

## Effect Typology and Cultural Dimensions of Strategy Implementation (Study on Employees Company Globalxtreme)

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**Abstract:** Without the implementation of a good strategy, a strategy will not work and meaningful in achieving corporate goals. The existence of good organizational culture within an organization will support the implementation of good work activities and the implementation of strategies that good anyway. The purpose of this study was to determine the effect of type typology of organizational culture in Cameron and Quinn (2006), which consists of the Clan, Hierarchy, Adokrasi, Market-oriented to the implementation of corporate strategy GlobalXtreme, to determine the type of typology of organizational culture where the dominant influence on the implementation of the strategy in GlobalXtreme, to determine the influence of cultural dimensions organization consisting of Characteristics dominant, organizational Leadership, Human Resource Management, organization as Bridge cultural Divide, emphasis strategic, Success Criteria of the implementation of corporate strategy GlobalXtreme, to know the dimensions of organizational culture dominant influence on the implementation of corporate strategy GlobalXtreme. The results showed that all variables Dimensions of Organizational Culture Typology and significant effect on the implementation of the strategy. Hierarchy is a type of dominant influence on the implementation of the strategy among the variables clan, adokrasi and market oriented. Criteria for success are the dimensions of organizational culture of the dominant influence on the implementation of the strategy of the dominant characteristic dimensions, the organization's leadership, HRM, organization as a unifying, suppression strategy.

Cultural organizations are well socialized and internalized within the members of an organization will form a particular type of culture that is different from the other types of organizational cultures. A typology of organizational culture is said to be even stronger when held intensifies, the more fundamental and solid, the more widely embraced, and the clearer socialized and passed. The stronger a culture, the more powerful influence on human behavior or a member of an organization implement the strategy. Knowing the typology or the type of organizational culture which is embedded within an organization and measure how strong the effect of the implementation of the strategy, it will be understood that the appropriate type of organizational culture to implement strategi the organization.

**Keywords:** typology of organizational culture, dimensions of organizational culture, strategy implementation

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### I. Introduction

Development of telecommunications technology is so rapid has changed the activity of various companies, especially companies engaged in internet service provider. Technological changes in the telecommunications and internet is usually followed by a change or the appearance of a new product to market that is rapidly replacing the old product on the market. The management company should be able to handle these conditions well, considering the error in the handling of these will have an impact on the destruction of the company being unable to meet market demand.

GlobalXtreme is a company engaged in the Internet Service Provider (ISP) and services of informatics solutions, under the auspices of the management of PT. Internet Madju Abad Milenindo. The phenomenon that occurs in the company GlobalXtreme the change management must be able to be adapted by the human resources in the company, in order to generate optimal performance so that corporate objectives can be achieved. Therefore, efforts for the employee to behave directed by growing positive elements within each employee. In this case the role of organizational culture is essential to foster a positive element within each employee. Employee's role in the implementation of the strategy is very important, as the implementers of the strategy of the company. In this case their good culture within an organization will encourage the implementation of good work activities and the implementation of strategies that good anyway.

Typology of organizational culture and organizational culture dimension is important for the company, if the typology of organizational culture and the cultural dimension running good, it will bring a competitive advantage for the company managers and employees will feel greater personal satisfaction in work. This is in accordance with the opinion of Cameron and Quinn (2006: 222) the better the typology of organizational culture

and the cultural dimension companies are increasingly able to support the activities of the organization effectively, making it easier for employees to understand any duty to implement the strategy properly. Specifically culture in the organization will be determined by conditions of team work, leaders and characteristic of organization and administration process applicable. Organizational culture is important, because it is the habits that occur in organizations representing norms of conduct followed by the members of the organization. Koesmono (2005: 164) a productive culture is a culture that can make the organization strong and the company's goals can be accommodated.

Organizational culture gave way to the survival of the organization and gives a unique identity for the organization. Cultural organizations are well socialized and internalized within the members of an organization will form a particular type of culture that is different from the other types of organizational cultures. A typology of organizational culture is said to be even stronger when held intensifies, the more fundamental and solid, the more widely embraced, and the clearer socialized and passed. The stronger a culture, the more powerful influence on human behavior or a member of an organization implementing the strategy (Cameron and Quinn (2006)).

Increasing the effectiveness of the implementation of the strategy is not only supported the typology of organizational culture, but through the development of an organizational culture that requires identification dimensions of organizational culture which needs to be maintained or strengthened. The dimensions of organizational culture by Cameron and Quinn (2006: 25) are intended to provide an overview of the basic assumptions underlying the operation of the organization and the values that characterize the organization. A dimension of organizational culture is a very important factor in the effectiveness of the organization so that the organization can be improved by creating the right culture and to support the achievement of organizational goals.

## **II. Research Methods**

The design of the study is conclusive research or confirmatory research by using methods no experimental and cross section data.

The populations in this study are all GlobalXtreme manager. The populations in this study are employees GlobalXtreme. Based on the data of the company, number of employees GlobalXtreme number 261. The sampling technique used is nonprobability sampling using a sample saturated.

Having tested the validity and reliability, the analysis of the data used in this research is descriptive analysis, multiple linear regression analysis. Multiple regression analysis is used to find the form of the influence of the dimensions of organizational culture and typology of cultures together with the criterion that the implementation of the strategy, and is used to search for the contribution of each predictor of the independent variable on the dependent variable so it can know which dimension that most influence on strategy implementation, Sugiyono (2008: 258) formulate multiple regression as follows: variable (X) and the dependent variable (Y). That the data obtained is accurate, the researchers used a series of computer program SPSS 17.0 for Windows.

Analysis of the data in this study using multiple linear regression analysis, which is used for influence alone (partial) or together (simultaneously) between the independent variable (X) and the dependent variable (Y).

## **III. Discussion**

Based on the test results of the analysis of the description, it can be seen that the employees GlobalXtreme Bali is predominantly men - men aged 25-30 years with the greatest level of respondents' education is S1. Education is also used in the process of recruitment. The higher the education a person has the greater duties and responsibilities imposed by the company

Test results validity of the instrument to question items on each variable can be seen indicates that all items of questions for variables typology of cultures consist of a clan, hierarchy, adokrasi, market-oriented and dimensions of organizational culture consists of a dominant characteristic, organizational leadership, human resource management (management of employee), the organization as a unifying tool (organization glue), strategic emphasis, success criteria and the dependent variable implementation of the strategy, has the correlation value is more than 0.3. Thus it can be interpreted that the item in question for all of these variables declared invalid.

Variable dimensions of organizational culture consists of a typology of cultures organization consist of a clan, hierarchy, adokrasi, market-oriented and dominant characteristic, organizational leadership, human resource management (management of employee), the organization as a means of unifying (organization glue), suppression strategies, criteria success, and the dependent variable strategy implementation, each had a Cronbach alpha values greater than 0.6. It concluded that the instrument used in this study revealed reliable.

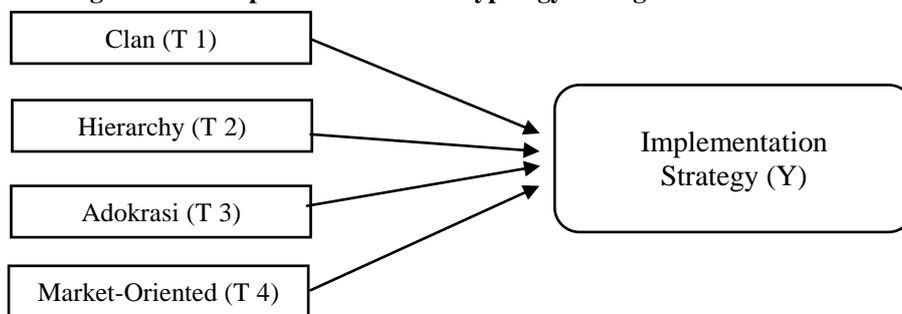
Descriptive statistical analysis is intended to illustrate or describe the frequency distribution of respondents by questionnaire that was circulated, covering variables typology of cultures composed of clan (X1), hierarchy (X2), adokrasi (X3), the market-oriented (X4), and the dimensions of organizational culture consists of a dominant characteristic (X5), the organization's leadership (X6), human resource management (X7), the organization as a unifying (X8), strategic emphasis (X9), criteria for success (X10) and the implementation of the strategy (Y). This analysis is giving descriptive meaning and emerging trends regarding the study variables according to the results of field data obtained from 25 respondents in this study.

**Typology of Organizational Culture**, the average value of the variable clan is 4.38, Variable hierarchy has an average value of 3.74, the variable has a value adokrasi average 3.696, and variable market oriented averaged 4,128. Of the four variables, an instrument that has the highest value is the variable most dominant clan and averaged the highest, this shows that the clan is able to influence the company's employees to the implementation of the strategy can be realized. These results indicate that the implementation of corporate strategy can work well, judging from the role of employee awareness and attention to other employees, then the companies are developing human resources to improve the quality of employees, as well as their interpersonal relationships both within the company can be a container as collaboration and a community of employees. The better and faster implementation of corporate strategy GobalXtreme can be realized.

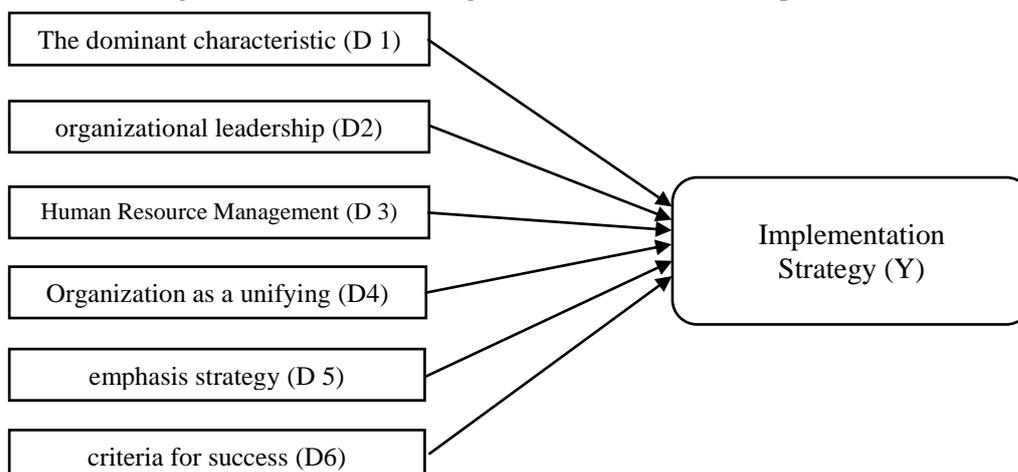
**Dimensions of Organizational Culture**, the average value is the dominant characteristic variables 4.06, organizational leadership variable has a value of an average of 4, human resource management variables have value - average 3.88, variable as a unifying organization have an average of 4, 01, variable suppression strategies have an average value of 3.64, the variable success criteria have value - average 3.92, it was concluded that on average the respondents considered that the dominant characteristic, organizational leadership, human resource management, organization as a unifier, emphasis strategy and criteria success attract the attention of respondents. Of the six variables, an instrument that has the highest score is the dominant characteristic variables, this shows that the dominant characteristic of most employees to be able to influence the implementation of corporate strategy materialized. These results indicate that the implementation of corporate strategy can work well is a company with a high concern and kinship of all employees, always motivate employees to excel in their performance and the regulations in a very structured and controlled and have high discipline. The more vigorous the dominant characteristic in GlobalXtreme the better and faster implementation of the corporate strategy can be realized.

Model relationships between variables are presented in the figure below:

**Figure 1: Conceptual Framework Typology of Organizational Culture**



**Figure 2: Dimensions of Organizational Culture Conceptual Framework**



**Implementation Strategy**, the average value is equal to 3.60 indicate that the implementation strategy in GlobalXtreme good. Perceptions of respondents on the implementation strategy of the biggest companies are the target achieved by any clear division, the company always gives motivation to each division to carry out the strategy implementation, and operational policies facilitate the implementation of the tasks of each division, organizational structure to support the implementation of the strategy with good execution. The operating activities determined in accordance with the policy, the company has sufficient resources to implement the strategy. It shows that the majority of respondents agree that the implementation of the strategy at either company. But in human resource management need to improve because it is still lacking by the respondent. Of some items, which have the highest average is a clear division goals and motivate each division of the company so that the implementation can be achieved with good strategy.

#### IV. Result

On testing the hypothesis about the typology of organizational culture affect the implementation of the Strategy.

**Table 1. Four types of organizational culture**

Variable	B	t <sub>count</sub>	Sig.t	Description
Clan	0,314	2,441	0,024	Ha accepted
Hierarchy	0,519	4,393	0,000	Ha accepted
Adokrasi	0,261	2,108	0,048	Ha accepted
Market oriented	0,276	2,128	0,046	Ha accepted

Judging from these values it can be concluded that the typology of four types of organizational culture affect the implementation of the strategy seen from the results of significance below 5% shows that in order to get a good implementation of the strategy, the company needs to develop four types of organizational cultures. Hypotheses about the hierarchy that can improve the implementation of corporate strategy. The results show that the company is getting better hierarchy the better implementation of the strategy. It can be concluded that the hypothesis there is significant influence between the hierarchies of the strategy implementation is acceptable. In the typology of organizational culture is the most dominant hierarchy. This type is suitable for the implementation of a good push.

Hypothesis Testing Dimension Cultural Organization (Characteristics of Dominant, Leadership, Human Resource Management, Organization as Bridge Cultural Divide, emphasis Strategic, Success Criteria).

**Table 2. Dimension type of organizational culture**

Variable	B	t <sub>count</sub>	Sig.t	Description
Characteristics of Dominant	0,171	2,147	0,046	Ha accepted
Human Resource Management	0,280	3,554	0,002	Ha accepted
Organization as Bridge Cultural Divide	0,203	2,575	0,019	Ha accepted
Emphasis Strategic	0,172	2,145	0,046	Ha accepted
Success Criteria	0,321	4,177	0,001	Ha accepted
	0,416	5,349	0,000	Ha accepted

Judging from reviews these values it can be concluded that the type of organizational culture Dimension strong influence on the implementation of the strategy seen from the results of significance below 5% shows that in order to get a good implementation of the strategy, the company needs to develop the cultural dimension of the organization to be more powerful. Thus Spake that must be taken to Ensure the implementation of either strategy is variable success criteria for the dominant effect is the dimension of success criteria, where the organization has always stressed for success is Necessary for efficiency, reliability in delivery, scheduling, and lower production costs as well as the development of human resources, labor the same team, dedicated employees and concern for people. The company's ability to win market competition, ownership of the product of the most unique or newest IS ALSO required. Success criteria cultural dimension will support the organization's activities effectively, making it Easier for employees to understand any duties in conducting strategy implemented properly and effectively. Judging from reviews these values it can be concluded that the hypothesis of success criteria that can improve the implementation of corporate strategy. The result showed the better success criteria that exist in the company the better the implementation of corporate strategy. It can be concluded that the hypothesis there is significant influence among the criteria for success of the implementation of the strategy is acceptable.

After the successful criteria, companies need to develop organizational leadership. Judging from reviews these values it can be concluded that the hypothesis of organizational leadership that can improve the implementation of corporate strategy. Results showed the better the existing organizational leadership in the company the better implementation of the strategy. It can be concluded that the hypothesis there is significant influence between the organizational leadership of the implementation of the strategy is acceptable.

## V. Conclusions and Recommendations

### 5.1 Conclusions

The study results of this research as a whole can be concluded that the typology and dimensions of organizational culture affect the implementation of corporate strategy GlobalXtreme. The conclusion can be stated in more detail as follows:

1. Typology of organizational culture that clan, hierarchy, and market oriented adokrasi affect the implementation of corporate strategy. In order to realize the implementation of the strategy should improve the clan, hierarchy, adokrasi, and market oriented. Implementation of the organizational culture typology could be the basis of the company to improve the implementation of the strategy. This study supports the results of the Ahmadi et al. (2012) that all types of organizational culture influence the implementation strategy of the company.
2. Hierarchy is the dominant variable that influences the implementation strategy among variable clan, adokrasi and market oriented. Hierarchy is formal policies that create bonds within the organization. Long-term focus is on stability and efficient performance and smooth operation. Success includes scheduling a seamless, low cost, and delivery of the order. These findings differ from research conducted by Ahmadi et al. (2012) stated that the dominant variables to the implementation of the corporate strategy is the clan.
3. The dimensions of organizational culture that is characteristic Dominant, Organizational Leadership, Human Resource Management, Organization as a Tool Bridge Cultural Divide, strategic emphasis, success criteria influences the implementation strategy of the company. The better the cultural dimension companies are increasingly able to support the organization's activities effectively, making it easier for employees to understand any duty to implement the strategy properly. To realize the Strategy Implementation should improve Dominant Characteristics, Organizational Leadership, Human Resource Management, Organization as Bridge Cultural Divide, emphasis Strategic, and Success Criteria. Especially on success criteria for success has always stressed the need for efficiency and reliability in delivery, scheduling, and low cost of production, development of human resources, teamwork, employee commitment and concern for the people, this study supports the results of the study Ahmadi et al. (2012) that all types of organizational culture influence the implementation strategy of the company.

Criteria for success are the dimensions of organizational culture of the dominant influence on the implementation of the strategy among variable Dominant Characteristics, Organizational Leadership, Human Resource Management, Organization as Bridge Cultural Divide, Strategic Emphasis. Success criteria as a basis for the development of human resources, teamwork, employee commitment and concern for people. Reliability in delivery, scheduling, and lower production costs, is essential. Competitive market leadership is the key to success. Organization defines success on the basis of ownership of the product of the most unique or newest. It shows the organization as a leader in product innovation.

### 5.2 Recommendations

The results of this study show that the typology of cultural variables and dimensions of organizational culture can improve the implementation of corporate strategy. Based on the results of the study has been concluded, it can put forward some suggestions as follows:

1. To strengthen a culture based organizations in improving the implementation of the strategy, companies need to increase the dimensions of organizational culture as dominant characteristics, Organizational Leadership, Human Resource Management, Organization as Bridge Cultural Divide, emphasis Strategic, and Success Criteria.
2. To strengthen a culture based organizations in improving the implementation of the strategy, companies need to increase Clan, hierarchy, and market oriented adokrasi.

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