vision, mission and work programs. One of the strategic steps taken is the implementation of new values summarized in "BE STRONG". These changes not only aim to improve the university's performance and reputation, but also to establish a stronger and more positive organizational culture. However, to ensure that the implementation of these values can be effective and efficient, deeper research is needed through an organizational culture assessment. This research will help identify existing perceptions within the university environment, as well as how they can be aligned with the values of "BE STRONG."

Assessment Organizational culture will provide in-depth insight into the cultural elements that support or hinder the implementation of this new strategy. Through evaluation methods such as OCAI (Organizational Culture Assessment Instrument) and MSAI (Management Skill Assessment Instrument), universities can evaluate the strengths and weaknesses of the current culture. The results of this assessment will be the basis for designing a more targeted implementation strategy, by adjusting the approach based on empirical findings. This is to ensure that every step taken is in line with the values espoused and supports the achievement of the university's long-term goals. Thus, an organizational culture that develops from the implementation of the "BE STRONG" values will encourage involvement of all university members, increase productivity, and create an academic environment that is conducive to innovation and achievement.

LITERATURE REVIEW

Organizational culture

Most discussions of organizational culture agree that culture is a socially constructed attribute of an organization that functions as the social glue that binds organizations together (Cameron & Quinn, 2011). Organizational culture is a system of shared meaning held by members that differentiates an organization from other organizations (Robbins & Judge, 2013). This system of shared meaning, when examined more closely, is a set of key characteristics that organizations value. Robbins & Judge (2013) further explained that the function of organizational culture is to set organizational boundaries, which means that culture creates clear differences between an organization and other organizations.

Luthans (2011) stated that organizational culture is the norms and values that direct organizational behavior. Each member will behave in accordance with the prevailing culture in order to be accepted by their environment. Apart from that, organizational culture is also recognized as a main dimension of the understanding and practices of organizational actors. So organizational culture is related to the environment which is a combination of assumptions, behavior, stories, ideas and important understandings to determine how work should work in an organization. Schein (2004) explains that organizational culture can be found at 3 levels, namely: artifacts, which are visible organizational elements such as physical environment, technology, and dress code but are often difficult to interpret; values and beliefs, which reflect shared principles and organizational norms that usually require deeper analysis or interviews to understand; and basic assumptions, which are unconscious and deeply embedded beliefs that guide behavior and are generally accepted without question within the organization.

Cameron & Quinn (2011) explain that there are four dominant types of culture, namely: Hierarchy Culture, which emphasizes structure, rules, control, and stability to achieve efficient and predictable outcomes; Market Culture, which focuses on competitiveness, productivity, and external positioning to achieve organizational goals; Clan Culture, which prioritizes collaboration, teamwork, employee involvement, and a supportive work environment; and Adhocracy Culture, which values innovation, flexibility, creativity, and adaptability in responding to dynamic environmental changes and future challenges.

Organizational culture is a key element in effective decision making at universities. Continuous cultural assessment and change is necessary to create an efficient academic environment, especially in health education. Research conducted by Fralinger & Olson (2007) aimed to explore the concept of culture at the university level, focusing on 50 students from two health education courses at Rowan University. The three main levels of culture studied are Artifacts, Lived Values, and Basic Assumptions. The Organizational Culture Assessment Instrument (OCAI) is used to measure the influence of department culture on student perceptions, thoughts and feelings. The study also examined how students rated the department's current culture and their expectations in the next five years, hypothesizing that their perceptions would align with the mission and goals of the department and the university.

Suderman (2012) found that OCAI results can be used to assist leadership development, by sharing the results with new leaders and their teams. This allows assessment of the usability of OCAI from multiple perspectives, such as leaders, consultants, and coaches. Mahardayani & Dhania (2013) used OCAI to identify and interpret the organizational culture profile at Muria Kudus University, which showed that clan culture dominates. This shows the compatibility between the desires of leaders and employees, creating a friendly and family working environment. The Chancellor acts as a mentor and parental figure, with members of the organization bound by loyalty, tradition, and commitment, as well as focusing on human resource development and the importance of integrity and morals.

This research conducted by Pajpachová & Nováková (2016) focuses on identifying and analyzing the strengths and weaknesses of police culture, which is a determining factor for the success of police organizations. This research uses the OCAI model to diagnose competing values in police culture. The research results show that the main goal of police culture is to create “We awareness” to integrate staff, which can prevent conflict and provide a synergistic effect at all levels of management. It is important for police organizations to ensure that employee values are aligned with the organization's values in order to carry out their specific duties effectively.

METHODOLOGY

This study employs a mixed-methods approach, integrating quantitative and qualitative techniques to provide a comprehensive understanding of organizational culture across work units at the University of Lampung. The quantitative component captures measurable patterns and perceptions of organizational culture, while the qualitative component explores contextual insights and participants' experiences to enrich the interpretation of findings. A purposive sampling strategy was applied to select 23 respondents representing key institutional elements, chosen based on their administrative roles, active involvement in organizational processes, and direct understanding of cultural practices within the university. This sampling method is considered appropriate for the exploratory nature of the study, as it enables the collection of rich, relevant, and context-specific data from information-rich participants rather than aiming for broad statistical generalization.

1. Lecturers: As the main actors in the teaching and research process, lecturers provide an academic perspective on organizational culture.
2. Staff: They represent the operational and administrative side of the organization.
3. Leaders: Coming from the Rectorate, Faculties, Bureaus, Institution and Technical Implementation Unit levels, leaders offer strategic and policy views.

This research uses a descriptive analysis approach to describe respondents' perceptions of the University of Lampung's organizational culture, especially regarding the implementation of the "BE STRONG" strategy. The data collected reflects the views of various stakeholder groups within the university environment, including lecturers, staff and leaders at the Rectorate, Faculty, Bureau, Institution and Technical Implementation Unit levels. Data analysis using OCAI (Organizational Culture Assessment Instrument) and MSAI (Management Skill Assessment Instrument) is an in-depth process of understanding organizational culture and the factors that influence it (Cameron & Quinn, 2011). OCAI is used to identify dominant cultural patterns in organizations, such as adhocracy, hierarchy, market, and clan culture, based on responses from respondents to a series of statements. Data from OCAI is analyzed using statistical techniques to determine the quadrant and level of dominance of each type of culture and the possible changes needed. Meanwhile, MSAI is used to evaluate managerial and leadership capabilities in organizations, with a focus on managerial competence, the management system implemented, and other

factors that influence performance. Data analysis from MSAI helps identify strengths and weaknesses in organizational management and provides insight into the changes needed to support the implementation of new values such as "BE STRONG".

RESULTS AND DISCUSSION

Organizational Culture Profile at University of Lampung

Organizational culture at the University of Lampung can be classified into four main types, namely Clan, Adhocracy, Market, and Hierarchy. Each culture type reflects the primary focus and different characteristics of the organization. Clan is a culture that emphasizes personal relationships, teamwork, and member involvement, with a work environment that tends to be warm and supportive. On the contrary, Adhocracy describes a culture oriented towards innovation, flexibility and the courage to take risks, making it suitable for organizations operating in a dynamic and uncertain environment. Market, on the other hand, focuses more on results, competition and achieving clear targets, with an approach that is often driven by efficiency and profitability. Meanwhile, Hierarchy represents a culture that emphasizes structure, control, and stability, with clear rules and procedures to achieve organizational goals (Cameron & Quinn, 2011).

The four organizational culture types are measured through six main dimensions: Dominant Characteristics, which reflect the organization's primary orientation; Organizational Leadership, which evaluates leadership style; Management of Employees, which assesses how employees are managed; Organization Glue, which identifies factors that unite organizational members; Strategic Emphasis, which indicates the organization's long-term priorities; and Criteria of Success, which define how organizational achievement and effectiveness are measured. By measuring these six dimensions, organizations can understand the strengths and challenges of their culture and design strategies to create a culture that supports long-term goals (Cameron & Quinn, 2011).

1. Dominant Characteristics

The dominant characteristics of the organization describe the main characteristics that form the collective identity of the University of Lampung. This dimension includes core values, behavioral patterns, and norms that are widely recognized by members as shared guidelines. These characteristics not only differentiate an organization from others, but also determine how members carry out their duties and responsibilities, including to create harmony between organizational goals and the behavior of its members. Dominant characteristics become the foundation of organizational culture which plays a role in building identity and increasing work effectiveness.

Table 4. 1 Dominant Characteristic Dimensions (Present & Preferred)

Profile	Dimensions	Clan (A)	Adhocracy (B)	Market (C)	Hierarchy (D)
Present Culture	Dominant Characteristics	25,98%	18,48%	32,77%	22,77%
Preferred Culture	Dominant Characteristics	26,78%	20,22%	28,57%	24,43%

The table shows significant differences between the current organizational culture of University of Lampung (Present Culture) and the expected one (Preferred Culture). Currently, Market (32.77%) dominates, reflecting a focus on results and competitiveness, while Clan (25.98%) shows attention to internal relationships. Adhocracy (18.48%) was the lowest, indicating a lack of priority on innovation. In the expected culture, Adhocracy increased to 20.22%, reflecting aspirations to be more innovative and adaptive, Clan remained high at 26.78%, while Market decreased to 28.57%, indicating a reduction in competitive pressure. Hierarchy increased slightly to 24.43%, reflecting the need for structure and stability, signaling an effort toward a balance between flexibility, innovation, and stability.

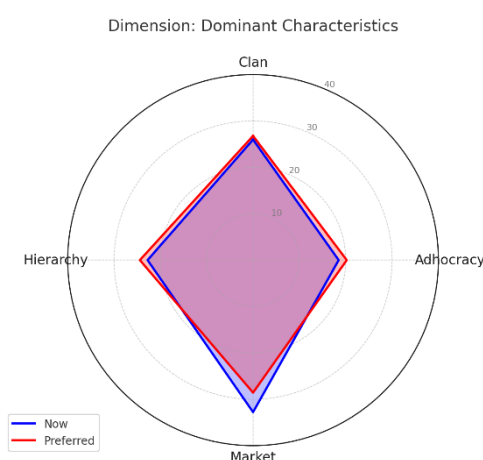


Figure 4. 1 Cultural Quadrant - Dominant Characteristic Dimensions (Present & Preferred)

2. Organizational Leadership

Leadership style reflects the leader's approach in directing, motivating and influencing organizations at the University of Lampung. This dimension includes the way leaders communicate, make decisions, and manage relationships with organizational members. Effective leadership can create trust, increase motivation, and facilitate collaboration between members. Conversely, an inappropriate leadership style can hinder the achievement of organizational goals. Leadership is a crucial element that influences organizational culture and the success of strategy implementation.

Table 4. 2 Dimensions of Organizational Leadership (Present & Preferred)

Profile	Dimensions	Clan (A)	Adhocracy (B)	Market (C)	Hierarchy (D)
Present Culture	Organizational Leadership	28,87%	19,22%	19,74%	32,17%
Preferred Culture	Organizational Leadership	25,35%	20,00%	21,39%	33,26%

The table shows the differences in leadership patterns at University of Lampung between the current culture (Present Culture) and the expected one (Preferred Culture). Currently, Hierarchy (32.17%) dominates, reflecting structure and stability-oriented leadership, followed by Clan (28.87%) which focuses on personal relationships. Adhocracy (19.22%) is the lowest, indicating a lack of innovation. In expected cultures, Hierarchy increased to 33.26%, reflecting the aspiration of strengthening stability, while Clan fell to 25.35%, and Adhocracy increased slightly to 20.00%, indicating a desire for more flexibility. The market also rose to 21.39%, reflecting the drive to be more competitive, signaling the need for adaptive yet structured leadership.

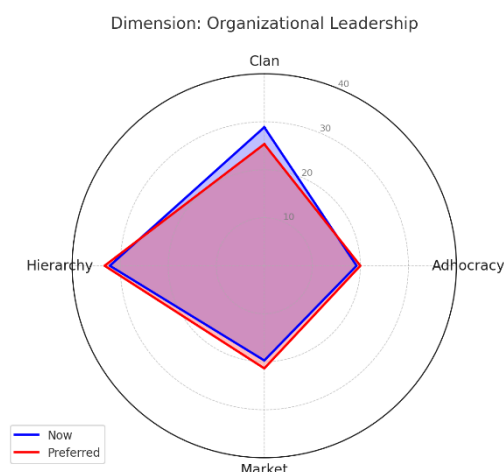


Figure 4. 2 Culture Quadrants - Organizational Leadership Dimensions (Present & Preferred)

3. Employee Management

Employee management is related to the University of Lampung approach in treating members and creating a conducive work environment. This dimension involves appreciation for achievements, competency development, and support for employee welfare. The way an organization manages employees influences their job satisfaction, engagement, and loyalty to the organization. An inclusive and fair management system can increase productivity and strengthen work relationships. Good employee management is an important factor in building a positive and sustainable organizational culture.

Table 4. 3 Dimensions Management of Employees (Present & Preferred)

Profile	Dimensions	Clan (A)	Adhocracy (B)	Market (C)	Hierarchy (D)
Present Culture	Management of Employees	35,26%	18,04%	20,96%	25,74%
Preferred Culture	Management of Employees	25,70%	19,52%	20,13%	34,65%

The table shows the differences in the dimensions of Management of Employees at University of Lampung between the current culture (Present Culture) and the expected one (Preferred Culture). Currently, Clan (35.26%) dominates, reflecting a focus on personal relationships and teamwork, followed by Hierarchy (25.74%) for stability, while Adhocracy (18.04%) is the lowest, indicating a lack of innovation. In the expected culture, Clan decreases to 25.70%, while Hierarchy increases significantly to 34.65%, reflecting the need for more structured management. Adhocracy rose to 19.52%, signaling aspirations to be more innovative, and Market declined slightly to 20.13%, easing competitive pressure. This change reflects an effort to balance structure, innovation and efficiency in employee management.

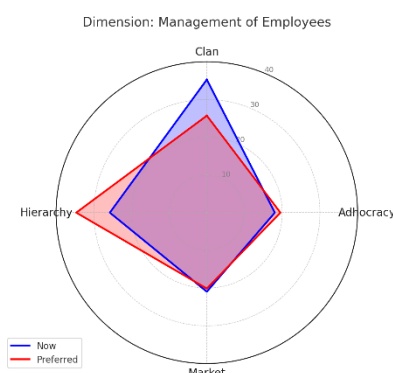


Figure 4. 3 Culture Quadrants - Management of Employee Dimensions (Present & Preferred)

4. Organizational Glue

Organizational glue is the element that unites organizational members and creates unity. This dimension involves values, norms, traditions, and systems that strengthen relationships between individuals at University of Lampung. This glue functions to maintain internal stability and create solidarity in facing external challenges. Without a strong glue, organizations tend to experience disintegration, conflict, and difficulty in achieving their goals. Organizational glue plays a strategic role in maintaining organizational harmony and effectiveness.

Table 4. 4 Dimensions of Organization Glue (Present & Preferred)

Profile	Dimensions	Clan (A)	Adhocracy (B)	Market (C)	Hierarchy (D)
Present Culture	Organization Glue	31,87%	21,09%	20,39%	26,65%
Preferred Culture	Organization Glue	27,43%	20,00%	22,09%	30,48%

The table shows the dimensions of University of Lampung's Organization Glue, describing the elements of organizational glue in the current (Present Culture) and expected (Preferred Culture) culture. Currently, Clan (31.87%)

dominates, reflecting personal relationships and cooperation as the main glue, followed by Hierarchy (26.65%) for structure and stability, while Market (20.39%) and Adhocracy (21.09%)) has a smaller role. In the expected culture, Clan decreases to 27.43%, while Hierarchy increases to 30.48%, signaling an aspiration to stronger stability. Market rose to 22.09%, indicating an increased focus on competitiveness, while Adhocracy declined slightly to 20.00%, still important but not a top priority. This shift reflects a desire for balance between personal relationships, stability, and competitive outcomes.

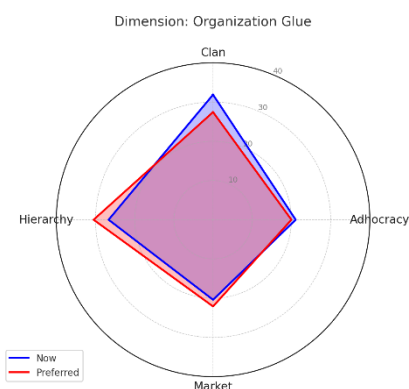


Figure 4. 4 Culture Quadrants - Organization Glue Dimensions (Present & Preferred)

5. Strategic Emphasis

Strategic emphasis reflects the organization's primary focus in determining its direction and priorities. This dimension acts as a guide in directing the University of Lampung's efforts and resources to achieve short-term and long-term goals. This emphasis also reflects the values the organization upholds, such as innovation, efficiency, or customer orientation. A clear strategic emphasis allows the organization to remain focused and consistent in facing the dynamics of the external environment. This dimension is an important element in maintaining the relevance and sustainability of the organization.

Table 4. 5 Dimensions of Strategic Emphasis (Present & Preferred)

Profile	Dimensions	Clan (A)	Adhocracy (B)	Market (C)	Hierarchy (D)
Present Culture	Strategic Emphasis	33,57%	18,00%	23,70%	24,74%
Preferred Culture	Strategic Emphasis	34,87%	18,09%	25,91%	21,13%

The table shows the dimensions of Strategic Emphasis at the University of Lampung, illustrating the differences in strategic focus between the current culture (Present Culture) and the expected one (Preferred Culture). Currently, Clan (33.57%) dominates, showing priority on personal relationships and cooperation, followed by Hierarchy (24.74%) for stability, Market (23.70%) for competitiveness, and Adhocracy (18.00%) as the lowest priority. In expected culture, Clan rose to 34.87%, Market rose to 25.91%, while Hierarchy fell to 21.13%,

and Adhocracy rose slightly to 18.09%. This shift reflects the organization's desire to balance personal relationships, results, and innovation in its strategy.

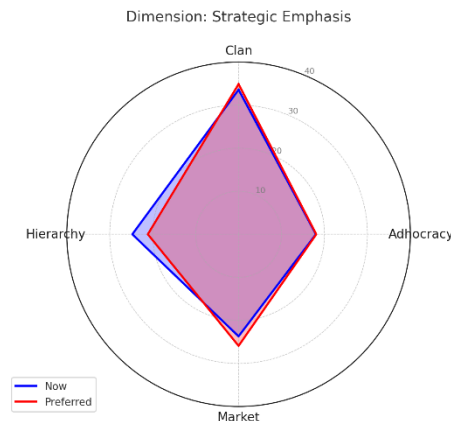


Figure 4. 5 Culture Quadrants - Strategic Emphasis Dimensions (Present & Preferred)

6. Success Criteria

Success criteria determine how an organization defines and evaluates achievements. This dimension includes indicators that are in accordance with the vision, mission and goals of the University of Lampung, such as productivity, innovation or customer satisfaction. Success criteria are also a reference in providing awards and recognition to members of the organization. This helps strengthen motivation, commitment and a sense of pride in achieving the desired results. With structured success criteria, organizations can ensure that every effort is aligned with its strategic goals.

Table 4. 6 Dimensions of Criteria of Success (Present & Preferred)

Profile	Dimensions	Clan (A)	Adhocracy (B)	Market (C)	Hierarchy (D)
Present Culture	Criteria of Success	32,48%	17,22%	28,96%	21,35%
Preferred Culture	Criteria of Success	34,87%	18,30%	23,09%	23,74%

The University of Lampung's Criteria of Success dimension table shows the difference in focus between the current culture (Present Culture) and the expected one (Preferred Culture). Currently, Clan (32.48%) dominates, defining success through cooperation and member satisfaction, followed by Market (28.96%) for results and competitiveness, Hierarchy (21.35%) for stability, and Adhocracy (17, 22%) as the lowest priority. In the expected culture, Clan rose to 34.87%, Hierarchy increased to 23.74%, Market decreased to 23.09%, and Adhocracy rose slightly to 18.30%. This shift reflects an effort to strike a balance between personal relationships, stability, and innovation in measuring success.

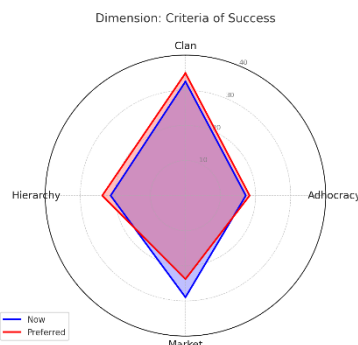


Figure 4. 6 Culture Quadrants - Criteria of Success Dimensions (Present & Preferred)

7. Average dimensions of the University of Lampung Cultural Profile

To comprehensively assess the organizational culture of the University of Lampung (Unila), an analysis the average of its present and preferred cultural dimensions was conducted using the Organizational Culture Assessment Instrument (OCAI). This evaluation aims to identify the dominant cultural characteristics and the desired cultural shifts within the institution.

Table 4. 7 Overall Dimensions of Organizational Culture (Present & Preferred)

Profile	Dimensions	Clan (A)	Adhocracy (B)	Market (C)	Hierarchy (D)
Present Culture	University of Lampung's Culture	31,34%	18,68%	24,42%	25,57%
Preferred Culture	University of Lampung's Culture	29,17%	19,36%	23,53%	27,95%

The table shows the average organizational culture of the University of Lampung (Unila) in Present and Preferred Culture. Currently, Clan (31.34%) dominates, emphasizing personal relationships and cooperation, followed by Hierarchy (25.57%) for stability, Market (24.42%) for competitiveness, and Adhocracy (18.68%) as lowest priority. In Preferred Culture, Hierarchy rose to 27.95%, and Adhocracy rose to 19.36%, reflecting the need for stability and innovation. Clan dropped to 29.17%, still important but less dominant, and Market dropped to 23.53%, reducing focus on competition. This shift shows Unila's aspiration to balance personal relationships, innovation, stability and results.

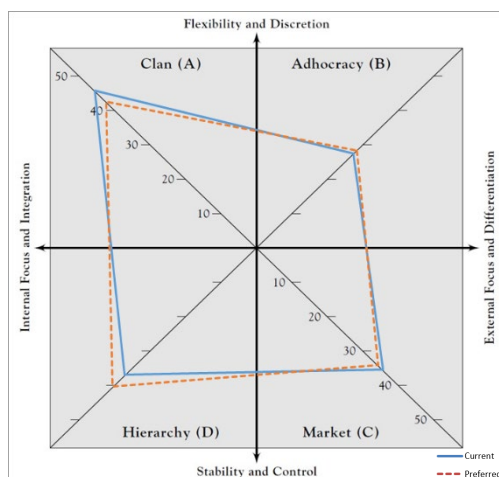


Figure 4. 7 Cultural Profile of University of Lampung (Current and Preferred)

Managerial Skills Profile

Management Skills Assessment Instrument (MSAI) assesses behavior-based competencies, helping managers identify strengths, weaknesses, and competencies needed to support the desired organizational culture. MSAI matches managerial skills with Competing Values Framework to create a skills profile that aligns with the organization's cultural profile, thereby guiding the development of skills that support cultural change. (Cameron & Quinn, 2011).

Table 4. 8 Summary of Managerial Information

Quadrant	Critical Management Skill	Information	
		Associates' Rating	Self-Rating
Adhocracy	Managing Continuous Improvement	4,52	4,61
	Managing innovation	4,48	4,70
	Managing the future	4,43	4,61
Clan	Managing interpersonal relationship	4,48	4,65
	Managing Teams	4,52	4,65
	Managing the Development of others	4,48	4,65
Hierarchy	Managing Acculturation	4,30	4,48
	Managing coordination	4,22	4,52
	Managing the control system	4,35	4,52
Market	Energizing Employees	4,30	4,52
	Managing Competitiveness	4,26	4,30

Quadrant	Critical Management Skill	Information	
		Associates' Rating	Self-Rating
	Managing Customer Service	4,35	4,48

The Summary of Managerial Information indicates that managerial competencies vary across the four organizational culture quadrants—Adhocracy, Clan, Hierarchy, and Market—reflecting both strengths and areas for improvement in leadership practices. The Adhocracy and Clan dimensions demonstrate the strongest competencies, particularly in Managing Innovation, Continuous Improvement, Teamwork, and Interpersonal Relationships, highlighting the organization’s emphasis on adaptability, collaboration, and employee development. In contrast, the Hierarchy and Market dimensions show more moderate performance, especially in Managing Coordination, Competitiveness, and Employee Engagement, suggesting the need to strengthen operational alignment and competitive strategies. Overall, the findings indicate that the organization possesses strong collaborative and innovative capabilities, while further development is required in structured coordination, competitiveness, and performance-oriented management to better support long-term organizational goals.

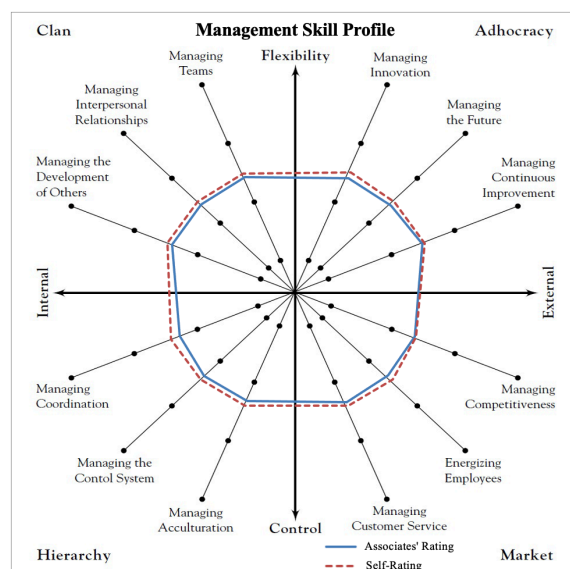


Figure 4. 8 Management Skills Profile of University of Lampung

Discussion

Organizational culture plays a fundamental role in shaping the effectiveness of institutional strategies, as it influences decision-making processes, operational efficiency, and stakeholder engagement. At the University of Lampung (Unila), the implementation of the "BE STRONG" program as a strategic framework encompassing (B)usiness sector, finance, investment, and assets, (E)mpowerment of human resources, (S)ervice of community, (T)eaching, (R)esearch, (O)rganizational partnership, (N)etwork infrastructure, and (G)ood university governance—is deeply

intertwined with its organizational culture. The success of this initiative depends on the alignment between Unila's dominant cultural attributes and the institutional objectives of innovation, collaboration, stability, and competitiveness. By analyzing the Present and Preferred Culture dimensions through the Organizational Culture Assessment Instrument (OCAI), this study examines how Unila's cultural framework supports or challenges the realization of BE STRONG, highlighting the necessary cultural shifts to enhance institutional performance and global competitiveness.

1. Business Sector, Finance, Investment and Assets

The Business Sector, Finance, Investment, and Assets strategy in BE STRONG Unila aims to strengthen financial independence and support the university's vision as a World Class University (WCU). The OCAI results indicate that Hierarchy culture supports structured governance and asset control, while Clan culture encourages collaboration across work units. Meanwhile, Adhocracy and Market cultures support innovation, competitiveness, and strategic partnerships, particularly in research downstreaming and IPR commercialization. The MSAI findings emphasize the importance of managerial skills such as Managing Coordination, Innovation, Risk, Competitiveness, and Continuous Improvement to support sustainable investment, efficient resource management, and long-term organizational growth.

2. Empowerment of Human Resources

The Empowerment of Human Resources (E) strategy in BE STRONG Unila aims to enhance the competencies of lecturers, staff, and students to support the university's vision as a World Class University. OCAI results show that Clan culture supports collaboration and individual development, while Hierarchy culture ensures structured career management. Adhocracy and Market cultures encourage innovation, competitiveness, and experiential learning through training, mentoring, MBKM programs, and entrepreneurship initiatives. The MSAI findings highlight the importance of managerial skills such as Managing Teams, Innovation, Competitiveness, Continuous Improvement, and Employee Development to create an adaptive, inclusive, and globally competitive organizational culture.

3. Services for Community

The Services for Community (S) strategy in BE STRONG Unila aims to strengthen institutional contributions through community service, empowerment, and inclusive public services. OCAI results indicate that Clan culture supports collaboration and community-oriented services, while Hierarchy culture ensures structured governance and policy implementation. Adhocracy and Market cultures encourage innovation, competitiveness, and the integration of education, research, and community engagement. The MSAI findings highlight the importance of managerial skills such as Managing Customer Service,

Innovation, Coordination, Competitiveness, and Continuous Improvement to support sustainable and socially impactful programs, including accessibility services and the prevention of sexual violence (PPKS). This strategy strengthens an adaptive, responsive, and socially responsible organizational culture aligned with Unila's vision and societal contributions..

4. Teaching

The Teaching (T) strategy in BE STRONG Unila aims to improve educational quality through the MBKM ecosystem involving industry and external stakeholders. OCAI results show that Clan culture supports collaboration and student development, while Adhocracy and Market cultures encourage innovation, competitiveness, and technology-based learning through LMS, MOOCs, SCL, and OBE approaches. The MSAI findings emphasize the importance of managerial skills such as Managing Innovation, Continuous Improvement, Competitiveness, Teamwork, and Risk Management to support adaptive, relevant, and outcome-oriented learning. This strategy strengthens Unila's capacity to produce globally competitive graduates and enhance institutional competitiveness in higher education..

5. Research

The Research (R) strategy in BE STRONG Unila aims to strengthen innovation-based research and enhance academic reputation. OCAI results indicate that Adhocracy culture supports innovation, flexibility, and collaboration with industry, while Clan and Market cultures encourage teamwork and research competitiveness. The establishment of the Center for Excellence in Science and Technology (PUI), publication incentives, and research commercialization initiatives strengthen research quality and global visibility. The MSAI findings emphasize the importance of managerial skills such as Managing Innovation, Competitiveness, Coordination, Risk, and Continuous Improvement to support sustainable, collaborative, and impactful research aligned with Unila's vision as a leading research institution.

6. Organizational Partnerships

The Organizational Partnerships (O) strategy in BE STRONG Unila aims to strengthen sustainable collaboration with local and global partners to support the university's international competitiveness. OCAI results show that Clan culture supports collaboration and relationship-building, while Adhocracy and Market cultures encourage innovation, flexibility, and global competitiveness through strategic partnerships, collaborative research, and programs such as Kedaireka and QS-ranked university collaborations. The MSAI findings highlight the importance of managerial skills such as Managing Teams, Innovation, Competitiveness, Risk, and Continuous Improvement to ensure effective cooperation, research impact, and institutional reputation. This strategy fosters an

adaptive, collaborative, and globally oriented organizational culture aligned with Unila's vision as a World Class University.

7. Network Infrastructure

The Network Infrastructure (N) strategy in BE STRONG Unila supports campus digitalization to achieve the vision of a World Class University (WCU). OCAI results indicate that Hierarchy culture supports structured governance and control in developing digital systems such as the Vclass LMS and integrated data management, while Adhocracy culture encourages innovation through digital libraries and technology-based learning. Market culture also strengthens competitiveness through website optimization and information accessibility. The MSAI findings highlight the importance of managerial skills such as Managing Coordination, Innovation, Risk, Customer Service, and Continuous Improvement to ensure effective digital transformation, efficient decision-making, and sustainable technology implementation within the university.

8. Good University Governance

The Good University Governance (G) strategy in BE STRONG Unila aims to strengthen transparent, accountable, and adaptive governance based on risk management. OCAI results show that Hierarchy culture supports structured governance, control systems, and organizational stability, while Clan culture encourages stakeholder involvement and internal collaboration. Adhocracy and Market cultures promote innovation, responsiveness, and governance competitiveness through policy development and public information transparency. The MSAI findings emphasize the importance of managerial skills such as Managing Risk, Control Systems, Coordination, Innovation, Competitiveness, and Team Development to support effective and sustainable governance. This strategy fosters a value-based, adaptive, and accountable organizational culture aligned with Unila's vision as a leading higher education institution.

CONCLUSION

The Organizational Culture Assessment: Evaluation of Implementation of "BE STRONG" research at the University of Lampung evaluated the implementation of the "BE STRONG" strategic program in relation to Unila's organizational culture. The results of the Organizational Culture Assessment Instrument (OCAI) show the dominance of Clan and Hierarchy cultures which support collaboration and organized structures. However, Adhocracy and Market elements need to be strengthened to increase innovation, flexibility and competitiveness.

The "BE STRONG" program, which includes Business, Empowerment, Services, Teaching, Research, Organizational Partnerships, Network Infrastructure, and Good University Governance, has a positive impact on strengthening organizational culture. Hierarchy supports risk-based governance, while Clan

encourages internal synergy and collaboration. However, increasing elements of Adhocracy is necessary to face global challenges.

The Management Skills Assessment Instrument (MSAI) results highlight the importance of Managing Teams, Innovation, Competitiveness, and Risk skills for the success of this program. The implementation of "BE STRONG" has increased the alignment of organizational goals with stakeholder needs, strengthening a collaborative, adaptive and competitive culture. However, it is necessary to strengthen innovation and flexibility to increase competitiveness towards the vision of a World Class University (WCU).

RESEARCH LIMITATIONS

This study has several limitations that should be considered when interpreting the findings. First, the research involved only 23 respondents selected through purposive sampling, which limits the generalizability of the results to the broader university population. Second, the study focused solely on the University of Lampung, making the findings context-specific and potentially less applicable to other higher education institutions with different organizational characteristics. Third, the use of self-reported perceptions through OCAI and MSAI instruments may introduce subjective bias in assessing organizational culture and managerial competencies. Finally, the study employed a cross-sectional approach, which captures organizational culture at a single point in time and may not fully reflect cultural changes or the long-term impact of the "BE STRONG" strategy implementation.

ACKNOWLEDGEMENT

We would like to express our gratitude to the University of Lampung and the Institute for Research and Community Service (LPPM) of the University of Lampung for their financial support for this research, so that the research activities can be carried out properly.

References :

- Bhagwati, J. (2004). Anti-globalization: Why? *Journal of Policy Modeling*, 26(4), 439-463. <https://doi.org/10.1016/j.jpolmod.2004.04.003>
- Cameron, K. S., & Quinn, R. E. (2011). Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework, 3rd Edition. In *Jossey-Bass A Wiley Imprint*.
- Fralinger, B., & Olson, V. (2007). Organizational Culture at the University Level: A Study Using the OCAI Instrument. *Journal of College Teaching & Learning*, 4(11), 85-98.
- Greve, H. R. (2003). Organizational Learning From Performance Feedback: A Behavioral Perspective on Innovation and Change. *Organizational Learning from Performance Feedback: A Behavioral Perspective on Innovation and Change*, April, 1-215. <https://doi.org/10.1017/CBO9780511615139>
- Keller, A. O., Berman, R., Scotty, B., & Pinto, D. (2022). Exploring Corporate Stakeholders' Perspectives on Building Capacity for Employee Engagement in Workplace Wellness Initiatives. *Journal of Patient Experience*, 9. <https://doi.org/10.1177/23743735221092619>

- Luthans, F. (2011). Organizational Behavior: An Evidence-Based Approach. In *The McGraw-Hill Companies*. https://doi.org/10.5005/jp/books/10358_23
- Mahardayani, I. H., & Dhanial, D. R. (2013). Survey Budaya Organisasi Versi Ocai Di Universitas Muria Kudus. *Jurnal Sosial Budaya*, 6(1), 22-31.
- Pajpachová, M., & Nováková, I. (2016). Understanding Police Culture through the Use of the OCAI Method. *Internal Security*, 8(2), 97-121. <https://doi.org/10.5604/01.3001.0010.2273>
- Pertiwi, N., & Atmaja, H. E. (2021). Literature Review: Peran Kepemimpinan dalam Manajemen Perubahan di Organisasi. *Jurnal EK&BI*, 4(2), 576-581. <https://doi.org/10.37600/ekbi.v4i2.324>
- Rahman, A., Partiw, S. G., & Theopilus, D. S. (2021). University organizational culture mapping using Organizational Culture Assessment Instrument. *IOP Conference Series: Materials Science and Engineering*, 1072(1), 012069. <https://doi.org/10.1088/1757-899x/1072/1/012069>
- Robbins, S. P., & Judge, T. A. (2013). Organizational Behavior 15th Edition. In *Pearson Education, Inc.*
- Schein, E. H. (2004). Organizational Culture and Leadership. In *Jossey-Bass A Wiley Imprint* (3th ed.). Jossey-Bass A Wiley Imprint. <https://doi.org/10.4324/9780203006986>
- Soelistya, D., Setyaningrum, R. P., Aisyah, N., Sahir, S. H., & Purwati, T. (2022). Budaya Organisasi dalam Praktik. In *Nizamia Learning Center* (Vol. 5, Issue 3).
- Suderman, J. (2012). Using the organizational cultural assessment (OCAI) as a tool for new team development. *Journal of Practical Consulting*, 4(2006), 52-58.
- Tampubolon, M. P. (2020). Change Management Manajemen Perubahan: Individu, Tim Kerja Organisasi. In *Bogor; Mitra Wacana Media*.