The Implementation Of Effective Organizational Culture In The Alpha Team

Ening Handayani[1], Farida Elmi[2]

[1])*Mercu Buana University, Jakarta, Indonesia.*
[2])*Mercu Buana University, Jakarta, Indonesia.*

Abstract: The Implementation of Effective Organizational Culture in Alpha Team is a study to understand the effectiveness of organizational culture in building teamwork, managing friction to achieve the team objective, and reviving the organization's core values that serve as the basis for creating and maintaining a conducive workplace. This qualitative study with social constructivism paradigm using an interpretive approach focuses on a Water and Sanitation Team. It involves four informants and three resource persons as key informants. Data is processed using NVivo software and analyzed through three triangulations: method, significant others, and theory. The result of the study proves that organizational core values bind, connect, and guide the members to behave and act harmoniously in a team that is effective in achieving organizational goals.

Keywords: Organizational Culture, Team.

Introduction

The pandemic has changed various aspects of life. The world of business or organization has also changed working modality from initially being office-based to working from home or working remotely. Teleworking has become a necessity. Changes due to limited space for movement were initially considered inconvenient for organizations that required intensive interaction between employees and team members. For organizations with a large and complex structure that need more time to be ready with various supporting facilities, this limitation of movement space can reduce the effectiveness of teamwork. In facing such conditions, management needs to take various ways to maintain organizational performance by maintaining and strengthening the existing team. Teams with several people working remotely often experience clashes due to differences in interests and misunderstandings. The lack of direct interaction between team members can cause clashes. Differences in culture and values held by team members can also be another factor that increases the potential for conflict so that team solidity is reduced and will ultimately affect team effectiveness.

The object of this research is the organizational culture or workplace culture of a commonwealth organization with a divisionalized structure. The organizational structure is divided into two major divisions: Program and Operations. The Program Division consists of several thematic areas of sections: Nutrition; Water and Sanitation; Health; Education; and several others, while the Operations Division comprises Administration; Human Resources (HR); Finance; Supply; and Information Technology. This organization is spread

out across eight provinces in Indonesia. August 2022 data showed that there were 339 members of this organization consisting of 164 (48%) permanent staff, 33 temporary staff (10%), 111 (33%) consultants, 29 volunteers (9%), and two people with different contract modalities. The organization has five core values as the organizational culture: Care, Respect, Integrity, Trust, and Accountability, which are measured every six months to see the work environment's cultural climate. The first survey was conducted in 2021. Management develops an improvement plan based on the survey results to enhance human resource management, performance scores (performance scorecard), and performance evaluation reports.

Because of the organization's size, workplace culture is used to represent organizational culture while still using the same core values: Care, Respect, Integrity, Trust, and Accountability. From the 2021 results, Indonesia's workplace culture rating is the highest compared to other countries in the region. It shows that management strives to build a conducive working climate by continuing to improve and maintain organizational cultural values always to be ingrained in every member of the organization. A commitment between management and all organization members to consistently follow the core cultural values and code of conduct has brought a high workplace culture rating. The organization implements program objectives based on country-context issues relevant to the Sustainable Development Goals agenda. The program planning, implementation, monitoring, and evaluation series is carried out by considering the needs of program targets, including gender equality, the needs of persons with disabilities, and social inclusiveness.

Thus, the program is structured integrally and holistically for the program's target subjects.

The first organizational core value is Care, which means that besides paying attention to program objectives, management also cares about the working climate and welfare of organizational members and the need for staff to interact appropriately and healthily even though they have to work in an emergency. Some staff may have to work on humanitarian missions by facing risks, insecurities, and stress levels.The second one is Respect meaning that programs run by organizations can only be effective when beneficiaries or program targets feel understood and valued. Program targets actively and are participative, providing their aspirations in program planning and implementation. This input becomes the basis for designing programs in a way that influences government policies and the direction of global development. The third value is Integrity. It is a core value that this organization also implements. It means that a code of conduct regulates the attitudes and behavior inside and outside the organization. Staff must comply with their promises to the organization by signing an oath when they start joining this organization. Staff must comply with their promises to the organization by signing an oath when they start joining this organization. Some recent orientation or refresher subjects for staff are Gender and disability, Social media behavior, Prevention of Sexual Exploitation and Abuse, Ethics in using Information and Technology, and many more. A program is only effective if the community believes that the organization wholeheartedly implements the organization's mission for the benefit of society and that every individual in the organization always behaves properly and

correctly. It is an elaboration of the fourth core value of Trust. In carrying out the organizational mission, the organization cooperates with the Government of Indonesia at the national and sub-national levels to jointly plan, implement, monitor, and evaluate the program cooperation. The government's priorities will be the organization's program agendas. The last core value of organizational culture is Accountability.   To   maintain accountability, the organization conducts program   evaluations   with   the government, partners, and donors. In addition, audits are carried out annually as part of organizational accountability. Program implementation progress reports are reported periodically at the national level in the Mid-Year Review and Year-End Review forums, where all relevant ministries and institutions attend the event.

During the pandemic, individual performance tends to decline due to prolonged fatigue or boredom and limited space for movement and social interaction. Even compared to other countries in the region, the workplace culture survey rating at the Indonesian Representative Office is higher but shows a decline. The background of this research is the decline in the results of a pulse rating   survey   conducted   by   the organization to 206 staff spread across several provinces in Indonesia. The survey begins in 2021 and is conducted every six months in the second and fourth quarters of each year. The survey results showed that several workplace culture dimensions were declining. Out of the nine elements of workplace culture, there is a decrease in 6 dimensions. However, the result also showed an increase in several workplace culture dimensions: Appreciation and Recognition, Internal communication,   and   Standards   of

conduct, which showed how team members were committed to upholding the values instilled in the organization in the form of Care, Respect, Integrity, Trust, and Accountability.

Khawama et al. (2017) stated that several studies show that a company's innovation, performance, and image can increase due to strong cultural values embedded in individuals to shape individual motivation and commitment that will enhance high corporate performance. In connection with the study above and from the results of the workplace culture survey above, the researcher is interested in observing the effectiveness of organizational culture values or workplace culture on a team called the Alpha Team in the organization, which will ultimately affect the team and organizational performance.

Literature Review

Culture

Hofstede(2001) cites Kroeber & Parsons(1958), who state that culture is values, ideas, and meaningful symbolic systems as factors that shape human behavior and symbols resulting from behavior.   Meanwhile, Hofstede(2001)also cites Triandis(1972), who distinguishes culture as a subject attached to artifacts. Culture is the usual way of thinking of a group that differentiates it from other groups. Culture sparked in the mind that is embedded in the heart and manifested in behavior. Kluckhohn (1951) in Hofstede (2001) defines culture as values and value systems, which are the essence of culture from beliefs, behaviors, and abilities that are not visible until they are manifested into behavior. Hofstede (2001) divides culture   into   four   dimensions: 1) Individualism,   2)   Power   distance,   3)

Masculinity, 4) Uncertainty avoidance, and 5) Long-term versus short-term orientation.

Organization

Human life, dependent on one another, has driven the need for organization. The organization allows various social activities related to the provision of products or services to be organized, starting from the provision of basic needs to tertiary needs. Thus, the organization is the infrastructure of modern society. Judging from the type quoted from Blau & Scott (1966), Leatherbarrow & Fletcher(2019) classifies organizations into four categories.One of them is commonwealth organizations that focus on the public as beneficiaries, such as national and sub-national governments. An organization is influenced by the developed cultures: values and norms influencing the behavior of organization members. Mintzberg (1983b) in Armstrong (2006) divides the organization into five types, namely: 1) Simple structure, 2) Machine bureaucracy, 3) Professional bureaucracy, 4) Divisionalized structures, and 5) Adhocracies.

Organizational culture

Organizational values and beliefs are the basis of organizational culture. These values can direct and help organizations to be adaptive to environmental changes(Suprapto & Herminingsih, 2020). Organizational culture describes the characteristics or personality of the organization itself. Organizational culture not only affects how the organization carries out its mission but also influences issues related to the emotions of members of the organization: howindividual perspectives towards their tasks and organization. Schein (1988) defines culture as a set of beliefs formulated and

developed to manage issues related to changes and internal synthesis that have proven effective in being applied to new team members as a way of thinking, accepting, and viewing these problems. Meanwhile, Jordan (2003) in Plakhotnik(2014) states that the organization can be seen from three aspects: at the individual level by focusing on work motivation, at the group level by looking at the working relationships among group members and at the organizational level to increase organizational effectiveness. Ann Cunliffe (2008) in Buchanan dan Huczynski (2017, p. 113) emphasizes that organizational culture is fundamental to building image, enhancing performance, and directing the organization. It is also effective to attract, retain, and motivate employees.

Team

Katzenbach & Smith (1993) in Armstrong(2006) defines a team as a collection of several people, each of whom has expertise and commitment and is responsible for achieving common goals. The most critical factor in the team is focusing on achieving big goals and having clear ones. In addition, team members must be able to adapt flexibly to achieve common goals. Teamwork is a fundamental and inseparable aspect of an extensive organizational system comprising several work units. The following are five aspects put forward by Motschnig & Ryback(2016) to form an agenda that focuses on shared goals: contact, transparency and openness, respect and inclusion, understanding, cooperation, and a sense of interdependence. These five aspects support the Person-Centered Approach (PCA) approach, which is an approach with a personal perspective that is rich in knowledge and experience as well as the

fundamental values that are practiced in the work environment, how to transform PCA into the need to communicate constructively and effectively in the workplace.

Methodology

This study was designed using a qualitative method to explore and understand the subjective perspective of informants regarding the organizational culture implemented in the work environment associated with the performance of the Alpha Team. The researcher uses a social constructivism philosophy: an approach to understanding the process of interaction between individuals that focuses contextually on organizational and team cultural settings. The research was designed as a case study to explore an object in the form of an activity, process, or individual within a certain period by collecting detailed information (Creswell, 2009). The researcher also carried out a qualitative constructivist approach through intensive contact with the object of research and in

a natural setting to dig deeper into the life of groups and organizations. A holistic approach is applied to analyze the culture at the organizational level, in which the researcher is part of the culture that enables to observe intensively (Cameron & Quinn, 2011).

Determination of informants was taken through purposive sampling by considering the representation of the work area: national and sub-national levels, gender, and length of service. Interviews were conducted with four informants of team members who had worked for > 1 year to 9 years, referred to as R-1, R-2, R-3, and R-4. The interview material proposed by the researcher is about organizational cultural values and their relation to the team and teamwork. The interview was conducted by following the preferences of the informant, namely virtual through Microsoft Teams or in writing which was then outlined in the interview transcript. In this study, the researchers used the operational definition as follows:

Table 1. Operational Definition of Organizational Culture Core Values

| Variable	Dimension	Indicator
Organizational Culture	Care	Work-life harmony
	Respect	Inclusion and belonging
		Internal communication
		Appreciation/Recognition
		Standards of conduct
	Integrity	Standards of conduct
	Trust	Trust in leadership
		Internal communication
		Standards of conduct
	Accountability	Empowerment
		Internal communication
		Standards of conduct

Source: Core Values of Organizational Culture

Table 2. Team Performance Evaluation Criteria - Kline and McGrath

Variable	Criteria
Team Performance	Problem solving
	Quality of work
	Workload allocation
	Meeting objectives
	Teamattitude

Source: Aldag & Kuzuhara (2015)

The image below illustrates the research design flow:
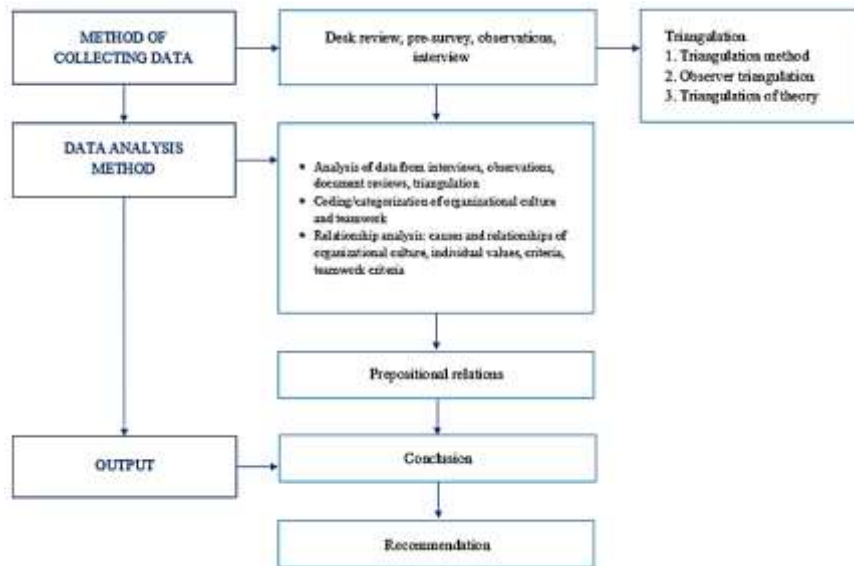
Figure 1. Research Design

As a triangulation, the researcher selected three key informants from senior staff members, namely those who had worked for 7 to 19 years and held managerial positions: I-1, I-2, and I-3. The use of informant code and key sources is to maintain confidentiality. Information from this triangulation was transcripted and processed using NVivo software.

Findings & Discussion

Based on the results of interviews with informants processed by NVivo, the correlation between organizational culture and the team using the Pearson coefficient shows 0.75, which means it has a very strong positive correlation. From the results of data processing, an illustration of a cluster analysis diagram can be generated based on the similarity of the words used as follows:
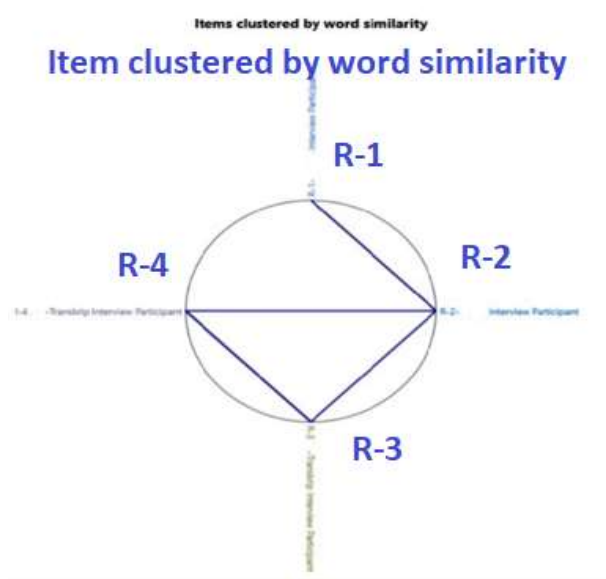
Source: NVivo data processing (2022)
Figure 2. Cluster Analysis of Informant Diagram

The chart above explains the relationship as follows:

- R-1 has a very strong positive correlation with R-2 with a coefficient of 0.83;
- R-1 has a strong positive correlation with R-3 with a coefficient of 0.66;
- R-1 has a strong positive correlation with R-4 with a coefficient of 0.62;

- R-2 has a very strong positive correlation with R-3 with a coefficient of 0.76;
- R-2 has a very strong positive correlation with R-4 with a coefficient of 0.73; and
- R-3 has a very strong positive correlation with R-4, with a coefficient of 0.89.

The average positive correlation coefficient is 0.75, which means very strong.

Table 3. Informant Correlation

| A file	B file	Pearson correlation coefficient
R-4	R-3	0.89
R-2	R-1	0.83
R-3	R-2	0.76
R-4	R-2	0.73
R-3	R-1	0.66
R-4	R-1	0.62
	Coefficient average	**0.75**

Source: NVivo data processing (2022)

Cluster Analysis The diagram above shows that unlike the informants R2, R3, or R4, which have a very strong positive correlation with a coefficient > 0.7, the correlation of R1 to R2, R3, and R4 shows a strong positive correlation with a

coefficient > 0.6. It proves the theory of Hofstede (2001) of Long-term versus short-term orientation, where in this dimension, the period influences individuals in accepting the culture that prevails in a community. R-1 is an informant who has worked for > 1 year, while R-2, R-3, and R-4 have worked for > 3 years.

Observer triangulation carried out by the researcher on three expert informants produced a cluster analysis diagram based on word similarity as follows:
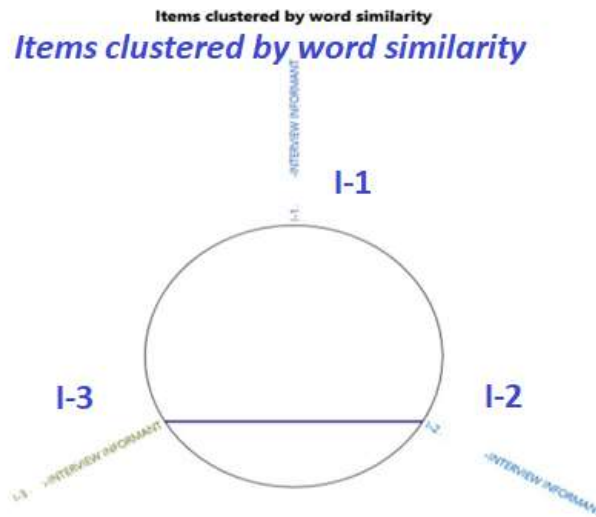
Source: NVivo data processing (2022)

Figure 3. Cluster Analysis Diagram of Key Informan

The chart above shows the following relationship:

- I-1 has a strong positive correlation with I-2 with a coefficient of 0.54;

- I-1 has a very strong positive correlation with I-3 with a coefficient of 0.70; and
- I-2 has a very strong positive correlation with I-3 with a coefficient of 0.77.

Table 4. Correlation of Key Informants

A file	B file	Pearson correlation coefficient
I-3	I-2	0.77
I-3	I-1	0.70
I-2	I-1	0.54

Source: NVivo data processing (2022)

The three key informants contextually indicated a strong positive correlation by 0.67 on average, which means strong. The triangulation results with key informants show that I-2 has a very strong correlation with I-3, as indicated by a coefficient of 0.77, in which the two key informants responded to the queries using the same language, except I-1, who answered the questions

using a different one. The finding confirms Denisson's organizational culture dimension on consistency: an influential organizational culture will embed in each individual of a particular community that they will use the same language with shared values(Denison & Neale, 2015).

Discussion

Referring to the problem formulation can be explained as follows:

a. Are organizational cultural values effective in strengthening teams?

The organization has succeeded in institutionalizing organizational cultural values. Organizational cultural values are effective in strengthening the team. It happens because all team members adhere to and carry out the same values, which are the direction for team members in attitude and behavior to build good teamwork. The cultural value that is very prominent in the Alpha Team is integrity because integrity is the essential fundamental core value. The organizational values of Care, Respect, Integrity, Trust, and Accountability are inseparable factors in building a solid team. These results are consistent with research conducted by Wahyuningsih et al.(2019), which states that the institutionalization of values and codes of ethics is the direction for staff to carry out their duties and responsibilities by paying attention to the code of ethics and organizational values.

b. How can organizational cultural values help the team overcome the friction that occurs, and how does it impact team effectiveness?

Friction can occur in interactions caused by each individual having different priorities and areas, but there are interrelated slices that bring individual accountability. This condition can lead to interventions that intersect with other priorities. However, as long as individual behavior follows organizational values, friction will not damage the teamwork or organization in achieving targets or goals. It is in line with the theory of Schein (1988) that culture is a set of beliefs formulated and developed to manage issues related to changes and internal synthesis that have proven effective to be applied to new team members as a way of thinking, accepting, and viewing these problems. Research that supports this finding was conducted by Febriansyah et al.(2020), who stated that conflicts between individuals in the team result from the emergence of differences that affect the team. The debate that occurs within the team occurs to find the best way that can be discussed and not by unilateral decisions.

c. To what extent can organizational culture help the team achieve team and organizational goals?

Organizational culture helps the team achieve team and organizational goals because these values unite different multicultural backgrounds. Patterns of behavior that are inconsistent with aspects of organizational culture have the potential to cause friction. By embedding the values of organizational culture in individuals, the same values will be manifested in individuals' attitudes and daily behavior both in the context of work and outside work to create harmony. The organizational cultural values attached to team members will

encourage creation of a positive and conducive work environment so that the team can produce the output that has been set even when faced with difficult situations. This finding is per the theory of Plakhotnik(2014), which states that organizational culture impacts organizational aspects such as organizational goals, leadership, norms, and control functions that direct group members in carrying out their activities.

The relationship between minor and major propositions developed in this study is as follows:

1) Strong organizational cultural values will build an effective team. Organizational values that are consistently institutionalized and actively implemented by management and team members build noble values that are firmly embedded in individuals to contribute to shaping a solid team. Team solidarity is effective in dealing with various difficult situations that have the potential to impact the achievement of team and organizational goals, such as in dealing with friction so that the friction that occurs will not affect teamwork. A resistant team dealing with shocks will allow the team to stay focused on working to produce outputs and achieve common goals.

2) Organizational cultural values bind individuals and guide them in behaving and interacting within the team.
Everyone in the team is bound by organizational values that must be accepted as a guide for individuals in interacting with the team members. The stronger the culture is maintained, the more it will influence behavior. Even if values are not embedded in the individual, he must adjust to the overall values as a team member. Acceptance of these values by team members allows members to behave harmoniously.

3) The core values of organizational culture make it easier for individuals and teams to create harmony in achieving organizational goals.
Organizational cultural values help equate perceptions and can guide individuals in achieving the organization's big goals. The same perception of shared values and goals will overcome each individual's different priorities and agendas. Organizational culture creates a sense of belonging and a supportive work environment that encourages individuals and teams to perform well in achieving organizational goals.

The above minor prepositions prove the primary proposition: the core values of organizational culture embedded in individuals bind and provide direction for individuals to behave, shaping harmony within an effective team to achieve organizational goals.

Conclusion

The core values of the organizational culture: Care, Respect, Integrity, Trust, and Accountability, have become values that are accepted and believed by each team member as the noble values that guide them in behaving to form a mentally mature personal quality. This positive behavior is reflected in the interactions within the team so that the team grows solid and is resistant to various challenges. It proves that organizational cultural values are

effective in strengthening the team. The friction in individual interactions is natural within the team due to differences in priorities, perspectives, personality, and culture. However, organizational cultural values that have become standards of conduct can limit individual egos and become an alarm for each team. The Alpha Team applies some strategies for conflict resolution: opening communication and discussion spaces; valuing every opinion; being responsible; and having a sense of trust that all team members are moving towards the same goal, namely carrying out the mandate to achieve the organization's big goals. With this awareness, friction does not interfere with team effectiveness. Finally, the core values of the organizational culture of Care, Respect, Integrity, Trust, and Accountability bind, unite and provide direction for individuals in attitude and behavior to form harmony within the team. Thus, the team grows into a solid team facing various challenges to create effective teamwork to achieve team goals and organizational goals.

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