

THE ANALYSIS OF OTORITAS JASA KEUANGAN POSITION IN THE ORGANIZATIONAL LIFE CYCLE

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ABSTRACT

This study aims to determine the conditions and problems, as well as alternative strategies that can be provided at the Head Office of the Financial Services Authority (OJK) using the Organizational Life Cycle theory. The population of this research is the Head of OJK Employees in Jakarta as many as 72 employees. The sampling technique used saturated sampling method which obtained 72 respondents. The data analysis technique used descriptive analysis assisted by Adizes Tools. The results of this study indicate that the Head Office of the Financial Services Authority (OJK) is in a prime position. This position shows that there is a balance between flexibility and control, structured and systematic functions and tasks, significant leadership, quality employees, visionary innovation, and stable liquidity. However, there are several problems, namely the lack of employees, the length of the bureaucracy, inefficient structures, and differences in perceptions between OJK and the public. This problem can be overcome with alternative strategies, namely, improving communication, expertise and knowledge, utilizing technology, eliminating deficiencies in every business process, and scheduling employee shifts to provide education to the community. The contribution of this research is expected to be able to become a frame work on organizational life cycle knowledge, especially in the government sector, and be able to provide information and considerations to form alternative strategies in overcoming problems experienced in the organizational life cycle. This research can be used as a new insight into the condition of the company from an internal perspective.

Keyword: Organization Life Cycle, Adizes Tools, Strategic Management

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ABSTRAK

Penelitian ini bertujuan untuk mengetahui kondisi dan permasalahan, serta strategi alternatif yang dapat diberikan pada Kantor Pusat Otoritas Jasa Keuangan (OJK) menggunakan teori *Organizational Life Cycle*. Populasi penelitian ini adalah Kepala Pegawai OJK di Jakarta sebanyak 72 pegawai. Teknik pengambilan sampel menggunakan metode sampling jenuh yang diperoleh sebanyak 72 responden. Teknik analisis data menggunakan analisis deskriptif yang dibantu dengan *Adizes Tools*. Hasil penelitian ini menunjukkan bahwa Kantor Pusat Otoritas Jasa Keuangan (OJK) berada pada posisi *prime*. Posisi ini menunjukkan bahwa terdapat keseimbangan antara fleksibilitas dan kontrol, fungsi dan tugas terstruktur dan sistematis, kepemimpinan yang signifikan, pegawai berkualitas, inovasi yang visioner, dan likuiditas yang stabil. Meskipun demikian terdapat beberapa permasalahan yaitu kurangnya pegawai, panjangnya birokrasi, struktur yang tidak efisien, dan perbedaan persepsi antara OJK dengan masyarakat. Masalah ini dapat diatasi dengan strategi alternatif yakni, meningkatkan komunikasi, keahlian, dan pengetahuan, memanfaatkan teknologi, menghilangkan kekurangan pada setiap proses bisnis, dan menjadwalkan shift pegawai untuk memberikan edukasi pada masyarakat. Kontribusi penelitian ini diharapkan mampu menjadi frame work tentang pengetahuan siklus hidup organisasi khususnya dalam sektor pemerintahan, serta mampu memberikan informasi dan pertimbangan untuk membentuk alternatif strategi dalam mengatasi masalah yang dialami dalam siklus hidup organisasi. Penelitian ini dapat digunakan sebagai wawasan baru tentang kondisi perusahaan dari perspektif internal.

Kata kunci: Siklus Hidup Organisasi, Alat Adizes, Manajemen Strategi

Introduction

The life cycle is a stage of organizational development and the conditions, difficulties, transitional problems and implications that follow from each of these stages. Like living organisms, growth and organizational decline are caused by two main factors, namely vulnerability in responding to any changes in the environment and the ability to control any changes (Adizes, 1996). The initial

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phase of the organization is one of the most difficult phases in the organizational life process. Birth is the earliest stage in an organization's life cycle and the period during which the company begins its efforts to become a viable entity. The second stage is growth, the period that occurs when the company has established unique competencies and enjoys success compared to the product or market it built. While the maturity stage occurs.

Organizations were created by humans to achieve a goal and we can understand organizations with a human perspective as the central point. According to Stephen (2018) organizational behavior investigates the impact that individuals, groups, and structures have on behavior in organizations, for the purpose of applying that knowledge to increase organizational effectiveness. One way to understand organizations behaviour is to use organizational life cycle theory.

The establishment of Law Number 21 of 2011 concerning the Financial Services Authority, resulted in an independent institution for the restructuring process of two institutions that carry out regulatory and control functions in the financial services sector, namely the Otoritas Jasa Keuangan (OJK). According to the law, OJK is engaged in finance, such as banking and the capital market. Therefore, the OJK brought in employees from the Capital Market and Financial Institution Supervisory Agency (Bapepam LK) to get stuck in the capital market and Bank Indonesia (BI) employees for banking insurance. As a result, OJK was formed from a combination of Bapepam LK and BI employees who are currently in a transition period. This clearly affects the life cycle of the organization. It is known that several factors such as organizational mission, technology, organizational structure, company ownership, market status and many other factors are directly involved in the formation of each stage of the organizational life cycle (Ahmadi in Rahmini, 2015). The two institutions combined are not possibly at the same stage in the life cycle. This makes adaptation is needed by employees who work at OJK. Currently there are three types of employees at OJK, namely LK Bapepam employees, BI employees, and OJK recruitment employees themselves. This certainly affects the stages of the organizational life cycle.

The stages of organizational development are repeatable and predictable. Therefore, understanding each stage of the organizational life cycle gives leaders the ability to proactively and preventively tackle future organizational problems, or if they are unable, how to avoid these problems as much as possible. According to research by Rezai and Samany in Golestani et al., (2016), the stages in the organizational life cycle are important factors that affect the performance of business units. At every stage that the organization goes through, difficulties or problems will always arise that require handling both internally and externally (intervention from outside parties). To overcome problems and joint activities within the company, companies must determine long-term policies and every part of the organization must develop programs comprehensive according to the perspective, mission, objectives and conditions as well as indoor facilities and

opportunities and external environmental threats (Nazari, 2012).

The biggest challenge that will be faced by OJK is to continue to improve significantly in developing internal capacity and in carrying out its main tasks and functions, especially with the plan to dissolve the OJK which was promoted by politicians in the DPR and the MPR. According to Bambang Soesatyo, Chairman of the People's Consultative Assembly (MPR), OJK has not been able to become a credible supervisor in securing public money in banks, capital markets, insurance, pension funds, financial institutions, pawnshops, and other financial service institutions. Previously, the Chairman of Commission IX DPR Dito Ganinduto also said that the OJK was too slow in mitigating economic pressure due to COVID-19 (Sembiring, 2020). It is known that up to now, OJK has recorded a steady and significant increase in the development of its internal organizational capacity.

Based on the 2014-2018 OJK performance report, in the implementation of the education and consumer protection functions in general, the level of completeness of inquiry services was 96.9% (19,907 services) and complete complaint services was 96.8% (30 complaints). In carrying out its investigative function and the Investment Alert Task Force, OJK has stopped the operational activities of 108 entities with indications of irregularities in permits granted by related agencies. Then there are 11 entities that have been processed by law. In carrying out its investigative function, OJK has developed an Investor Alert Portal (IAP) system and in implementing its anti-money laundering and counter terrorism functions, OJK has developed a SIGAP information system and examined the AML-CFT program on 478 banks in Indonesia.

In response to this, there are several opinions that do not agree if OJK is dissolved. Economist at the Institute for Development of Economics and Finance (INDEF) Bhima Yudhistira Adhinegara thinks it must be clarified why politicians want to dissolve the OJK, because there is no guarantee that dissolving OJK will create better supervision of the financial services industry. In addition, according to the Governor of BI (2003-2008 Period) Burhanudin also said that the OJK could not just be dissolved, especially in the midst of the ongoing COVID-19 pandemic. According to him, this can be considered later after things calm down again (Sembiring, 2020).

Therefore, it is important for OJK to analyze the organizational situation. According to Alizadeh (2008), one of the models applied in relation to organizational situation analysis is a method of determining the organizational life cycle. According to this model, every product / service, industry or business has a life cycle. Which states that a company is born and introduced over a period of time, grows, matures, and then reaches a stage of saturation and eventually becomes old and declines. Life cycle theory is applied in cases such as products, markets, services, technology and industry. With the problems and challenges faced by OJK, OJK needs to know what the current position of the company is. Then based on the company's position, alternative strategies can be formed that are in accordance with the circumstances and environment of the OJK. With these alternative strategies, OJK can face the challenges and problems it faces in order to maximize the performance and role of financial service authorities.

This organizational life cycle analysis can be used to help reduce the risk for the company in facing change, so that the results can be implemented in an effort to survive or to reach a peak. Currently, the topic of organizational life cycle is still very rarely used in analyzing company conditions. One company that is known to be studied using this theory is the Kian Isatis Pars Company in Iran by Kermani et al., (2016). Another motivation for conducting this research is to motivate further researchers to carry out similar research, especially in the government sector or service industry. Even in the previous research references, none of them used the government sector as an object. In Indonesia, this topic is still used in small and medium enterprises. Until now, there has been no research related to the organization life cycle on the same object. This can be seen from the absence of reputable secondary sources of information in the form of articles, journals, or previous research conducted at the Financial Services Authority.

In previous research, Rismayani and Ardiansyah (2019) researching the organization life cycle of coffee shop industry in Bandung city, in Aulia (2019), researching a small accessories shop in Bandung regency, in Iqbal (2020) The object of research was a printing company that was only one year old. None of them use a reputable company as an object of research. The government sector and combination of quantitative and qualitative methods in this study is a fundamental differentiator from previous research. Qualitative methods are used to justify the results of quantitative methods where the questions used for interviews are the same questions as the distributed questionnaires.

Currently, research with the same object tends to examine performance in the supervisory function. Research conducted by Astanti et al., (2017) examined the supervisory function of Islamic banking institutions. Likewise with research conducted by Hutapea (2014), namely the independence of the OJK in conducting mediation. Tunisia (2015) examines the role of OJK in supervising registration of fiduciary security. Another study conducted by Diba et al., (2012) examined the policy of OJK governance in Indonesia. Yet knowing the organizational situation is the foundation or basis for survival. Santoso et al., in Bunz and Maes (2003) stated that in an era like now where organizations can adapt to change, organizations will still survive. Therefore, an appropriate alternative strategy is needed to be able to formulate an organizational strategy in accordance with the objectives of the conditions and problems in order to survive.

The contribution given from the results of this research to OJK is that it can provide information and considerations to make alternative strategies in overcoming problems that can help in the organizational life cycle, then theoretically for researchers can help in the framework of thinking about the organizational life cycle, the field of government because, there is growing evidence that factors originating from the stages of the life cycle change organizational behavior and behavior. For the government sector, this research can be used as a new insight into the condition of the company from the internal perspective of the OJK, which is the only financial service authority.

In the description of the previous research, it can be noted that there are differences in the results in the direction of the positive and negative influence of the publicity variable of the president director and majority shareholder on corporate tax avoidance activities. Referring to these results, the researcher seeks to determine the effect of these factors on tax avoidance activities in public companies listed on the Indonesia Stock Exchange for the period 2013 to 2018, so that from the results of this study, a tax avoidance policy formula will be obtained. More appropriate to the conditions of public companies in Indonesia. The selection of the 2013 to 2018 period is intended for continuity in a better research sample and to find out how changes in tax avoidance activities in public companies after the signing of the Global Forum on transparency and exchange of information for tax purposes (Global Forum) by the Ministry of Finance as a forum for exchanging practical information - tax avoidance practices in other countries. The aspect of renewability in this research is related to the object of research, namely in public companies in Indonesia that have never previously been conducted research related to the publicity of the main director on the issue of tax avoidance. In addition, by using the object of the 50 richest people in Indonesia, it is hoped that the research results will be more focused and uniform in order to obtain good research results.

Based on the background and differences in the results of the influence of factors on tax avoidance behavior, especially in public companies, the researcher seeks to provide another illustration of how the influence of factors, including the publicity of the managing director and majority shareholder, on tax avoidance behavior that occurs in public companies listed on the Indonesia Stock Exchange, so that the results of this study are expected to be able to provide additional agents and principals as well as other stakeholders to formulate tax avoidance policies for public companies in order to sustain the sustainability of the company concerned.

Literature review

Organization behavior

Oorganizational behavior is a field of study that investigates the impact that individuals, groups, and structure have on behavior within organization, for the purpose of applying such knowledge toward improving an organization's effectiveness (stephen, 2018). Jennifer george and gareth jones in sobirin (2019) state that in addition to studying the factors that influence how a person as an individual and as a group member behaves and acts, the field of organizational behavior studies also studies how an organization manages its environment. it should be noted that several factors such as mission of organization, technology, organizational structure, corporate ownership, market status and many other factors are directly involved in the formation of each of the stages of lifecycle of the organization (Ahmadi, 2010).

Organizational life cycle

According to Adizes (2015), the Organizational Life Cycle is a process by which a company experiences phases of life like living things. A company will experience many challenges and difficulties that are normal or have been experienced by many other companies, which will continue to emerge if the

company will move up to the next phase of its development in the life cycle stage. Therefore, the Organizational Life Cycle is a tool that can be used to diagnose an organization or company, which can be used to create a strategy. The stages of organizational development in the life cycle are predictable and repetitive (Adizes, 1999). Therefore, understanding each life cycle development process gives organizational leadership the ability to be proactive and preventive and address future organizational problems, or if unable, how to avoid these problems as much as possible. Figure 1, show the stage of organizational life cycles.

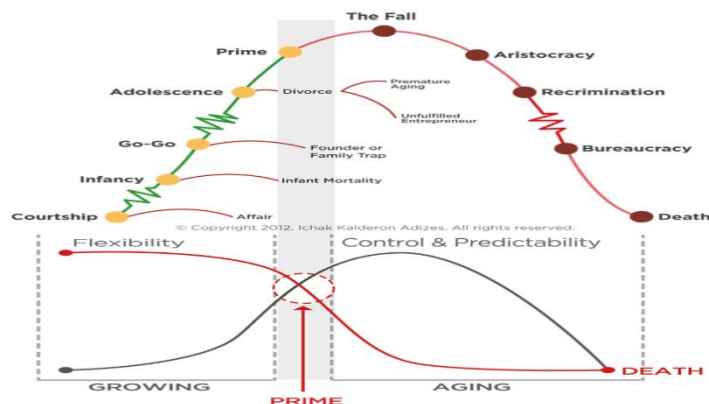


Figure 1. Organization Life Cycle
Source: Adizesinstitute.org

There are 10 Stages of organizational life cycle namely; Infant, Courtship, Go-Go, Adolescence, Prime, Stable (The Fall), Aristocracy, Early Bureaucracy, Bureaucracy, and Death. As seen in Figure 1, the older the organization the higher the control it has, but the lower its flexibility. Organization can be considered prime when control and flexibility are balanced. The organization can be well controlled because the systems and procedures, as well as the decision-making mechanisms, are well structured and applied consequently. Even though, the organization strictly carries out systems and procedures, the organization remains flexible in the sense that it is still able to adopt various changes that occur in the environment (Raharja, 2010).

The period of decline or aging and or the period of death of the organization must be avoided, or in other words how to keep the organization in a top or stable position. Process of organizational decline is marked by the inability of the organization to handle the various problems it faces. Therefore, organizations need to do rejuvenation to return the organization to the top position and stay there. The key to success in overcoming these problems is not by reducing problems, but by focusing on organizational problems that arise at that time. Therefore, when the organization reaches a developmental stage or a top position, attention must be paid to things that will cause the organization to experience decline or aging, so that the organization can continue to stay at the top and continuously rejuvenate itself (Raharja, 2010).

Managerial Roles (PAEI)

For an organization to run effectively and efficiently in carrying out short- and long-term plans, four managerial roles must be performed. First, purpose (P). This role talks about the performance, goals, performance, and benefits of the organization. To be functional, that is, to be effective, an organization must from the very beginning determine who it is for, who its clients are, and which of their needs the organization will full fill. Second, administer (A). According to Adizes (2015) to be efficient in the short term, management must be able to systematize, program, and regulate all activities in the organization. Making sure that the right things happened at the right time, with the right intensity, in the right order. Third, entrepreneurial (E). Long-term effectiveness requires organizations to predict the future. Where the next problem in the organization will move and what are the needs of the next generation. Taking a position means taking risks. If done right, the organization will be effective in the long term. Fourth, integrate (I). The role (I) of integrating means changing organizational consciousness from mechanistic to organic. To fulfill their common goal, the components will support each other as needed, and no component is indispensable. The role (I) of integrating means changing organizational consciousness from mechanistic to organic. To fulfill their common goal, the components will support each other as needed, and no component is indispensable. The role (I) of integrating means changing organizational consciousness from mechanistic to organic. To fulfill their common goal, the components will support each other as needed, and no component is indispensable.

PAEI Code and Strategy Development

According to Adizes (2015), PAEI is a code or "Organizational DNA". Its code can be used to analyze managerial style, organizational structure, decision-making processes, and reward systems. This code can also be used to predict the order of problems that an organization will face throughout its future lifecycle. In addition, PAEI can also be used to design corporate strategies by balancing the four roles for success. Which roles are the strengths of the organization and which are its weaknesses and thus what should be the focus of management in the future.

Companies can have a strategy that takes advantage of all managerial roles. Better service than competitors (P); Cheaper production and shipping costs (A); High level of innovation (E); and a better organizational culture and maintaining better human capital (I). What should be noted is that no company can be the best in all four managerial roles. To be able to perform each managerial role requires a large cost, therefore it can be very expensive in aggregate.

According to Adizes (2015), organizations in which the four functions of management (P) performance, (A) administration, (E) entrepreneurship, and (I) integration are implemented, will be effective, efficient, proactive, and organic. They will be effective and efficient in the short and long term. However, their roles are interdependent and mutually debilitating, making goals extremely difficult, practically impossible, to achieve simultaneously.

Research methods

This research is combined quantitative and qualitative methods so that the resulting data is more comprehensive, valid, reliable, and objective. The qualitative method is used interview for justification of results of the quantitative method where the questions used for the interview are the same as the distributed questionnaires. The population in this study are 72 employees of the Financial Services Authority (OJK) Head Office who came from 4 Departments, 13 Directorates, and 45 Divisions with a minimum position of Head of Division. In this study, the sampling technique used was nonprobability sampling using saturated sampling. Saturated sampling is a sampling technique in which all members of the population are used as samples. The sample selected was all 72 Top Level Management employees at the OJK head office. There are six indicators that affect the organizational life cycle, shown in table 1.

Table 1. Variable Operational Table

Checked Indicators	Questionnaire Questions	Spectrum	Measurement
Organization System	2,3,4,11,12,13,23,30,33	Likert	Ordinal
Leadership Management	15,22,28,29,35,38,39,41,44		
Human Resources	8,9,10,16,20,21,24,27,40,43		
Risk Taking and Innovation	1,14,31,34,42		
Liquidity and Income	5,6,7,17,19,25,26,32,36		
Marketing Management	18,37		

Source: Rismayani, Risris; Ardiansyah, Fariz (2019)

The data analysis technique used is descriptive analysis, with some systematic testing, using questionnaires and interviews. The questionnaire consisting of 44 questions will be tested for validity and reliability using SPSS, then in conducting descriptive analysis, this study uses a frequency table adapted from previous research to obtain initial results from the life cycle questionnaire based on each question separately.

The results of respondents' answers in the form of ordinal data will be processed into descriptive data, level 4 = strongly agree, 3 = agree, 2 = disagree, 1 = strongly disagree as a form of the frequency of answers to "Yes" and "No". The answer choice Yes is obtained from the respondent's approval of the answers reflected at levels 3 and 4, while the answer choice No is obtained from the respondent's disagreement with the answers reflected at levels 1 and 2. Then, the result of the frequency of respondents' answers is called a descriptive statistical index. After the preparation of the frequency table is made, the researcher will enter a descriptive statistical index into the website adizes institute worldwide (www.adizes.com) to be processed into stages or stages of the organizational life cycle in the form of diagrams.

After knowing the results of the distributed questionnaires, the same questions were used again in interviews with 3 OJK experts who also filled out the questionnaires, to justify the results of the questionnaires distributed. This makes the data to be obtained is more comprehensive, valid, reliable, and objective. Data obtained after this will be used to formulate an alternative strategy to solve the problems experienced by the OJK Head Office.

Results

To ensure that the questionnaire that was prepared was really good at measuring symptoms and producing valid data, the validity and reliability were tested. Validity test and reliability test on the questionnaire using SPSS statistical software, the questionnaire contains 44 question items, using a likert scale 1-4 (1 = Strongly Disagree; 2 = Disagree; 3 = Agree; 4 = Strongly Agree). Respondents for this test were 30 people so that with a confidence level of 5% (= 0.05) the value of r table to be used was 0.3061. All result of r value > 0.361, the item is said to be valid. Cronbach's alpha was used to determine the reliability of research tools. A questionnaire will be reliable if the Cronbach alpha value is greater than 0.7 and because this value becomes closer to 1, which means that the reliability of the questionnaire is higher. The alpha value for all questionnaires for the analysis of the life cycle position of the OJK Head Office is 0.892.

The presentation of the results of this research is displayed in the form of tables, diagrams, and graphs of the position of the organizational life cycle. The following is the frequency table 2 for the OJK Head Office.

Table 2. Frequency Distribution of OJK Head Office

No.	Question	Response	Frequency	Percentage of Frequency	Mode
1	OJK always takes opportunities and risks to have long-term sustainability.	Yes	64	88.9%	Yes
		No	8	11.1%	
2	OJK frees employees to do activities that are not operational during working hours. (example: playing cellphone, smoking, etc.)	Yes	14	19.4%	No
		No	58	80.6%	
3	OJK severely restricts employees from doing activities that are not operational during working hours. (example: playing cellphone, smoking, etc.)	Yes	47	65.3%	Yes
		No	25	34.7%	
4	All activities that are not operational have been regulated (in written form or planting of understanding).	Yes	52	72.2%	Yes
		No	20	27.8%	
5	OJK is being consistent in achieving long-term targets, implementing its main duties and functions, and implementing the budget plan.	Yes	67	93.1%	Yes
		No	5	6.9%	
6	OJK is experiencing difficulties in achieving the long target, implementing its main duties and functions, and implementing the budget plan.	Yes	12	16.7%	No
		No	60	83.3%	
7	OJK is lowering its long-term targets, implementation of its main duties and functions, and implementation of the budget plan.	Yes	21	29.2%	No
		No	51	70.8%	
8	OJK places more focus on the implementation of work on the final result than on the process.	Yes	32	44.4%	No
		No	40	55.6%	
9	OJK places more focus on the implementation of the work on the process than on the final result his.	Yes	21	29.2%	No
		No	51	70.8%	
10	There is a balance in the focus of work implementation between the final result of the work completion and the process.	Yes	62	86.1%	Yes
		No	10	13.9%	

Table 2. Frequency Distribution of OJK Head Office

11	The strength in decision making currently lies in the members of the Board of Directors (BOD) and the Board of Commissioner (BOC) Executing Shared Function Operations only.	Yes	25	34.7%	No
		No	47	65.3%	
12	The power in decision making currently lies with the members of the Board of Directors (BOD) and the Board of Commissioner (BOC) Executing Operational Supervision activities only.	Yes	31	43.1%	No
		No	41	56.9%	
13	Decision making by members of the Board of Directors (BOD) and Board of Commissioner (BOC) Implementing Shared Function Operations & members of the Board of Directors (BOD) and Board of Commissioner (BOC) Executing Operational Supervision Activities, is determined according to certain conditions.	Yes	58	80.6%	Yes
		No	14	19.4%	
14	OJK always takes the opportunity to continue to grow.	Yes	69	95.8%	Yes
		No	3	4.2%	
15	If the Board of Directors (BOD) and Board of Commissioner (BOC) resign from the OJK, OJK will not be able to last long.	Yes	6	8.3%	No
		No	66	91.7%	
16	OJK does not have the time and opportunity to hold employee meetings.	Yes	12	16.7%	No
		No	60	83.3%	
17	OJK often experiences shortcomings in the financial budget.	Yes	10	13.9%	No
		No	62	86.1%	
18	OJK is often in a hurry to issue service products to the public before they are ready to accept it.	Yes	5	6.9%	No
		No	67	93.1%	
19	OJK's operational costs are limited.	Yes	42	58.3%	Yes
		No	30	41.7%	
20	Employees are still confused with several tasks whose priorities are not clear.	Yes	15	20.8%	No
		No	57	79.2%	
21	Employees are required to do multitasking on the job.	Yes	57	79.2%	Yes
		No	15	20.8%	
22	The Board of Directors (BOD) and the Board of Commissioner (BOC) have other work activities apart from matters not related to OJK	Yes	5	6.9%	No
		No	67	93.1%	
23	OJK employees do not have clarity about who is responsible for everything.	Yes	8	11.1%	No
		No	64	88.9%	
24	The job description in the OJK is unclear or changes frequently.	Yes	5	6.9%	No
		No	67	93.1%	
25	OJK benefits, but loses public trust.	Yes	3	4.2%	No
		No	69	95.8%	
26	OJK's revenue, either from fees, APBN, or other income, is currently stable.	Yes	39	54.2%	Yes
		No	33	45.8%	
27	There is a competition between senior employees and new employees.	Yes	17	23.6%	No
		No	55	76.4%	
28	Members of the OJK Board of Directors (BOD) and Board of Commissioner (BOC) do not fulfill OJK's long-term goals	Yes	6	12.5%	No
		No	66	87.5%	
29	OJK has difficulty finding competent employees.	Yes	11	15.3%	No
		No	61	84.7%	

Table 2. Frequency Distribution of OJK Head Office

30	OJK does not have a good office system and policy.	Yes	6	8.3%	No
		No	66	91.7%	
31	The employees are very comfortable with the current situation and conditions.	Yes	57	79.2%	Yes
		No	15	20.8%	
32	OJK has a good record of regulating and supervising the Financial Services Industry.	Yes	65	90.3%	Yes
		No	7	9.7%	
33	OJK has a strong work culture in carrying out operational activities	Yes	68	94.4%	Yes
		No	4	5.6%	
34	In OJK there is a culture of "no fraud"	Yes	68	94.4%	Yes
		No	4	5.6%	
35	In OJK there are too many internal conflicts, conflicts of authority, and betrayal	Yes	8	11.1%	No
		No	64	88.9%	
36	OJK may not survive without the support of government subsidies	Yes	5	6.1%	No
		No	67	93.1%	
37	Some important people in the OJK think that the people who use OJK services are a nuisance	Yes	1	1.4%	No
		No	71	98.6%	
38	"Personal interest" in OJK influences decision making	Yes	4	5.6%	No
		No	68	94.4%	
39	Members of the OJK Board of Directors (BOD) and Board of Commissioner (BOC) often spend their time "conflicting" with each other	Yes	2	2.8%	No
		No	70	97.2%	
40	In most cases, employees hide behind the excuse "this is OJK policy"	Yes	6	2.8%	No
		No	66	91.7%	
41	There have been changes of positions in the positions of members of the Board of Director (BOD) and Board of Commissioner (BOC)	Yes	31	43.1%	No
		No	41	56.9%	
42	There is a rejection of new or creative ideas within the OJK, especially from the staff/head of subdivision/head of the division	Yes	5	6.9%	No
		No	67	93.1%	
43	Senior employees are given more facilities and comfort than new employees.	Yes	16	22.2%	No
		No	56	77.8%	
44	Members of the OJK Board of Directors (BOD) and Board of Commissioner (BOC) sometimes reject most of the important decisions made by staff/head of subdivision/head of a division	Yes	13	18.1%	No
		No	59	81.9%	

Source: Processed data (2019)

Descriptive analysis of the questionnaire of 44 questions distributed among 72 senior officers at OJK Head Office shows that OJK Head Office is in the prime stage. Prime is the optimal point of the organizational life cycle curve. There is a balance between control and flexibility, because of that the organization will try to stay in this stage. Based on the indicators we know:

1. In the Organizational System Indicator, there is a balance between control and flexibility, supported by responsibility, work culture, and good system implementation.
2. In Leadership Management Indicators there is a balance between responsibility and authority, this is due to a clear, decentralized, and significant leadership role. As a result, long-term targets can be achieved

independently without being followed by personal interests. It also shows good and effective employee qualifications.

3. In the Human Resource Indicator, there are expertise, skills, and knowledge that are already good but must be continuously improved. This can be seen from a balanced focus, consistency in pursuing targets, and the absence of confusion over the job description. Employee comfort is evidenced by supporting facilities and the absence of competition between employees.
4. In the Risk-Taking and Innovation Indicator, it is visionary but still under control. Employees can express their creative ideas openly following the applicable POJK and careful consideration of long-term targets.
5. In the Liquidity Indicator and income, it can be predicted along with financial stability, no excess, and no shortage, budgeting is done well and the OJK Head Office does not lose public confidence.
6. In Marketing Indicators, marketing management must continue to educate the public, both from education to campuses and the use of social media. The results of the answer check are presented in the figure 2 below:

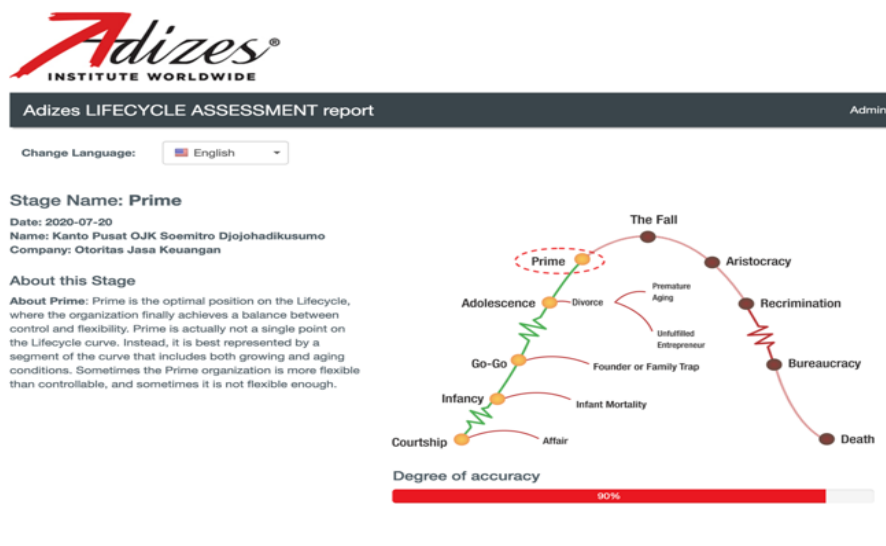


Figure 2. Processed data of Adizes tool's Result
 Source: adizes.com

Based on the same questions with three experts in OJK Head Office the interview result shows that OJK Head Office is in the prime position and had several characteristics found in the prime position according to Adizes (2019), namely; The organization has clear goals, and knows what to do; There are plans for short-, medium-, and long-term goals. Organizations operate in a focused, energized and predictable manner; The priorities are clear, the organization knows what to do and what not to do; Controlled and profitable innovation; The organization can improve its capabilities in predictable ways; Organizations experience growth in achieving targets; Authority, power, and responsibility in decision making have been decentralized; The organizational structure works well. There is alignment between vision, strategy, structure, information, resource

allocation, and rewards; Decision making takes place in a healthy and constructive conflict environment; All members of the organization are relatively satisfied. It also shows that in this organization there are management style that is mostly in the category of (A) administrator, followed by (E) entrepreneur, and (P) performance, and last (i) integrator. Where the leadership and organizational authority have been structured and system according to the organizational structure.

The results of the interview at the OJK Head Office also shows that the OJK Head Office in this position has several problems. The problems faced by the OJK Head Office are as follows:

1. In managing human resources, the OJK Head Office still lacks the number of human resources, this is due to the policy adopted by the board of commissioners in 2017 that there is no recruitment except to replace employees who retire, die, and leave. So that all employees are required to multitask, especially in supervising and educating the public which causes some minor mistakes when doing a job.
2. Information technology is still not sufficient to keep up with the demands of a large number of jobs and must be completed quickly. This problem is also triggered by a lack of the number of employees because all technology facilities are created by OJK employees in the IT department one by one. After all, IT personnel outsourcing costs are very expensive. Also, OJK does not have a main portal that manages all of its activities so that many employees are confused or do not use the facility.
3. In the organizational system, OJK is currently looking for business patterns from all divisions or work units to eliminate weaknesses or deficiencies in existing business processes because OJK's biggest challenge is bridging each institution when it comes to working together so that there are no mistakes or miss communication that slow down the duration of work.
4. In providing education to the public, OJK is still limited to a small number of employees and a large number of job demands so that it is not optimal. Often when a work unit is asked to educate the public, no employee has free time because they are doing other tasks.

However, there are alternative strategies that can be applied to the OJK Head Office as seen from the position of the organizational life cycle occupied by the respondents. The results of the interview indicated that there were several alternative strategies, namely what the OJK Head Office could and are currently doing, which are:

1. Improve the management of human resources in terms of communication, expertise, and knowledge by opening training, seminars, promotions by transferring employees from different division.
2. Simplify the task of supervision in maintaining financial stability by utilizing technology that can cut bureaucracy so that employees can complete a lot of work quickly without errors
3. Strengthening the organizational structure and system with continuous monitoring of new officials or senior officers by eliminating deficiencies in

each business process for each sub-division and establishing effective and efficient business processes for all work units.

4. Work Units can schedule employee shifts to provide educational seminars and take advantage of social media platforms. Also, OJK can collaborate with campus brand ambassadors to campaign for its programs and create competitions that are likely to be followed and popular with themes that are under OJK regulations.

Discussion

Based on the result, it can be seen that leadership management proves a clear and significant role because of the balance between responsibility and authority. In human resource management, there are expertise, skills, and knowledge that must be continuously developed. Risk-taking and innovation indicator are visionary but still in control. Liquidity and income are predictable along with stable financial conditions; marketing management continues to educate the public; in the organizational system, the OJK Head Office has clear and structured duties and functions.

However, the OJK Head Office, which has a positive development, has experienced internal problems. These problems include, 1) Many divisions feel that there are shortages of staff, 2) unreliable information technology that makes bureaucracy lengthy, 3) inefficient organizational systems for all subdivisions that cause errors and prolong work duration, 4) community education inadequacy regarding financial service authorities so that there are different perceptions about the capabilities of the OJK.

Therefore, for a manager, knowledge of organizational behaviour involves an understanding of the relationship between humans and organizations and the relationship between organizations and their environment with the aim of increasing the choice of organization, but a necessity because the organizational life cycle is largely determined by humans. (Sobirin, 2019). The company's top-level managers at Prime are engaged in a constant struggle for balance and control. It only takes a little to guide the company in all directions. Companies can't just reach Prime, sit back, and rest. Management must work proactively to maintain Prime's vitality. The biggest problem could be staying at Prime. Another big problem they face is complacency. Keep in mind is a temporary condition. Taking the little things lightly is the first step to setbacks (Adizes, 2015).

It can be seen that in maintaining the organization to remain in the prime position at the OJK Head Office, is the greatest problem of *Prime*. It's necessary to understand the current position of the organization in the life cycle so that it can identify symptoms that can lead to a decline in employment or problems that will occur in the future. Through this research there are benefits for officials who lead the OJK Head Office, the following suggestions according to Adizes (1996), are expected to help top-level managers that were in prime position:

1. Maintain long-term and short-term effectiveness by maintaining 4 managerial roles (PAEI) to ensure the organization remains in the Prime position. Changing management ways of work is required because methods that produce success in one stage can create failure in another stages.

2. Recognizing and being aware of the characteristics of an organization that is experiencing decline or aging with the characteristics shown. Because, how well management leads a healthy transition from one stage to the next has impact on the success or failure of the organization.
3. Encourage Departments and Directorates that have not reached the Prime stage to reach Prime by doing organizational therapy, spin-off new infant, redirect to peak times with organizational refresher, personal upgrading of the organization and reaffirming the commitment of organizational members.
4. Understanding how life cycle works can help to watch out for risk and hazards to organization as it moves from one stage to the next.

Based on these suggestions, an alternative strategy can be formed that is adjusted to the problematic indicators at the OJK, namely:

1. Improving management of human resources in terms of communication, expertise, and knowledge by opening training, seminars, promotions by transferring employees from different division to fit the present needs of the organization and its future development
2. Simplify the task of supervision in maintaining financial stability by utilizing technology that can cut bureaucracy so that employees can complete a lot of work quickly without errors.
3. Strengthening the organizational structure and system with continuous monitoring of new officials or senior officers by eliminating deficiencies in each business process for each sub-division and establishing effective and efficient business processes for all work units.
4. Work Units can schedule employee shifts to provide educational seminars and take advantage of social media platforms. Also, OJK can collaborate with campus brand ambassadors to campaign for its programs and create competitions that are likely to be followed and popular with themes that are under OJK regulations. To be able to equalize perceptions between the public and OJK regarding the ability and role of OJK.

Conclusion

Descriptive analysis of the questionnaire which includes 44 questions distributed to 72 senior and middle managers of the ojk head office shows that head office ojk is in prime. Prime is the optimal point of the organizational life cycle curve where there is a meeting point between balance and control. It's shown in this stage that the system and organizational structure has clear, structured duties and functions. And there is a balance between flexibility and control ability; leadership and management play a clear and significant role because of the balance between responsibility and authority. The expertise, skills and knowledge of human resources must be significantly enhanced; risk taking and innovation are visionary but under control; liquidity and income are stable and predictable. Marketing management emphasizes the ability to respond effectively to community needs.

Even so, organizations that experience positive development also experience internal obstacles. These problems include human resource management, staff shortages, unreliable information technology, inefficient organizational systems for all subdivisions, and inadequate public education about financial services

authorities so that there are different perceptions about ojk's capabilities. There are several alternative strategies that can be used to overcome these obstacles, 1) improve communication, skills and knowledge by opening trainings, seminars, promotions with employees from different divisions. 2) simplify the task of supervision by utilizing technology that can cut bureaucracy so that a lot of work is completed quickly without errors. 3) strengthening the organizational structure and systems by eliminating deficiencies in each business process for each division and determining effective and efficient business processes for all work units. 4) schedule employee shifts to give educational seminars and take advantage of social media platforms, collaborate with campus brand ambassadors to campaign for the ojk program and create interesting competitions with themes regulated by OJK.

Limitation

In this study, the respondents used in this study were only employees who had senior and middle positions at the time of the research, so that if there was a change in position it could affect the results, because organization life cycle is not perfectly predictable. But they do have certain characteristic that are shared from company to company and undergo predictable and repetitive patterns of behaviour as they develop. Research was conducted only at the Head Office of the Otoritas Jasa Keuangan (OJK) which is located in the Sumitro Djohadikusumo building so that the results of the research cannot be generalized to the Regional Office of the Otoritas Jasa Keuangan (OJK).

Suggestion

For further research, To be able to conduct a stronger analysis, further research can conduct interviews with experts from outside OJK to provide insight and equate OJK's perceptions from the public's point of view. This is also to make it easier for researchers to find out the current position of the company so that the alternative strategies formulated are not subjective and have a strong theoretical attachment. In order for the research results to be broader and applicable to other OJK Regional Offices, further researchers can expand the scope of research areas. It would be nicer if further researchers could analyze OJK offices in regional areas such as regional 1 DKI Jakarta and Banten by taking regional representatives in each province so that the research results obtained have wider benefits.

Implication

The implications of the results of this study are, 1) To assist in the framework of thinking about organizational life cycle knowledge, especially in the government sector, because this research topic is often neglected based on simplifying presumptions like determinism of organizational development. On the other hand, there is a growing evidence that factors stemming from particular life cycle stages alter organizational characteristic and behaviour, therefore should be considered in research on an organizational level, 2) To be able to provide information and considerations for creating alternative strategies in overcoming problems experienced in the organizational life cycle, 3) This research can be used as a new insight into the company's condition from an internal perspective.

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