

Table of Content

Preface.....	i
Table of Content	iii
List of Tables	v
List of Appendices	vi
Intisari	vii
Abstract	viii
Chapter I: Background	1
A. Research Background	1
B. Problem Formulation.....	3
C. Research Objective	4
D. Benefit of the Research.....	4
Chapter II: Literature Review.....	6
A. Organizational Culture Defined.....	6
1. Definitions of Organizational Culture.....	6
2. How Organizational Culture Developed	8
B. Culture and Organizational Performance	9
C. Denison Organizational Culture Model.....	12
D. Company Profile	16
1. Vision and Mission.....	16
2. The Telkom Way 135: the Intended Corporate Culture of Telkom.....	16
3. Kandatel Pekalongan at glance	18
E. Cultural Audit	20
1. Cultural Audit Define	20
2. Importance of Culture Assessment	21
3. Process of Culture Assessment	22
F. Managing Change	23
Chapter III : Research Method	25
A. Measurement Instrument	25
B. Population, Sample Criteria, Sample Size and Sampling Method	28



C.	Validity & Reliability Test	28
1.	Validity Test	28
2.	Reliability Test	29
3.	Practicality.....	29
D.	Data Analysis	30
Chapter IV: Data Analysis		31
A.	Respondents Profile	31
B.	Validity and Reliability Test.....	33
C.	Research Findings.....	35
1.	Global View of Organizational Culture	35
2.	Detail Discussion per Index and Item	40
3.	Focusing Improvement on Priorities	52
Chapter V : Conclusion and Recommendation.....		54
A.	Conclusion.....	54
B.	Recommendation.....	55
C.	Limitation & Further Research Opportunity	57

Bibliography

Appendices

List of Tables

Table 2.1	Denison's Research Finding: Correlations between Culture Traits and Subjective Effectiveness Measures	13
Table 2.2	Denison's Research Finding: Correlations between Culture Traits and Return on Assets	13
Table 2.3	Denison's Research Finding: Correlations between Culture Traits and Sales Growth	14
Table 3.1	Variables & Item of Measurement	27
Table 4.1	Descriptive Statistic of Respondents	33
Table 4.5	Summary of Reliability test result.....	34
Table 4.14	Indexes Scores based on Unit.....	38
Table 4.15	Indexes Scores based on Structural Position	38
Table 4.16	Indexes Scores based on Length of Service in the Kandatel	39
Table 4.17	Indexes Scores based on Gender	39
Table 4.18	Item scores for Strategic Direction & Intent	41
Table 4.19	Item scores for Goals & Objective	41
Table 4.20	Item scores for Vision	42
Table 4.21	Item scores for Creating Change	44
Table 4.22	Item scores for Customer Focus	46
Table 4.23	Item scores for Organizational Learning	46
Table 4.24	Item scores for Core Values	48
Table 4.25	Item scores for Agreement	48
Table 4.26	Item scores for Coordination & Integration	49
Table 4.27	Item scores for Empowerment	50
Table 4.28	Item scores for Team Orientation	51
Table 4.29	Item scores for Capability Development	51
Table 4.30	Priority for indexes improvement	52
Table 4.31	Priority to Improve Item Behaviors	53



List of Appendices

Appendix A: Questioner

Appendix B: Result of Reliability test

Appendix C: Culture Profiles based on Unit, Gender, Working period and
Position