

Creating Sustainability Through Talent Management Improvement: A Case of Sekolah Tinggi Manajemen IPMI

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ABSTRACT

IPMI as a higher education organization has 76 employees and currently is defining a strategy to achieve the desired culture, which will be an important issue to handle. The vision of IPMI is to become the leading world-class business school that produces transformative leaders should be fully supported by the employees' performance. By understanding the current and preferred culture and receiving recommendations from the employees, IPMI has the capability to create a Human Resource strategy to support its vision. In this research, the Authors use descriptive quantitative methods by deploying questionnaires to IPMI employees. Sixty Four people out of 76 people participated and the result was analyzed using OCAI (Organizational Culture Assessment Instrument). This research provides valuable insight that the staff and the management had a different points of view. In terms of current and preferred organizational type, 26.67% of staff see the current organizational type as Clan and 31.16% of management see the current organizational type as a hierarchy. To develop the organization, the Authors urge IPMI management to take the role of the Agent of Change.

Keywords: *Cultural Assessment, Organizational Culture, Human Resource Strategy.*



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INTRODUCTION

Situation Analysis

IPMI International Business School was established in 1984 to improve Indonesia's human resources quality because of the lack of deep analytical thinking and communication skills, especially in English. IPMI founders invited professors from Harvard University to build the foundation by setting English as the primary

language and the Harvard study case as the learning method. Now, thousands of Alumni are known as successful business leaders. The IPMI's mission is growing and transforming its students to become the best version of you by equipping students with Fast and Sharp business decision-making skills, yet strive to be updated and relevant to the current market and business environment.

IPMI had two education programs: Bachelor of Business Administration (BBA) for their undergraduate program (S1) and Master of Business Administration (MBA) for their post-graduate program (S2). Besides these two programs, IPMI also had a customized training program called the IPMI Executive Education program. It provides short and comprehensive training to enhance their staff's strategic thinking and business acumen.

One of the subjects in the IPMI MBA program, Talent Management, challenges us to develop a company's Human Resource strategy. The research team had discussed with IPMI's Human Resource Manager and shared its vision and mission that needs to be more competitive. Therefore, we choose IPMI as our case study.

Problem Identification

We start by understanding the current situation and identify the prime issues in their organization by interviewing IPMI's Human Resource Manager to create feasible and yet impactful recommendations. After interviewed the HR Manager of IPMI, we found the gap between the company vision and the employee mindset. The vision of IPMI to become the leading world-class business school that produces transformative leaders was not fully supported through the employees' performance. To achieve IPMI's vision, IPMI should create a long-term strategy and equip the employees with new company culture. Company culture refers to beliefs and behaviors that guide how a company's management and employees interact and handle external business transactions. Through this interviewed result, we decided to dig in focus with the topic: Organizational Culture. We think it will be better to have comprehensive knowledge and information about what IPMI's employees feel regarding the current organizational culture and perhaps receive good feedback about what they hope to have for the future culture. We use the tool to measure and assess organizational culture, Organizational Culture Assessment Instrument (OCAI).

Purpose, Benefit, and Problem-Solving

Purpose of the Research

By distributing a questionnaire with the OCAI method and adding three descriptive questions, It will help analyze the institution's current and preferred organizational type. The additional three descriptive questions should be the supporting information to the outcome of the OCAI method. At the end of the research, the research team will provide a conclusion and recommendation to the institution on achieving the institution's current organization type through some action steps to improve talent management improvement.

Benefits of the Research

The research team believes by developing this area will create a continuous and sustainability system inside the company. This concrete system enables the company to enlarge its human capacities and capabilities and grow its mindset, both for the staff and the management. In the end, it will help the whole organization in achieving the vision of the institution. The best outcome will be the positive ambiance that will influence the current customers of the institution.

Problem-Solving Steps

In initiating this research project, the research team inviting the Head of Human Capital (next called with the user) of this institution to attend an interview session using the interview questions guideline from Dave Ulrich: The HR Value Proposition.

During the discussion, Our team explores the information related to the Human Resource or Talent Management problem in the internal of the institution to find room for improvement, organization issue, or any top management concern.

After the initial discussion, Our team can identify some topics to take and focus on continuing the project into the next step using the culture assessment tool to determine a gap in the organization. In this step, Our team research and generate insight from this method and

later gives an impactful recommendation to the institution.

The next step after choosing the right tool, our team analyze the situation and gather real insights from all institution employees, using a list of questions to generate and descriptive analysis method. The questionnaire itself build by implementing the OCAI standard questions.

After receiving all institution employees' feedback, Our team tries to analyze the quantitative and descriptive parts. The quantitative insight is related to the current and preferred organization type or OCAI. And the descriptive feedback is to support the result of the quantitative feedback.

During this analyzing process, Our team also discussed with the user and the mentor their findings. Additional inputs about how to proceed with the research become benefits from this discussion. In the end, our team releases the research findings by analyzing gap between current and desired conditions. Finally, our team present in front of the user and the public regarding our project about IPMI's case.

RESEARCH METHODOLOGY

Research Objective

There are three research objectives in this project:

1. Understanding current and preferred culture
2. Understanding IPMI recommendation from an employee
3. Define strategy or step to achieve desired IPMI's culture in the future

Our research method is based on quantitative methods. For the primary data collection, we collect from the organization by deploying questionnaires to IPMI employees. Total IPMI employees are 76 peoples. The questionnaire was deployed from April 15 until April 19, with the number of respondents that submit the questionnaire is 64 participants. Our sampling method to determine the sample size that we need to analyze the organization is based on a population with a confident level of 95%. After the questionnaire is collected, we use OCAI

(Organizational Culture Assessment Instrument) as the analysis method.

Literature Review

Organizational Culture

According to Robert E. Quinn and Kim S. Cameron at the University of Michigan at Ann Arbor, there are four types of organizational culture: Clan, Adhocracy, Market, and Hierarchy.

Clan Culture

Clan culture is a place that is great fun to work. People place to share personal information, such as a big family. The organization leader is considered a mentor and figures maybe even people old. This organization was strengthened stick to loyalty and tradition. A commitment of the members very high organization. The organization emphasizes on interests' resource development human and give meaning important to cohesion and morale. Success is defined as the sensitivity to customers and concern for people. Organizational placement at work team, participation, and consensus.

Leader type: facilitator, mentor, team builder.

Value: commitment, communication, development. Effectiveness theory: human development resources and effective participation.

Adhocracy Culture

Adhocracy culture is a very dynamic workplace, entrepreneurial spirit, and place working creative people. The people inside are brave take a risk. The leader is considered an innovator and risk-taker. Adhesive the organization is a commitment to continue experimenting and innovation. The emphasis of the term the length of the organization is at growth and acquiring new resources. Success measured from getting the product or unique and new services, become a product leader or essential service. Organization encouraging individual initiative and freedom.

Leader type: Innovator, entrepreneur, visionary.

Value: Innovative output, transformation, agility. Effectiveness theory: Innovation, vision, and new effective resources.

Market Culture

Market culture is an organization to focus on which result attainment his main concern is finishing the job. People are very competitive and goal oriented. The leader is a hard mover, producers, and competitors. The adhesive creates a unified organization is an emphasis on winning. Reputation and success are the main concern. Focus term long is active to compete and reward the achievement. Success is defined in terms of share market and market penetration. Market leaders and price-makers are essential. The organizational description is high competition.

Leader type: hard, competitor, producer.

Value: market share, achievement goals, profitability.

Effectiveness theory: competing and focus on the customer.

High-quality improvements: measure client preferences, increase productivity, create external cooperation, increase competition, engage customers and suppliers.

Hierarchy Culture

Hierarchy is a culture with a very formal workplace and structure, and everything is carried out according to the procedure specified. Each leader is proud to be a good coordinator and have efficiency in terms of their work. The value is considered necessary is policy formal and deep fluency running the organization. Success is defined at the level of reliable delivery, smooth scheduling, and cost savings. Management employees focused on work guaranteed and predictability.

Leader type: coordinator, monitor, organizer.

Value: efficiency, timeliness, consistency, and uniformity.

Effectiveness theory: control and efficiency with that process effective.

Strategy quality improvement: measurement, process control, problem solving ones systematic, and equipment quality.

Organizational Culture Assessment Instrument (OCAI)

To identify culture in an organization, instruments that can be used is OCAI (Organizational Culture Assessment Instrument). OCAI is a development of the CVF, used to know which direction the company's culture is grouped by culture, namely clan culture, adhocracy, market, and hierarchy.

OCAI's goals describe the cultural profile organization focused on six dimensions of organizational culture (Kusdi, 2011). The cultural dimensions are:

1. Dominant Characteristics

The dominant characteristic is characteristics that describe organizational culture Whole. With calculations using OCAI instruments will be known a picture of culture dominant in the environmental organization.

2. Organizational Leadership

Organizational leadership is a style, and an approach in that leadership permeates the organization. With calculations using OCAI, it will be known what culture is becoming the foundation of leadership organization.

3. Employee Management

Employee management is a characteristic organization in treating the workers and describes the work environment there is generally. With calculations using OCAI, it will see the underlying culture management of organizational members.

4. Organizational Adhesives

The organizational glue is a fastening mechanism that makes an organization into a single unit. By calculation using OCAI, cultural values are the adhesive factor that will be seen.

5. Strategic Emphasis

This dimension shows the planes of gravity in the organization. With calculations using OCAI will be known which culture dominant in the strategic emphasis Organization.

6. Success Criteria

This dimension denotes the measurement of the success/failure of the organization in running.

Activity in organization. With calculations using OCAI then it will see the dominant culture and underlying the success criteria.

RESULTS AND DISCUSSION

Sampling

In this study, convenience sampling was used to identify the characteristics of staff and management for participation. Each staff and management could complete the OCAI survey. Samples of convenience frequently will enable the research team the advantage of using intact groups of cultures. Also, convenience sampling permits the research team to collect a large amount of information from many people and in a relatively small amount of time.

Study Sample

The study sample consisted of 12 questions with a quantitative method (multiple choice answers) and ten questions with an open-ended question. Each was given to all employees at IPMI International Business School who voluntarily agreed to participate. We use those forms judiciously, and we include them here simply to allow for a more explicit understanding of the objectives of each step of our methodology.

Table 1. Descriptive Statistics

Category	Now	Preferred
Clan	26.96	26.34
Adhocracy	22.38	24.45
Market	24.30	25.42
Hierarchy	26.36	23.78

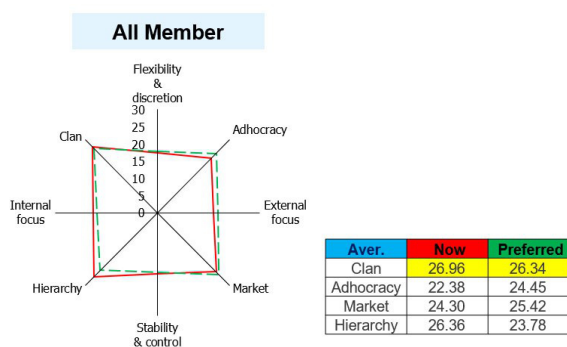


Figure 1. The Organizational Culture Profile Plot (Total)

The graphical interpretation of the results indicates that the Clan Culture describes the current and preferred organizational culture of the entire staff and management at IPMI International Business School.

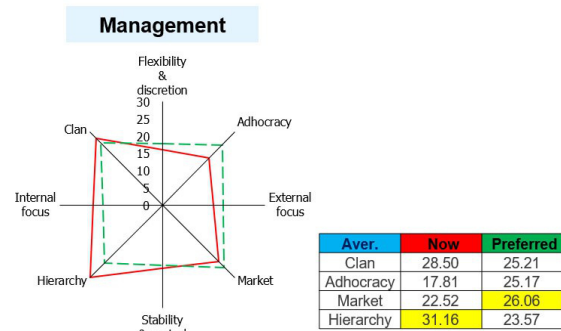


Figure 2. The Organizational Culture Profile Plot (Management)

The graphical interpretation of the results indicates that the Hierarchy Culture describes the current and the Market Culture describes the preferred organizational culture of Management at IPMI International Business School.

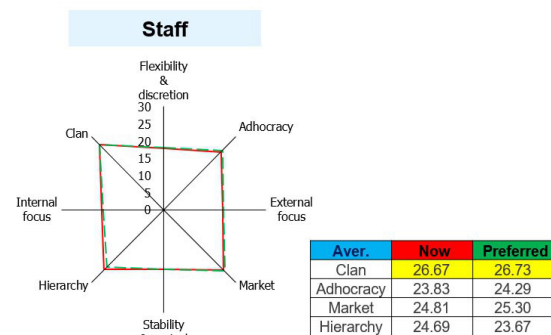


Figure 3. The Organizational Culture Profile Plot (Staff)

The graphical interpretation of the results indicates that the Clan Culture describes the current and preferred organizational culture of Staffs at IPMI International Business School.

The graphic shows the six results of the OCIA survey (Dominant Characteristics, Organizational Leadership, Management of Employees, Organizational Glue, Strategic Emphases, and Criteria of Success) from Management at IPMI International Business School.

1. Dominant Characteristics

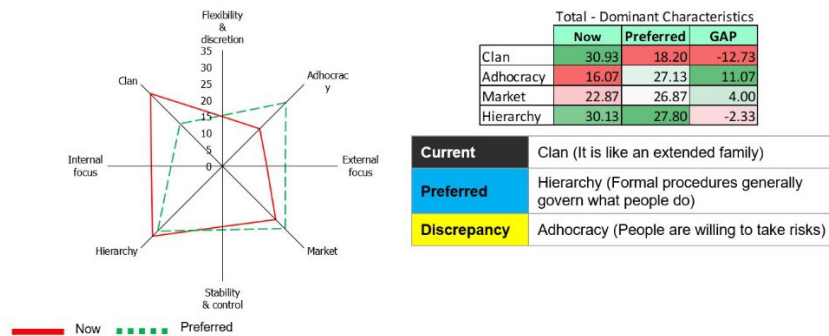


Figure 4. Dominant Characteristics

2. Organizational Leadership

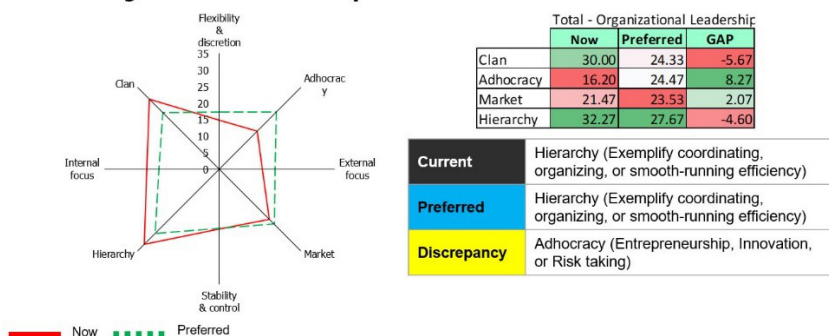


Figure 5. Organizational Leadership

3. Management of Employees

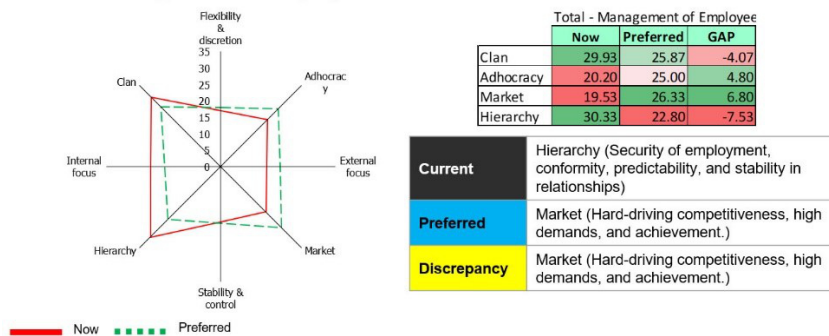


Figure 6. Management of Employees

4. Organization Glue

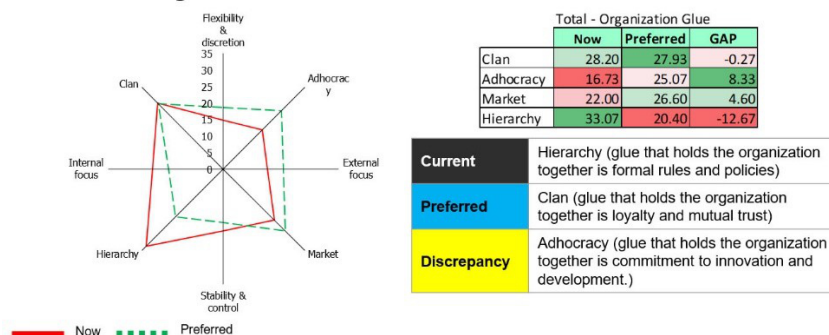


Figure 7. Organizational Glue

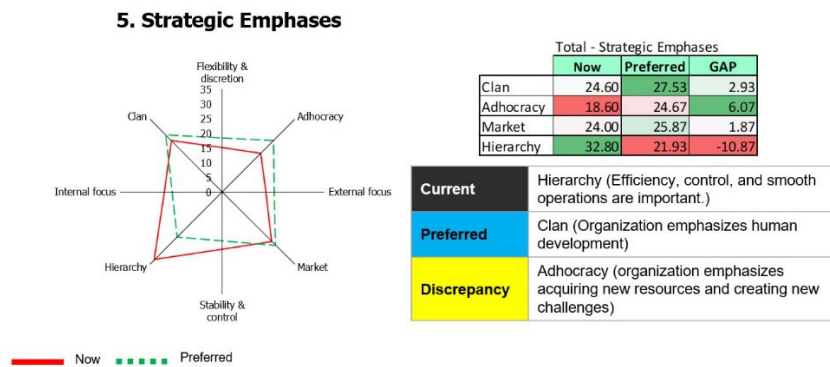


Figure 8. Strategic Emphases

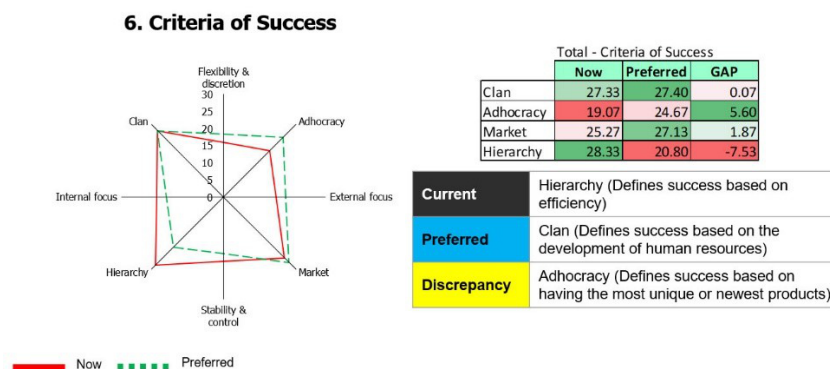


Figure 9. Criteria of Success

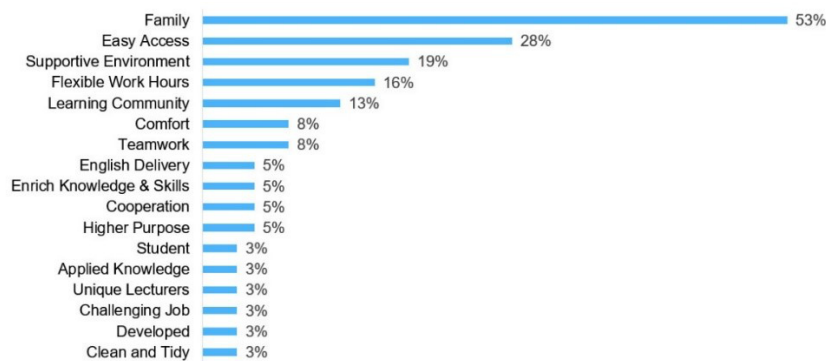


Figure 10. Reasons Comfort Working At IPMI

Descriptive Analysis

As mentioned before, the method we used is Organizational Cultural Assessment Instrument (OCAI). Its purpose is to help organizations identify their current and preferred culture.

Using this method enables the organization/company to enlarge their human capacities and capabilities and expand their mindset of staff and management. As a result, it will create a positive impact on the students as their customers.

The chart interpretation of the results indicates the reasons behind the satisfaction of Staffs and Management working at IPMI International Business School.

By highlighting the main dominant of the above results, is as follows:

1. Family: A family-like workplace is built on respect, common goals, and communication. When these things are present, they are made on interactions between individuals.

2. **Easy Access:** Refers to having the ability to access from one's residence to their workplace easily. It can be the distance or the easy access of public transportations.
3. **Supportive Environment:** Supportive environments are sometimes referred to as supportive settings. Settings refer to environments where people live, learn, work and play, such as workplaces.

The chart interpretation of the results indicates the improvements needed at IPMI International Business School.

By highlighting the main dominant of the above results, is as follows:

1. **Discipline:** A force that prompts individuals or groups to observe rules, regulations, and procedures deemed necessary for the effective functioning of an organization. Refers to the actions imposed by an organization on its employees for failure to follow the organization's rules, standards,

- or policies. A first step in the disciplinary procedure is to establish work rules aligned with the organization's goals or objectives.
2. **Communication:** This is much more than conversations. It is all about the exchange of information through multiple different mediums. Employees share ideas, and businesses communicate strategies and goals through communication, both formal and informal.
3. **Reward & Punishment:** If a reward is a form of positive encouragement, then punishment is a form of negative motivation, but if appropriately given and wisely, it can be a means to motivate. Specifically, the employee feels honored by the organization's reward, and it drives them the motivation to work harder and make a better performance. The employee takes the punishment positively as a lesson and makes the punishment as the driving force to motivate them more and create a better performance.

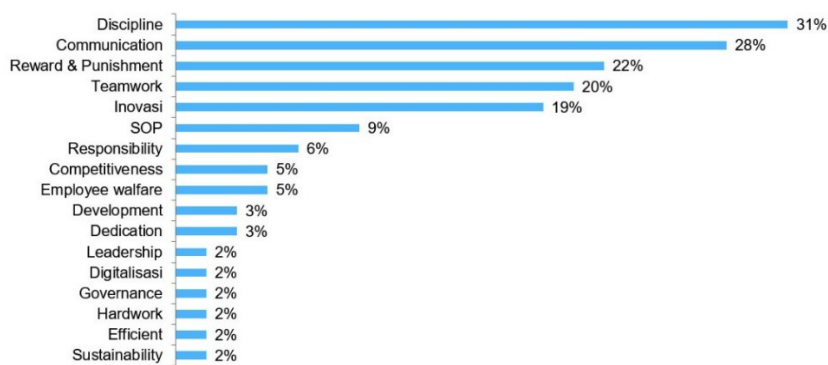


Figure 11. Improvements Needed from the IPMI Culture

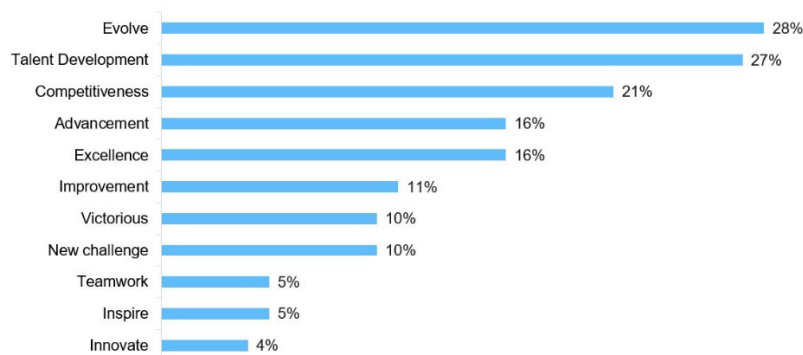


Figure 12. IPMI in 2030; People, Environment & Business Education

The chart interpretation of the results indicates the future perspectives at IPMI International Business School in terms of People, Environment, and Business Education.

By highlighting the main dominant of the above results, is as follows:

1. Evolve: Develop gradually, especially from a simple to a more complex form.
2. Talent Development: This part is an essential tool for unleashing one's potential because developing talent is one of the best ways to assure an organization has the leadership it will need for a successful future.
3. Competitiveness: The quality of being as good as or better than others of comparable nature or possession of a strong desire to be more successful than others.

Analysis of Results

When constructing the IPMI International Business School organizational culture profile, the mean scores of the lettered culture (Clan, Adhocracy, Market, Hierarchy) presented in Table 1 were illustrated on a four-quadrant plot. The result was calculated by averaging the score from each question. As stated previously, the plot serves as an organizational culture profile and is an essential step in initiating a culture change strategy (Cameron & Quinn, 1999). By assessing this profile, the research team determined that the Clan Culture is the current and preferred organizational culture of total the staff and management at IPMI International Business School.

In terms of success, the clan culture defines this in terms of sensitivity to customers and concern for people, with the organization placing a premium on teamwork, participation, and consensus (Cameron & Quinn, 1999).

CONCLUSION AND RECOMMENDATION

Conclusion

This research provides valuable insight that the staff and the management had a different point of view. In terms of current and preferred organizational type, 26.67% of staff see the

current organizational type as Clan and 31.16% of management see the current organizational type as a hierarchy.

In the preferred, 26.73% of staff are happy to have the organization the way it is, as a Clan. On the other hand, for the 26.06% of management, their future organizational type change to Market organization type.

This insight means there will be a gap between the management's desire with Staff preference. Although, when supported by the descriptive Analysis result, all members have the same voice and feedback.

We have IPMI all employees' voices about which things need to be improved in IPMI. First, the employees think discipline needs to be improved, especially related to task instruction and deadline. Also, they would be happy if IPMI creates a system for employee recognition, which is related to reward and punishment. The last step improves internal communication, especially if related to the work responsibilities.

Also, IPMI employees' voices related to their hopes about IPMI in the future: They would like to see that IPMI evolve to become a competitive education institution. They also would be happy if IPMI thinks about their knowledge and skill development. And last, they expect IPMI to do enhancement or innovation that would bring out IPMI competitiveness.

Recommendation

To develop the organization, Our team urges management to take the role of the Agent of Change. Lead the staff to be in line with the vision of the organization. And later on, it will have a positive impact on IPMI stakeholders, include IPMI customers.

For this CLAN-HIERARCHY Organization to become an organization that focuses on the external, focuses on the customer, and becomes a Market type organization, Our team provides a recommendation to start stimulating this

organization using a Talent Management improvement campaign called: RISE OF IPMI. Our team is dividing into four steps of action.

The first step is the R step, which is Retain. Management leads and maintains the current ambiance as a family atmosphere with a high sense of belonging to the institution. Management can provide bonding activities and create good memories among the employees, such as open fasting together, family gatherings, and conducting motivation seminars.

The second step is the I step, initiative. Management initiates to create a new task force group, a dedicated team. This team will take care of the customer and all stakeholders (customers, competitors, alumni, potential customers, etc.) research. Shortly, this team should suggest how to redesign processes and products from a customer point of view. And the second initiative will be providing training regarding "on time management" to the staff and creating a reward system according to targets.

The third step is the S, which stands for the system. Management provides a new system for monitoring the organization's performance. Changing of the system can be led by managers to focus on these two roles: As a Producer, a manager that focuses on productivity and process and as a Director, a planner, that assigns every target based on Our team capabilities and capacities, also always keep the tasks and goals consistent and clear. On the other hand, the management should provide clear and proper performance appraisals to all departments. The next step is implementing it by asking every department to provide their business plan.

The last step is the E, which stands for enthusiasm. Management to enhance enthusiasm and good working spirit through fun competition among them build gamification engagement activities. The best employees, later on, will receive an appreciation event at the end of the year, encouraging others to compete to become the best performers.

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