

## Diagnosis of Organizational Culture and Readiness to Change High School Teachers

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**Abstract: Purpose**— Research aims to "conduct a cultural diagnosis" of school and readiness for change based on teachers' perceptions at Public Senior High Schools in Muaro Jambi Regency Jambi Province. The concept used is the *Competing Values Framework* (Cameron and Quinn, 2011), which states that culture organization is divided into four types: hierarchy, market, clan, and adhocracy.

**Design/methodology/approach**— Research uses an approach quantitative and descriptive. This is a cross-sectional study because data were collected at a one-time point. This empirical study was conducted on a sample of 97 school teachers from various schools in the country who were willing to collaborate to participate voluntarily by filling in the offline questionnaire. Data collection includes two questionnaires: Organizational Culture Assessment Instrument (OCAI) and Readiness For Change. Data analysis uses average value for the whole to produce range difference among culture organization at the time this (*current*) with culture organization that is expected in the future (*preferred*), and Pearson Correlation.

**Findings**— Average proportion of culture organization in school moment this dominated by clan type and hierarchy, culture expected organization dominated by clan types. Type culture organizations that want to upgrade the proportion are type market culture and adhocracy. There is a connection between cultural organization with readiness for change.

**Research limitations/implications**— Research was done in one district with the convenience sampling method, in which the participants are chosen by taking non-random samples so that generalization is limited. The sample size is also relatively small, so the possibility of a bias can cause worries about the validity of the study.

**Practical implications**— In the future, the teacher wants a transition culture, namely an adhocracy culture for change and a more market culture that attaches importance to effectiveness in work, focused on how to conquer competitors and achieve. Implication practical is Head School should become a motivator, innovator, entrepreneur, and visionary. Very instrumental important in giving a briefing to the teacher. In face competition, reputation school and success in period length, values and philosophy that are necessary applied among others: creative output, transformation, agility with enhancement strategy quality such as create standard new, anticipating need, improvement constantly, and find solution creative.

**Keywords:** Organizational Culture and Readiness to Change.

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### Introduction

Remember, the increased rate of change in technology, revolution era industry 4.0 will demand and more emphasize the ability of teachers, staff education and participants to educate for adapt. Keep going, continue and learn skills and approach new in various contexts. One bridge is main Among applications physical and digital-enabled by the revolution industry; the fourth is the *internet of things (IoT)* - occasionally called the " *internet of all everything*. " In the simplest form, it can be depicted as a connection Between the items (products, services, places, etc.) and people enabled by connected technologies and multiple platforms. Sensors and other ways to connect things in the physical world to virtual networks are growing fast. Moment this, there are billions of worldwide devices such as cell phones, smart tablets, and connected computers to the internet. The amount estimated will increase dramatically during several years to come, with estimation starting from several billion to more than one trillion. That process will be transformative in all industries, from manufacturing to infrastructure to service education. The digital revolution creates an approach that radical new revolutionizes how individuals and organizations engage and collaborate (Schwab, 2016).

In the middle of the threat COVID-19 pandemic, virtual communication is getting seen as accurate. The phenomenon compared to straight with effort digitalization era or more known with the communication era 4.0. Consequently, schools are well-managed by the government nor private, and individuals must adapt to progress technology for an activity to make it easy mobility social. Efforts that can be conducted are to change culture organizations or culture schools.

The cultural organization is guidelines about how every activity should be conducted in an organization (Deal and Kennedy, 1982). By definition, a cultural organization could interpret a bunch of values, assumptions, and beliefs right by a group of people, who then integrate each other and form one complete cultural organization. Cultural organization values beliefs and underlying principles, something system management

organization (Denison, 1990). This is conducted repeatedly and then shapes a pattern of adjustment self to the internal and external environment (Schein, 2004). The system is coordinated by awareness to reach the destination organization (Robbins, 2005). That thing is conducted continuously as a programming process mind, which will permanently shape an organization's software of mind (Hofstede, 2005).

Culture is a very close organization related to success something organization. The ability of something organization to implement a values culture could support the organization's growth and develop sustainability. The cultural organization has a strong influence over a period long on the performance and effectiveness of something organizations (Cameron & Quinn, 2011; Muis & Fahmi, 2018). The cultural organization is a system meaning together, which includes vision, mission, expectations, values, structure, procedures, strategies, actions, and types of interaction in an organization (Robbins, 2013). Culture is a very influential life organization in reaching a destination (Tirtayasa, 2019). Tjahjono (2010) explains that a culture organization must be taught, studied, developed, socialized, internalized, and made guidelines through existing values. So that cultural organization has no absolute character inheritance because if correct, the transformation process will not happen. We need to realize that transformation of culture (*culture change*) is essential. Transformation culture will become a process of reorganization and revitalization of values, which in turn will affect attitude, norms, behavior (behavioral norms), style management (management styles), as well as system (Tjahjono, 2010). Study this aims to "Conduct a Cultural Diagnosis" School and Readiness For Change based on teacher's perception. The concept used is the *Competing Values Framework* (Cameron and Quinn, 2011), which states that culture organization is divided into four types: hierarchy, market, clan, and adhocracy.

## **Method**

### **Method and Research Design**

Study this use approach quantitative and descriptive. The things that are diagnosed are culture organization and readiness for change at school. The theory used in framework thinking is the *Competing Values Framework* from Cameron and Quinn (2011). Based on dimensions of time, research this could call is cross-sectional, i.e., a study conducted at one time certain.

### **Data Retrieval Instruments**

Data retrieval uses two methods: (1). Studies library. To research this, study literature conducted through books, journals, research past, articles related, and sources on the internet. Data obtained is secondary data, namely primary data that has been processed more carry on becomes form like tables, graphs, diagrams, pictures, and so on so that delivery is more informative (Umar, 2008), and (2). Studies field. Data collection is done with the use technique survey direct structured with instruments in the form of a questionnaire. Data obtained through the studies field is primary data, i.e., from the source first (Umar, 2008).

The research uses the Competing Values Framework concept proposed by Cameron and Quinn (2011) as a basic framework. The reason for the election draft is because the draft is capable of describing the type of culture of something organization. OCAI (Organizational Culture Assessment Instrument) measures culture organization based on the "Competing Values Framework." Instrument this is development theory for understanding culture and phenomena organization. Instrument this developed and introduced by American researchers Kim S. Cameron and Robert E. Quinn. OCAI has many used by the company to show dominant culture in something organizations and fit used for international surveys conducted by many researchers in the world (Nummelin, 2006; Liu et al., 2006; Berio, 2003). A number of the company ever used the "Competing Values Framework," including 3M, American Express, Apple, G.E. Lighting, Pfizer, and Reuters (Edward Elgar Publishing, 2006). Rangkuti (2015) explains that grouping type culture is based on four competitive variables (competing values): stability versus flexibility and internal control versus external positioning.

Research data collection use two types of questionnaire. Type questionnaire first is the Organizational Culture Assessment Instrument (OCAI), namely a questionnaire that detects six dimensions in culture organization (Cameron and Quinn, 2011). The sixth dimension includes 1. dominant characteristics, 2. organization leadership, 3. management of employees, 4. organization glue, 5. strategic emphases, and 6. criteria of success. OCAI is an instrument that has been tested for its reliability and validity.

Type questionnaire second one used in a study is Readiness For Change. Adopted from Holt et al. (2007), who have modified via Item Measurement Readiness For Change (Purwoko, 2017), which measures five indicators, namely; *Discrepancy, Appropriateness, Efficacy, Principal support, and Valence*, each indicator is measured via three items or totaling 15 measurement items. Example; discrepancy questions (e.g., I assume that change is necessary and reasonable for done), appropriateness (e.g., Changes made School following needs), Efficacy (e.g., Organizations and individuals within them) have Required ability for face change), Principal support (e.g., leader confirm and explain importance change by direct), Valence (e.g., Organization and personal

will more develop after change). The response uses a Likert scale start of 1 = not very much agree until 4 = strongly agree.

### Data Analysis Techniques

Processed data will look for average value by the whole that will show range difference. Among culture organization at the time this (*current*) with culture organization that is expected in the future (*preferred*). OCAI measurement is based on a scale called the *ipsative rating scale*. The OCAI instrument is in the form of a list of questions, as many as 24 questions where every individual in something organization must give a response to six three dimensions of culture organization in it, each dimension in OCAI has four group questions (A, B, C, and D) that must be assessed and then add up fourth score dimensions that  $(A+B+C+D) = 100$ .

Every respondent requested a share value of 100 for four alternative answers to each dimension's culture organization. Example distribution dimensions in OCAI are presented in **TABLE 1** following.

**Table 1.**Distribution Dimension in OCAI

No.	Dimension	Clan	Adhocracy	Market	Hierarchy
1.	DOMINANT CHARACTERISTICS	A1	B1	C1	D1
2.	LEADERSHIP PATTERNS	A2	B2	C2	D2
3,	EMPLOYEE/TEACHER GOVERNANCE	A3	B3	C3	D3
4.	INSTITUTION/SCHOOL ADHESIVE	A4	B4	C4	D4
5.	STRATEGY EMPLOYMENT	A5	B5	C5	D5
6.	SUCCESS CRITERIA	A6	B6	C6	D6

Source: Cameron dan Quinn (2011)

Destination from the above instrument is identified culture current organization walk moment this and culture the organization expected by the respondent for the organization in the future. Six questions on the questionnaire represent six key cultural organizations, namely: (1). Characteristics Dominant. Dimension this showing condition environment organization, what do you feel? Member organization moment they are an inside organization that. Calculating systematically on the OCAI instrument will produce a dominant description of culture in the environmental organization. (2). Leadership Organization. Dimension shows the leadership model within the organization and the perception of members organization about existing leadership. With the calculation of the systematic OCAI instrument on the dimension, this will see culture based on leadership organization. (3). Management Employees. Dimension shows how management members are inside an organization. With the calculation of the systematic OCAI instrument on the dimension, this will see the culture what the underlying management member organization is. (4). Adhesive Organization. Dimension, this showing driving factor \_ member organization, is at in the organization. With the calculation systematic OCAI instrument, the culture that became a factor adhesive member organization will be seen. (5) Emphasis on strategy. Dimension shows how the organization focuses on the strategy being implemented. With the calculation of the systematic OCAI instrument on the dimension, this will see dominant culture on organizational strategy emphasis. and (6). Criteria Success. Dimension this showing Thing what just be \_ criteria success inside organization. Calculating the systematic OCAI instrument on the dimension will see the success of dominant and underlying culture criteria.

Intake conclusion, done calculation to 6 questions, each question has four answers (A, B, C, D) that lead to a conclusion four culture organization namely: (1). Clan Culture. Model or type culture organization characterized with the place fun work, like a big family. An effective leader is the leader who runs a mentor role, even as a "parent to his subordinates. Glue in an organization; this is loyalty and tradition. (2). Adhocracy Culture. Model or type culture organization characterized with the place work yang dynamic, and entrepreneurial. Effective leader \_ is those who have a vision forward, are innovative, and are brave to take a risk. Glue in an organization; this is the commitment to opportunity for To do experiment and innovation. Keep going continuously. (3). Market culture. Model or type culture organization this characterized with the place results-oriented work. Effective leader is those who are tough heart, love to work hard, and are agile. The adhesive in an organization is the desire to win the competition. Criteria success is usually seen in market share and position competition. (4) hierarchy culture. Model or type of culture organization is characterized by formal and structured work. Besides that, the cultural organization also emphasizes the importance of good and neat structure in an organization. All work processes are set by standard and systematic. An effective leader is a good coordinator. Maintaining fluency in the company is very thing important. Model or guidelines management used usually centered on strict control and control.

**Findings****Data Demographics responsive**

The results of the first data processing produce information on demographic respondents (N=97), including aspects: 1) Type Gender, 2) Education, 3) Age, 4) Education level, 5) Working period, 6) Training enhancement competence as (**TABLE 2**).

**TABLE 2. Demographic Data Respondent****RESPONDENT DEMOGRAPHIC INFORMATION (N=97)**

<b>Characteristics Demographic</b>	<b>Category</b>	<b>Frequency</b>	<b>Percentage %</b>
<b>Type Sex</b>	Man	36	37%
	Woman	61	63%
	<b>Total</b>	<b>97</b>	<b>100%</b>
<b>Age</b>	<20 Years	0	0%
	>21 Years	97	100%
	<b>Total</b>	<b>97</b>	<b>100%</b>
<b>Working Period</b>	5 to 10 years	0	0%
	11 to 20 years	0	0%
	> 21 Years	21	100%
	<b>Total</b>	<b>97</b>	<b>100%</b>
<b>Level of education</b>	Diploma	0	0%
	Bachelor	97	100%
	Master	0	0%
	Doctor	0	0%
	<b>Total</b>	<b>97</b>	<b>100%</b>
<b>Training Enhancement Competence</b>	Once	97	100%
	Not Once	0	0%
	<b>Total</b>	<b>97</b>	<b>100%</b>

Source: Primary Data processed 2022

The table above shows that the majority of respondents are manifold sex females, that is, as many as 61 people (63%). Amount type of respondent sex man as many as 36 people (37%). The table above also shows age all respondents are at the age of >21 years (100%) with a full-service period are at work > 21 years (100%). Education level respondents that are bachelor degree 97 people (100%) with 100% respondents once follow training competence.

**Description Variable Readiness For Changed**

The results of the second data processing (**TABLE 3**) are quantitative findings with descriptive descriptions of attitude level respondents (N=97) to statement readiness for change. Following this is table results analysis descriptive with use guidelines score the mean (mean) of the category = 3, and the next range = 3 we get (3/3=1) so that generated category mean value (1.00 to 2.00 = low ; 2.00 to 3.00 = medium , 3.00 to 4.00 = high).

**Table 3. Description Variable Readiness For Changed**

<b>Item Code</b>	<b>Statement</b>	<b>Average Value (mean)</b>	<b>Level</b>
<b>DIS12</b>	<i>I rate change that necessary and reasonable for done by a teacher</i>	3.41	Tall
<b>DIS13</b>	<i>At School I, there is the legitimacy for changed</i>	3.24	Tall
<b>DIS14</b>	<i>Change anything at school spelled out with clear</i>	3.40	Tall
<b>APP15</b>	<i>Change policy following needs</i>	3.34	Tall

<b>APP16</b>	<i>I rate every change will increase efficiency</i>	3.21	Tall
<b>APP17</b>	<i>Change the is something right change _</i>	3.13	Tall
<b>EFF18</b>	<i>Schools and individual teachers have the Required ability _ to face change.</i>	3.47	Tall
<b>EFF19</b>	<i>I have confidence that I could learn ability new if needed.</i>	3.38	Tall
<b>EFF20</b>	<i>I feel convinced I could adapt myself to change.</i>	3.35	Tall
<b>EFF21</b>	<i>I can describe the need to change.</i>	3.35	Tall
<b>PS22</b>	<i>Head School confirms and explainsthe importance of change straight away.</i>	3.29	Tall
<b>PS23</b>	<i>Head Schools and Representatives committed to change.</i>	3.28	Tall
<b>PS24</b>	<i>Head School shows support and provides spirit personally.</i>	3.27	Tall
<b>VAL25</b>	<i>The change will influence career and interpersonal relationships between teachers.</i>	3.27	Tall
<b>VAL26</b>	<i>Schools and private teachers will develop more after the change.</i>	3.22	Tall
<b>VAL27</b>	<i>The change will influence the school's profit or the individual's income.</i>	2.86	Currently

The table above gives descriptive information in the form of level attitude/perception of respondents to readiness for change. From these data, the highest attitude level in the question item "*EFF18. Schools and individual teachers in them have Required ability for face change*" with score average (3.47) category attitude with high level. The data above also provides information that attitude level Lowest is on the question item "*VAL27. Change will influence profit School or income individual "with the mean value is 2.86 including Moderate attitude level category"*".

#### Cultural Diagnosis Results Organization

Based on results processing the data obtained through method survey and using the Organization Culture Assessment Instrument, information like **TABLE 4**.

**Table 4. Culture Organization SchoolMomentThis**

No	Dimension	Clan	Adhocracy	Market	Hierarchy
<b>1</b>	<b>DOMINANT CHARACTERISTICS</b>	32.19	29.59	21.78	23.18
<b>2</b>	<b>LEADERSHIP PATTERNS</b>	29.70	21.98	24.28	25.88
<b>3</b>	<b>EMPLOYEE/TEACHER GOVERNANCE</b>	28.76	24.85	22.58	24.59
<b>4</b>	<b>INSTITUTION/SCHOOL ADHESIVE</b>	27.99	26.24	23.66	23.61
<b>5</b>	<b>STRATEGY EMPLOYMENT</b>	27.55	23.51	23.71	27.04
<b>6</b>	<b>SUCCESS CRITERIA</b>	27.16	24.64	21.69	26.65
<b>OVERALL AVERAGE</b>		28.89	23.10	22.95	25.06

As seen in the table above, the average proportion of cultural organization by the whole moment this dominated by clan and hierarchy types, which are 28.89 and 25.06, respectively. The table above also shows that based on dimensions characteristics dominant, culture organizations at Public Senior High Schools in Muaro Jambishow clan culture as type culture dominant, i.e., of 32.19. At the same time, the lowest is type Market culture, which amounted to 21.78. Based on dimensions pattern leadership organization, type dominant culture is a clan with a proportion of 29.70, and the lowest is an adhocracy with a value of 21.98. Based on governance dimension employee, type dominant culture is a clan with a proportion of 28.76, and the lowest is a market with a value of 22.58. Based on dimensions adhesive agency, type dominant culture is a clan with a proportion of 27.99, and the lowest is a hierarchy with a value of 23.61. According to dimensions strategy emphasis, type dominant culture is a clan with a proportion of 27.55, and the lowest is an adhocracy with a value of 23.51. And lastly, type culture organization moment this according to dimensions criteria success, type dominant culture is a clan with the proportion of 27.16 and the lowest is a market with value 21.69.

**Table 5. Culture Organization Expected School**

No	Dimension	Clan	Adhocracy	Market	Hierarchy
1	DOMINANT CHARACTERISTICS	30.54	25.07	26.18	22.11
2	LEADERSHIP PATTERNS	28.09	25.53	25.42	26.37
3	EMPLOYEE/TEACHER GOVERNANCE	27.53	24.79	24.23	25.46
4	INSTITUTION/SCHOOL ADHESIVE	26.44	28.33	25.79	22.94
5	STRATEGY EMPLOYMENT	27.62	24.08	25.73	24.22
6	SUCCESS CRITERIA	25.72	28.13	22.27	24.63
OVERALL AVERAGE		27.66	24.19	24.94	23.22

Culture expected organization (**TABLE 5**) is known that the average proportion of culture expected organization by whole dominated by clan type of 27.66 and the lowest is in the Hierarchy type of 23.22. The table above also shows that based on dimensions characteristics dominant, culture organizations show clan culture as hope type culture dominant, i.e., of 30.54. At the same time, the lowest type of Hierarchy culture amounted to 22.11. Based on dimensions pattern leadership organization, type dominant culture is a clan with a proportion of 28.09, and the lowest is a market with a value of 25.42. Based on governance dimension employee, type dominant culture is a clan with a proportion of 27.53, and the lowest is a market with a value of 24.23. Based on dimensions adhesive agency, type dominant culture is an Adhocracy with a proportion of 28.33, and the lowest is a hierarchy with a value of 22.94. According to dimensions strategy emphasis, type dominant culture is a clan with a proportion of 27.62, and the lowest is an adhocracy with a value of 24.08. And lastly, type culture organization moment this according to dimensions criteria success, type dominant culture is an Adhocracy with a proportion of 28.13 and the lowest is a market with value 22.27.

**TABLE 6** shows differences Among proportion culture organization moment this with proportion culture expected organization.

**Table 6. Difference Proportion Culture Organization School**

TYPE OF ORGANIZATIONAL CULTURE	AT THE MOMENT	WHICH IS EXPECTED	DIFFERENCE
Clan	28.89	27.66	-1.24
Adhocracy	23.10	24.19	1.09
Market	22.95	24.94	1.99
Hierarchy	25.06	23.22	-1.84
Total	100,00	100,00	

The table above shows the type of cultural organizations that want to upgrade the proportion type market culture and adhocracy, each of which increases by 1.99 and 1.09. On the other hand, type hierarchy and clan culture want to lower the proportions to -1.84 and -1.24, respectively. Change in proportion type culture organization general show that type culture expected organization will dominate typed culture market organization and adhocracy. The result following characteristics of organization education according to type that culture market organization focused on needs adaptation to developments that occur in the environment to obtain superiority competitive, however permanent strive stability through function control with adhocracy that types a culture that prioritizes innovation for responding very fast changes that occur in the environment (Cameron and Quinn, 2006). The different proportions of cultural organizations can also be seen in the graph below.

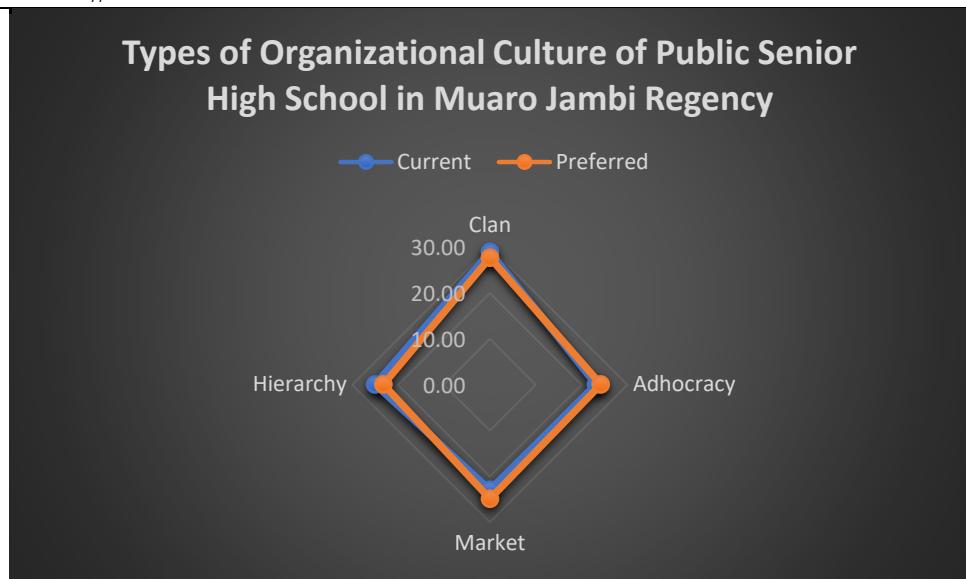


Figure 1. Graphics Difference Proportion Culture Organization School

Study this is also testing correlation simple from two main variables: culture organization and readiness for change. In the Correlation test, with quantitative results, Simple measures the strong connection between 2 variables and the shape between them. Strong, the relationship in question between 2 variables, is the connection the weak, tight or not tightly. Whereas form relationship what shaped positive linear correlation or negative. **TABLE 7** results testing variable Culture Organization and Readiness for change.

**Table 7. Relationship between variable Culture organization and readiness for change**

Correlations	Organizational culture		Readiness_to_Change
	Pearson Correlation	Sig. (2-tailed)	
Organizational culture	1	.287 **	
	.004		
	97		97
Readiness_to_Change	.287 **	1	
	.004		
	97		97

\*\*. Correlation is significant at the 0.01 level (2-tailed).

Based on testing correlation from two variables, culture organization and readiness for change, get results that there is a connection Between culture organization with readiness for change with significance ( $0.004 < 0.05$ ) with a score Pearson correlation of 0.287 (Relation positive with Medium category). Connection Among culture organization and readiness for change occur because challenge readiness for change naturally will be very diverse and with culture organization. A cultural organization is something philosophy base organization that contains beliefs, norms, and values together that become core characteristics about how method To do something in an organization, and this will determine success or whether or not ready for change by the existing human resources in the organization. Research results in it are also supportive and consistent with several studies previously about management organizations in Indonesia about the connection Culture organization to readiness for changed (Asbari&Novitasari, 2021; Haffar et al., 2014; Handayani, 2021; Ingersoll et al., 2000; Jones et al., 2005; Saf'ani&Ratnawati, 2020; Wulandari et al., 2022).

### Discussion

The concept of organizational culture cannot be clearly defined. Still, all explanations of the concept emphasize that organizational culture is a set of beliefs and behavioral norms, ways of thinking, and value systems based on understanding various disciplines - philosophy, sociology, psychology, and management

science (Schein, 2004). The overall image of the organization is formed based on the determinants of organizational culture: main characteristics, leadership (management), human resource management, organizational unity, strategic goals, and success criteria ( Kruse& Louis,2008 ).The organization wants to achieve every result: product, service, and efficiency.

In comparison, the main resources that provide results are people, finance, raw materials, technology, and information (Gruenert, 2005). Therefore, the main function of organizational culture is an adaptation to the external environment and internal integration of the organization. Researchers such as (Aisyahetal., 2022; Shahzad etal., 2012; Xenikou, 2022).agree that at the organizational level, management forms a system by which organizational activities are managed; that is, it is a set of principles and conditions under which organizational goals are set and achieved. In a good governance system, organizations are stimulated to create added value by acting within a clear framework of responsibilities and control principles that enable their operations to be ethical, predictable, strategic, and consistent with the long-term interests of the organization's management and all stakeholders.Internal and external.

The meaningofthe study is to characterize existing and define the type of culture desired organization in the school and use the results study to develop the most appropriate development strategy in dealing with change organization forward. Aspect important is also the opinion of the teachers as internal customers about how to effectively build an internal communication process in schools, which is important for the success of every change. Management parameters quality organization must be defined in development strategy framework school and based on related research with culture organization.

According to opinion, respondent proportion culture organization moment this by whole moment this dominated by clan and hierarchy types, which are 28.89 and 25.06, respectively. Culture-oriented hierarchy is structured and controlled, focusing on efficiency and stability. Therefore that role is important in reaching efficiency and belongs to the leader's organization, whose qualities and skills personal determine the strategy, goals, and results organizations want to achieve. A study previously also strengthened culture hierarchy emphasizing procedures and regulations for making adhesive something organized. Oppi et al. (2022) resultstudy explainthe influence of positive results from a study about motivation, work, and discipline on employees. This strengthens the necessary steps carried out by the organization; this is to develop discipline, work more, go ahead, and give motivation to the member organization.

Culture desired organization, according to opinion respondents average proportion culture expected organization by whole dominated by clan and market types. Type this is mixture culture clan, which focuses internally, characterized as culture family and directed towards reciprocity. Among employees, and market culture, which is culture creative and innovative, criteria most significant efficiency is innovation and development, risk and freedom creative. Forward the focus is to increase Clan culture that upholds a sense of family and makes the organization's performance run smoothly. A leader who can be a role model and protect each individual is very important in this culture. According to Berkemeyeretal. (2015),In addition to a sense of family, supporting facilities also really need to be prepared by the leadership in managingthe organization.

Management and stakeholders of the school, including leaders and teachers, are ready for a changing culture that will be focused on innovation and development, which is clearly in tune with destination strategic organizations that want to be achieved. The focus base of organizational strategy globally is focusedon developing clan and market types. With the assumption that the forward environment could be managed with good through cooperation and development,employees and customers are colleagues and focus on needsadaptation to developments that occur in the environment to obtainsuperiority competitive; however, permanent strive for stability through functioncontrol (Cameron and Quinn, 2006).

Study this disclose that desired change in culture organization by directly related tothe direction development strategy chosen by the school and in line with policy enhancement Quality of Secondary Education in Jambi Province. To improve and strengthen the quality, the schoolmust arrange itself alone, but the ability organization to arrange itself alone is based on the aspect of culture organizations, such as existing beliefs, norms behavior, values, and so on. So that the organization could increase, more focus big must be put on the definition of destination organization, stimulation of teacher growth, and motivation of teacher performance and culture work.

Research conducted by Holt & Vardaman (2013) shows that readiness for change is multi-dimensional and influenced by the beliefs of employees that (a) they could apply proposed changes ( i.e., efficacy changes ), (b ) proposed changes followingthe organization (i.e., appropriateness), (c) leader committed for proposed changes ( i.e.,support management), as well as (d) proposed changes must be beneficial for member organization (which is profit private). However, according to (Holt & Vardaman 2013), indicators that can use to measure readiness for teacher change in the study are: (1) The teacher's trust in proposed changes is appropriate for an organization, (2) the teacher's trust in an organization will accept profit from application change, (3) the teacher believes in the existence of reason logical for change and existence needs for proposed

changes, (4) teachers focus on benefits change in organization school, (5) The teacher's trust in ability for apply desired change, (6) The teacher's feelings towards the leader in organization schools that have the commitment and support implementation desired change, (7) The teacher's feelings towards self alone that they will accept a benefit from implementation desired changes.

To prepare teachers to be sufficient to believe in themselves for change in the organization, understand ways that can be used to grow readiness for change required. Two things can be carried out by the organization, namely, building teacher readiness for change and solving problemsto avoid changes (Novitasari, 2021). (Saf'ani&Ratnawati, 2020; Wulandari et.al., 2022) a claim that cultural organization could influence readiness for change. A culture organization is something philosophy base organization that containsbeliefs, norms, and values together that become core characteristics about how method To do something in an organization, and this will determine success or whether or not ready for change by the existing human resources in the organization. Besides that, teachers,as part important in system schools, have a role in the successful implementation of change organization, especially in more scale \_ large, involving every element organization. Teachers involved in activity organization tend to support journey change and be ready for change. Organizational culture and readiness for change are influenced, among other factors, by national culture and government policies on education. Mechanisms linking organizational culture and quality management should be focused on, thereby facilitating the identification and understanding of the underlying factors for organizational excellence. Excellent organizations achieve and maintain exceptional levels of performance that meet or exceed the expectations of all their stakeholders.

### **Conclusions**

Based on the diagnosis results, then concluded that; (a). Average proportion culture organization School moment this dominated by clan and hierarchy types, which are 28.89 and 25.06, respectively. (b). Culture expected organizations could be seen that the average proportion culture expected organizations dominated by clan type of 27.66, and the lowest are in the Hierarchy type of 23.22, (c). Type culture organizations that want to upgrade the proportion are type market culture and adhocracy, each increasingby 1.99 and 1.09. On the other hand, type hierarchy and clan culture want to lower the proportions to -1.84 and -1.24, respectively. Change in proportion type culture organization school by general show that type culture expected organization will dominate type culture market and adhocracy organizations, and (d). The teacher assesses that at the time this readiness changed is in the " high " (satisfactory) level category. Test correlation from two variables, culture organization, and readiness for change, get results that there is a connection between culture organization with readiness for change with significance ( $0.004 < 0.05$ ) with a score Pearson correlation of 0.287 (relationship positive with medium category).

### **Implications**

By *theoretical* study, this findsa change in proportion type culture organization school by general show that type culture expected organization will dominate type culture market organization and adhocracy. This is followingthe characteristics of an Education organization. According tothe type of culture,a market organization focused on needs adaptation to developments that occur in the environment to obtain superiority competitive, however permanent strive stability through function control with adhocracy is typically a culture that prioritizes innovation for respondingto very fast changes that occur in the environment (Cameron and Quinn, 2006). Amount study this support shares ideas about the importance of cultural organization in influencing readiness for change such as (Asbari&Novitasari, 2021; Haffar et.al., 2014; Handayani, 2021; Ingersoll et.al., 2000; Jones et.al., 2005; Saf'ani&Ratnawati, 2020; Wulandari et.al., 2022) So every future research involving variable readiness for must change too enter culture school as variable free. Recommended that the researchers find the most valid instrument for measuring culture school based on destination study certain because OCAI has not many used in in-house research Education organization. Study this using OCAI to measure the level of subculture in school for destination and explore the effect on readiness for change. However, it is necessary to note that OCAI only not enough to change the culture school but could be used as a tool for managersto develop a change in the organization.

By *practical* results mapping culture school could is known that moment this culture School show existence difference among proportion culture organization moment this with proportion culture expected organization. Finding study show type culture organizations that want to upgrade the proportion is type market culture and adhocracy, each of which increases by 1.99 and 1.09. On the other hand, type hierarchy and clan culture want to lower the proportions to -1.84 and -1.24, respectively. So by*practical*thing, this indicates that in the future, the teacher wants a transition culture, namely an adhocracy culture for change and a more market culture attaching importance to effectiveness in work, focused on how to conquer competitors as well as achievement of targets that have been set at the beginning. The characteristics of market culture are focused on

the results obtained, namely with evaluation generated work following the target already set at the beginning. Leaders will be a very important motivator important in giving a briefing to the employee. In face competition, reputation school and success in period long is the most important thing. Research results indicate a type combination of adhocracy and market, and then for *type adhocracy culture*, needed leaders are innovators, entrepreneurs, and visionary. Applied values and philosophy, namely: innovative output, transformation, agility with enhancement strategy quality such as create standard new, anticipating need, improvement constantly, find solution creative. For *Market type* needed type leader (head) School: work hard, competitor, producer with respect value/philosophy: market share, achievement goals, profitability. For more effective need aggressive competition and focus on the effective customer. With enhancement strategy quality in the form of measure preference client, increase productivity, create an external partnership, increase power competitive, involve customers and suppliers (in thing this is old man students and society).

### **Limitations Study**

Studies have several limitations; the first study this limited by method samples and data. The study is done in one district with the method of *convenience sampling*, in which the participants were chosen by taking non-random sample; generalization is limited. The sample is also relatively small, with only 97 respondents, limiting the ability to detect all except the size effect; the largest 97 teachers completed the OCAI survey on schools and perception with six dimensions of culture school. Second, bias in reporting by teachers and principals school could cause worries will the validity study. Finding this data validatesthe need for the continued study of the impact of culture organization and readiness for change in organizational schools, especially public high schools below control in Jambi Province. Third, Research this still character quantitative descriptive where the researcher only displays answers from the subject. On research next, recommended deepening study for knowing culture organization perceived by energy educators and staff education by general as well as culture organization desired by the leadership of each school.

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