

GOOD CULTURE COOPERATION IN ORGANIZATIONS IN GLOBAL PERSPECTIVE

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Abstract

Culture in a broad sense is a dynamic value system in a varieties of life that go on for a long enough periode of time as the result and or the attitude of human's guidance. Culture is belongs to the people. The difference culture of a society fr om the other lays on the it's development in fulfilling all of the society's need. Naturally culture is very hard to understand ,invisible, implicitly, and usually to be considered as a usual thing. But all of the organizations develope a set of understanding and an implicated order that regulates the everydays atitude in the work's place. Organization culture is a part of the existing culture. This culture is very important for the development of an organization both in the state and private fields as well. In the state field ,often happened that the state program which has adificulty ,and it is usually culter considered to be responsible to. The values that become the loading program has not yet socialized or culture is considered to be very difficult to change. If there is a new value that its implementation needs and the changes considered to be a subjection base by the state to that new culture is culture.

Keywords: *good culture, cooperation organizations, global perspective*

A. INTRODUCTION

The culture of an organization basically does not just emerge from the void. The founders of an organization have a vision of how the organization should be. Once a culture is formed, then practices within the organization act to defend it by giving employees a set of similar experiences for generations (Robbins, 1990).

Furthermore Robins (1990) says naturally that culture is difficult to understand, intangible, implicit, and likes to be considered normal. But all organizations develop a set of understanding and implicit rules that govern daily behavior in the workplace. Before newcomers learn about the rules that apply within the organization, they are not fully accepted by members of the organization.

Organizational culture is an important thing that is very influential on the development of the organization itself, because this culture will affect the various

levels of organizational management, both from the leadership and the bottom, and on government organizations and private organizations.

Whereas in practice, that the development of companies both national and international scale has been realized that it is not solely dependent on technology and investments invested. But more than that that the progress of the company is strongly influenced by factors that are non-technical development of organizational culture in each institution or company.

B. FORMULATION OF THE PROBLEM

Based on the background of the above problems, then the identification of organizational culture issues in companies or institutions are as follows:

1. What is the meaning of organizational culture?
2. What is the process of cultural formation within the organization?
3. What factors influence and are influenced by organizational culture?
4. What are the cultural challenges to organizations in a global perspective?

C. DISCUSSIONS

1. Thinking Framework and Problem-Solving Procedure

Culture has a very broad sense. As a first step in an understanding of organizational culture, we begin from a thoroughgoing frame of mind about the organization. One approach to find out where culture influences an organization is to use models from Lant, Miliken, and Batra relating to the organizational environment, as shown in Figure 1 below:

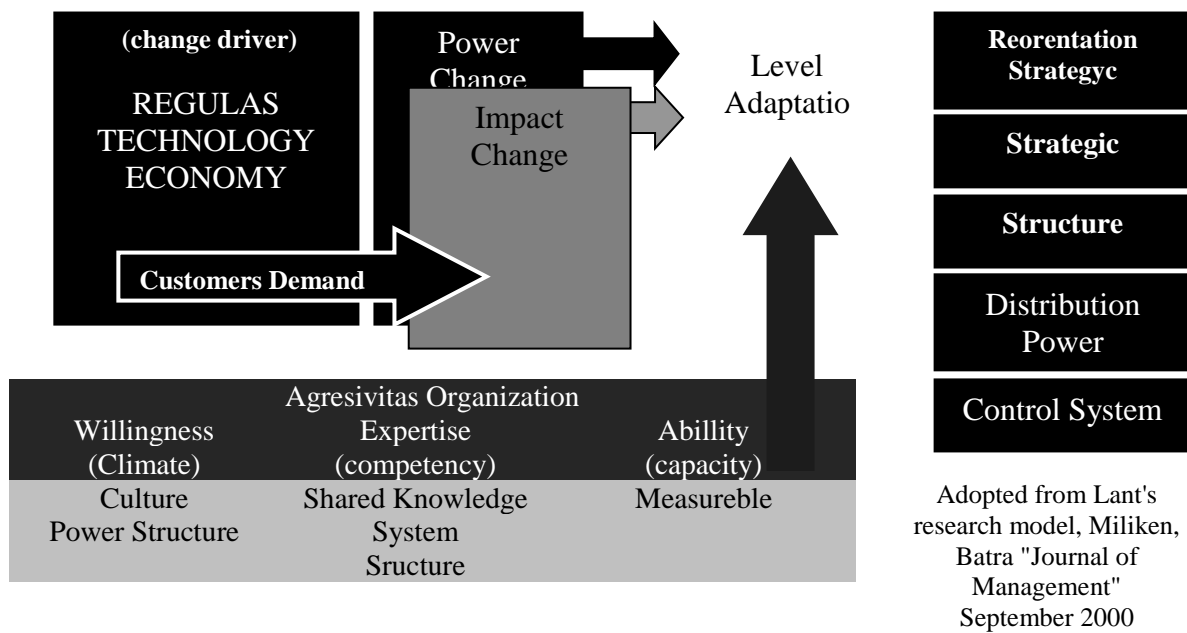


Figure 1. Organizational environment change model
Source: Milliken & Batra (2000)

The troubleshooting procedure in this paper is to use literature study by studying various books that are closely related to the subject matter. Furthermore, conceptual descriptions, analyzes, and syntheses are done to create a comprehensive picture of organizational culture in a global perspective.

2. Understanding Conceptual Culture Organization

Understanding organizational culture is different from different experts who have different points of view as follows.

- Edward Burnett Tylor (1917) defines: "Culture or civilization, taken in its wide ethnographic ense, is that complex which includes knowledge, belief, art, morals, law, custom, and any other capabilities and habits acquired by man as a member of society".
- Vijay Santhe (1985: 123), defines culture as: "..... The set of important assumption (often unstated) that members of a community share in common".

Sathe explains that organizational culture is a set of important assumptions, which are usually not recorded but owned by members of the organization. Kottler (1992) makes it clear that organizational culture is reflected through

certain values whose truths and virtues are shared by all organizational staff. These values generally contain life virtue messages, such as integrity, honesty, perseverance, harmony, freedom, and pride.

- c. Edgar H. Schein (1992: 218) in his book "Organizational Culture and Leadership" defines organizational culture as: "A pattern of shared basic assumptions that the group learns as it solves the problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to these problems ". Schein further says that organizational culture is a pattern of basic shared assumptions that organization members learn in solving problems and are taught to all members of the organization how to correct the perception, thinking and guiding in the interrelationship of the problem. Shared basic assumption according to Sathe further includes (1) shared things, such as uniforms, (2) shared sayings, for example winged expressions, (3) shared doings, eg meetings, consecrated work, and (4) shared feeling, such as condolence, congregation, congratulations, and so forth. Schein identifies three levels of culture, namely (1) Artifacts, ie ancient organizational structures and processes that can be observed but difficult to interpret, (2) Espoused Values, ie goals, strategy, philosophy, and (3) Basic underplaying assumptions, ie trust, perception, feelings, and so on, which are the source of value and action.
- d. Geert Hofstede (1980) in *Cultures Consequences*, defines culture: "Collective programming of the minds that distinguishes the members of one group from those of another." Culture, even though it is a crystallized in the institution and the tangible products of society which reinforce the mental program in their turn. " As a mental program, Hofstede says that corporate culture is visible, can only be inferred from visible behavior, which can differentiate an organization from other organizations. But it cannot be said that all the individual behavior that exists within the organization is a culture. Hofstede divides mental programs at three levels: (1) universal level of mental programming, ie human operational biological

systems including their universal behavior, such as smiles and tears that occur throughout history, (2) collective level of mental programming, and (3) individual level of mental programming, such as individual interests.

- e. Sweeney and Dean B.M (2002: 336) say that corporate culture is a most refined istiah in organizational behavior, but many do not agree with the term. Most people know or know a term as a way of life or personality of a company or style of a company. The corporate culture involves the company's shared beliefs, corporate values, and behavior undertaken by a company that sends messages to insiders and outsiders of the organization.

Based on the above definitions are different, at least the author can draw a conclusion that the organizational culture consists of values (values), namely what is considered important in the organization and trust, that is what members of the organization think about something, which ultimately produces norms of behavior that will color the way members of the organization act in the activity in daily activities.

Susanto (1997) explains that generally organizational culture that must be understood by all human resources in the organization consists of: a. Entrepreneurial Culture The entrepreneur's cultural activity always focuses on new opportunities. This is reflected in the entrepreneurial spirit who always assumes that by finding and exploiting new opportunities, the organization will grow. Administrative Culture Administrative cultural activity focuses more on existing opportunities. This culture considers that the opportunities gained should be sustained, as the effort to obtain such work has cost substantial funds.

Key elements in the cultural category can be outlined in the degree of risk, feedback, behavior and habit of role models, strengths and weaknesses of sources human power. According to Deal and Kennedy (1992), there are four categories of organizational culture as follows:

- a. The Tough Guy, Macho Culture

Having a high degree of risk, fast feedback, rigorous, individualistic, role modeling, tolerance of risk and beliefs of *tahkyul*, able to complete tasks in

no time, no learning from mistakes, neglected cooperation, and short-term orientation.

b. The Work Hard Culture

Having low risk degree, fast feedback, always friendly role model behavior, great salesman, team approach, and superstitious disbelief, able to generate large amounts of work in a short period of time, looking for quick, short-term solutions and attach importance to action rather than problem solving.

c. The Best Your Company Culture

Having a high degree of risk, slow feedback, persistent role modeling behavior is always re-examined, respect for authority, resulting in scientific breakthroughs, sluggish action, falling easily if the economic situation fluctuates and faces cash problems flow.

d. The Process Culture

Having a low risk degree, slow feedback, orderly and timely role model behavior, detail observers, following standard procedures, able to create systems and regularity, high bureaucracy, down initiatives, long and tedious work hours.

3. Formation of Organizational Culture

The establishment of an organizational culture, like any other field is to use the approach model as can be seen in Figure 2 below.

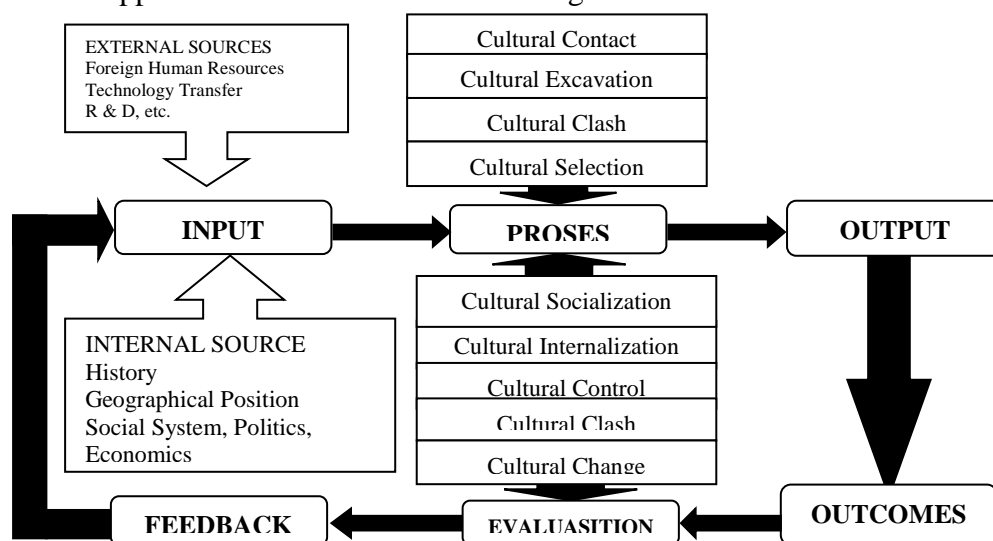


Figure 2. Model of Organizational Culture Formation
(Source: Antono, 2003)

4. Organizational Culture Input (Input)

Elements of the formation of organizational culture is divided into two parts: elements that are sourced from external organizations and internal organizations. The main internal elements of organizational culture form starting from the founding philosophy of the organization that has assumptions, perceptions, and values, which must be selected first by a team to determine the appropriate criteria. Once key points are identified which will be the culture of the organization, top management will determine which ones are appropriate to implement and which ones to abort. Then carried out the process of socialization should be assisted by top management so that the results of the socialization process can take place optimally. In the end after the implementation process of the cultural items can be well executed, the corporate culture will support and encourage human resources to achieve organizational goals, as shown in Figure 3.

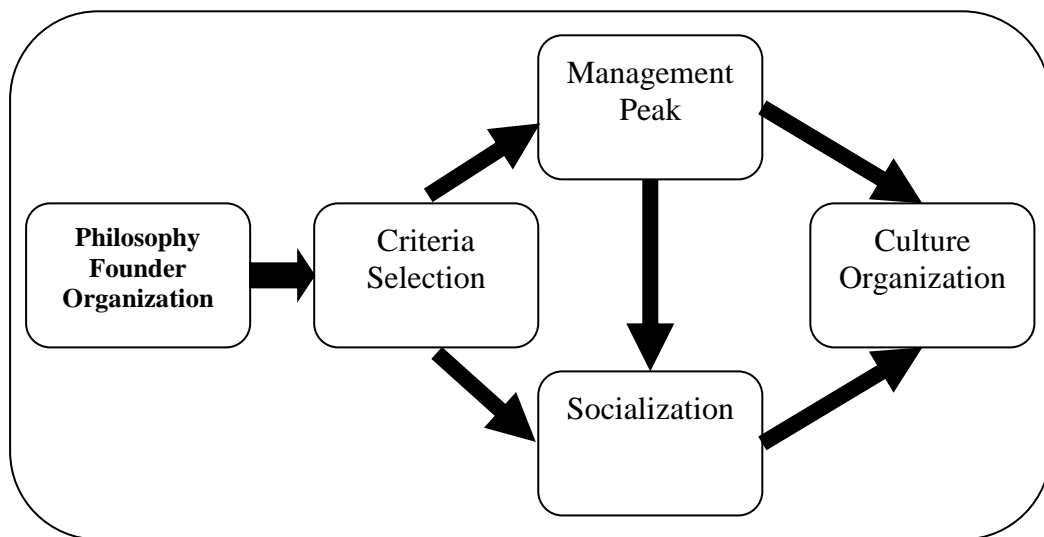


Figure 3. Main Input of Organization Culture
(Source: Susanto - 1997: 52)

Other internal elements that influence the formation of organizational culture are the history, geographical position, geographic conditions, value systems and cultures adopted in the area in which the organization is located. Foreign human resources, is an external element that affects the culture of an organization. It cannot be denied, that in Indonesia, there are still many workers

from foreign countries. This is due to a variety of factors, for example for a job, Indonesia gets borrowed from abroad, on condition that their labor must also be involved in the work. The foreign human resources will bring with them their personal culture, group culture, and even the culture of the nation that will influence the organizational culture in the environment.

5. Poses Organizational culture

Process is a part Cultural process in question is the process of cultural formation of the organization. This process consists of a number of subprocesses intertwining between cultural contacts, cultural excavation of cultural control, cultural evaluation, cultural intinisisasi. and cultural inheritance that occurs in the relationship between an organization with its continuous link. The cultural contact in question is a meeting between new values and old values. This needs to be well analyzed by management, in order to create an effective cultural contact so that this contact can provide added values that are good for the development of the organization.

Cultural clash in question can be distinguished between soft contact and crash contact. These two concepts are distinguished between slowly or rapidly, gradually or simultaneously, unexpectedly or unexpectedly, and others. Cultural excavations in history are widely known and have a powerful impact. There are many tools that can be used to explore this culture, among others through history, anthropology, language, geography, customs, etc. Cultural selection needs to be done considering that in this process, will enter various types / streams of culture. This selection consists of natural selection (which is superior to life), social selection or management selection.

The socialization of organizational culture needs to be done so that the values that the founder wants to instill can be understood and understood and implemented by the members of the organization. In this socialization there is a cultural transformation that can be done in various ways such as by action, training, etc. Internalization of culture in question is the process of planting and growing a value or a culture to be part of the self (self) members concerned.

According to Hofstede (1980: 27) calls cultural control as "the maintenance of stability in the culture pattern" Human beings have a mechanism for controlling human behavior, such as embarrassment culture to seize in the paying queue at the store. Cultural changes will be explained in the following sub-chapters.

6. Output / Outcomes Organizational culture

Output / outcomes in question is the culture itself generated through a process for example is the assumption of values. etc. selected on the organization.

7. Evaluation of Organizational Culture

Given the very complex culture, so it needs to do an evaluation of the culture that has been selected whether it is appropriate and is good to help the development of the organization or still need improvement / refinement. This refinement improvement is then passed on as a feedback and may start from the input again, or from the process.

8. Characteristics and Doers of Organizational Culture

Each organization has different and specific characteristics. According to Luthans (1995), there are several important characteristics that can be used as a guide to the existence of organizational culture, which is stated in the form of:

- a. Behavioral behavior that can be observed when company employees are interconnected with each other. For example, in the case of rituals or ceremonies performed among company employees.
- b. The norms that apply within the organization; namely the rules of the game that apply within the organization, both written and unwritten. Norma has several levels, from customs, customs, to laws. Norms are usually closely related to sanctions for offenders. Sanctions have several levels, ranging from social exclusion to being removed from the organization.

- c. The dominant values that the organization wants to emphasize; namely what things are considered good and bad, right or wrong, and what is considered valuable or not in the organization.
- d. The basic philosophy (philosophy) that guides the policies made by the organization, both carrying the employees and customers served, which concerns the basic view of the reality of the company. For example: are employees judged as human beings who think and feel or just as "robots" live? This perspective will greatly determine the treatment of employees and associates

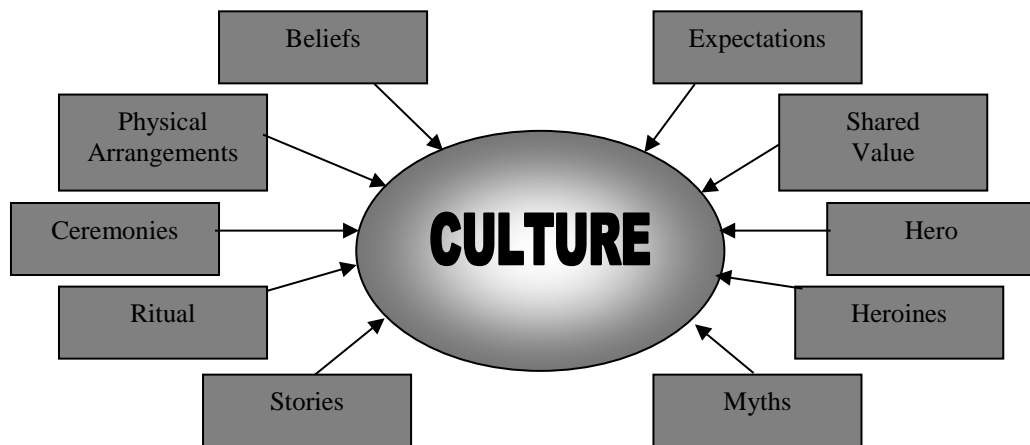


Figure 4. Components of Cultural Characteristics

In an organization, culture plays a very important role. From various sources, it can be in can some important functions of organizational culture, namely:

- a. As an organizational differentiator with other organizations (Stephen P. Robbins, Organization Theory: Structure Designs and Applications, 1993: 226).
- b. As a sense of identify and image of a society. This identity is formed by various factors such as history, conditions and geographical sides, social, political and economic systems, and changes in values within society (Turner 1994: 14). Cultural differences and identities (culture) can influence government policy in various fields.

- c. An organization that applies a familial culture and belongs among its members will have a very positive effect on the organization's progress. The people within the organization will feel belonging and owned by the organization so that they find their "identity" in the organization.
- d. As a binder of a society. Togetherness (sharing) is a strong binding factor for all members of the community.
- e. As a source. Culture is a source of inspiration, pride, and resources. Culture can be an economic commodity, such as cultural tourism.
- f. As a driving force. Because (If) culture is formed through the learning process (learning process) then the culture is dynamic, not static, not rigid.
- g. As the ability to form value added. Roos A. Webber links culture with management, John P. Kotter and James L. Heskett attribute culture to performance, Charles Hampden-Turner with his organizational strength and business excellence. As a behavioral pattern. Culture contains the norm. behavior. and outlines the limits of social tolerance (Hofstede, 1980: 27).
- h. As an inheritance. Culture is socialized and taught to the next generation. This issue is the central theme of International Conference on Tourism and Heritage Management in Yogyakarta, 28-30 October 1996, which was attended by Clifford Geertz and Alvin Toffler, among others.
- i. As substitution (substitute) formalization (Robbins, 1990: 443). "Strong cultures increase behavioral consistency". so uncharted people do their duty.
- j. As a mechanism of adaptation to change. Seen from this angle, development should be a cultural process.
- k. As a process that makes the nation congruent with the state so as to form nation-state.
- l. As a shaper of commitment to the mission of the organization. Sometimes people in an organization find it difficult to put the interests of the organization above their personal interests. However, if within an organization a strong culture is employed, people will feel that they are an important part of the organization's goals. This will motivate them to place the mission of the organization above all else.

- m. As a tool to clarify and strengthen the standards of behavior within an organization. New employees joining an organization must locate and carry themselves according to the prevailing culture. in the organization. So culture is a code of conduct for employees of an organization that tells them what they should do or say in certain events.

The perpetrator of culture is every person or group cultured. Everyone's culture is different from others. That culture cannot be called bad or good. Bad impression-good arises when a person interacts (communicates) with others, using his own culture (encoder) without paying attention and adapt himself to other people's culture (decoder).

Culture exists because there are culprits called cultural actors. Human positions and roles in cultural history can be identified as below:

- a. As a workforce, since the days of slavery until. in the human age is seen as a tool (object), not unlike buffalo, dogs, and horses.
- b. As a processing staff, using a simple tool (the maker of simple tools).
- c. As users of other people's products.
- d. As a copycat or implementer. other people's way.
- e. As the inventor of the object or the new way (discoverer, inventor), through trial and error, hypothesis and experimentation (V. Gordon Childe, in *Man Makes Himself*, 1957 and James B. Conant in *On Understanding Science*, 1956).
- f. As an engineer, designer, or innovator.
- g. As a thinker and creator of something that does not yet exist and become a cultural heritage.

9. Factors Affecting Organizational Culture

Mondy and Noe (1993) identifies the factors that affect corporate culture, namely: Communication, Effective communication in organizations has a positive impact on organizational culture. With such effective communication, management can socialize the mission and objectives of the organization, submit the rules.

According to Nugroho (2001), if there are conditions to support such cultural change, it may be considered the following:

- a. Having top management people who can model positive rules of behavior is an example for members of the organization
- b. Create new history and symbols to replace what's been said.
- c. Selecting, promoting, and encouraging members of the organization to support new values.
- d. Redesigning the socialization process to fit new values.
- e. Change the reward system in order to encourage the attachment of new set of values to the members of the organization.
- f. Replaces unwritten norms with for-mat rules and regulations.
- g. Generating existing sub culture through job rotation.
- h. Building the participation and creativity of members of the organization based on an atmosphere of mutual trust.

Although the above has been implemented, organizational culture changes will not happen quickly or dramatically, meaning that organizational culture changes can only occur over a relatively long period of time, Values that form the core of corporate culture affect almost all aspects of organizational life, if they are strong enough. Sathe (1985) describes seven basic aspects of organizational life that are influenced, ie.

a. Cooperation

Sincere cooperation cannot be governed by a system of procedures, or organizational mechanisms. Cooperation in the true sense is very dependent on mutual trust, a sense of togetherness, and harmony of views among the people involved.

b. Decision Making

Corporate culture affects the decision-making process because trust and shared values provide members with alignment of perceptions of the problems at hand.

c. Control

In addition to the necessary mechanisms, control should also be sustained by values. When organizational members collectively embrace values that view organizational success as self-efficacy, members of the organization will control themselves, and indirectly control those around them regardless of whether or not there is a formal control mechanism.

d. Communication

In the communication process, there is often a misinterpretation of what is delivered and what is received. Organizational culture can reduce misunderstanding in the communication process.

e. Commitment

Members of the organization feel attached to the organization. if he identifies himself as the organization and feels there is an inner bond with the organization. The growth of commitment is caused by several things, among other things, rewards, appreciation of the feeling that the work done really has meaning. This commitment is closely related to motivation and loyalty to the organization.

f. Perception

The reality of a company is socially constructed, meaning what one interprets about what dialarm is, at least influenced by the opinions of others. The shared values influence this process, as it will provide a common interpretation for the organization's members of what is experienced.

g. Justification of Behavior

Organizational culture helps, members of the organization in terms of their behavioral justification. The justification reinforces the existing behavior and is a valuable asset when the behavior is in accordance with existing conditions.

On the one hand, a culture of basal value (basics, foundation) actualizes itself in the form of body (exhibiting itself) through behavior in a certain way, and on the other hand a culture is formed (the value of civilizing itself) through a body that is acted by a certain way, as shown in Figure 5 below.

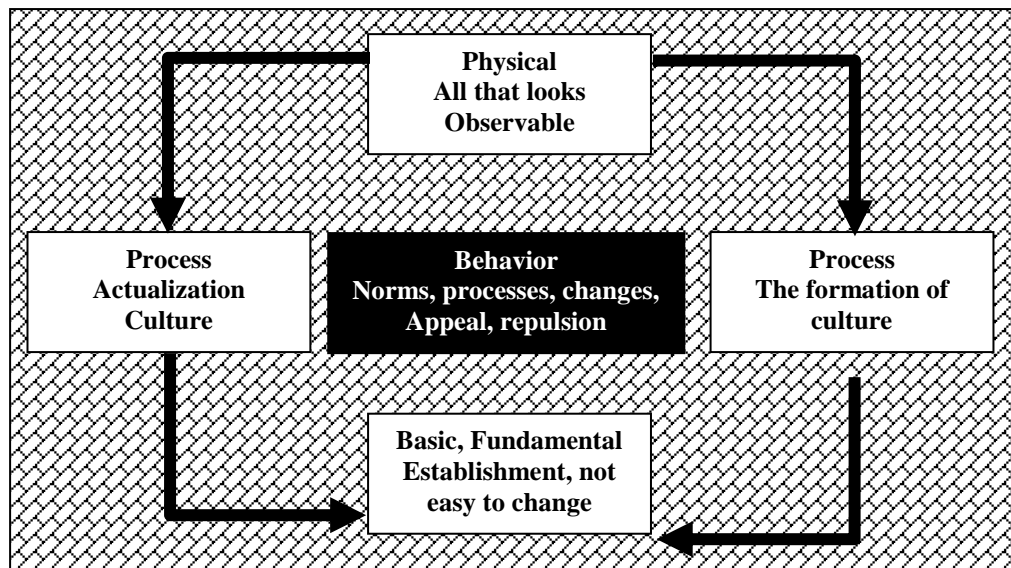


Figure 5. Actualization and the Formation of Culture
(Source: Taliziduhu)

In fact, if the leader of the organization does not proclaim and show a total and unwavering commitment to change culture, then very little of the desired cultural change can come true. Members of the organization need the right reasons to let go of their old culture. Because previously they had been guaranteed by leaders with the old culture, therefore they asked "why should we take the risk if the leader does not show the cultural commitment to change"?

As for Osborne and Plastrik (1997), it offers 12 (twelve) key roles of leaders to guide organizational members in transition in the old cultural shift to new cultures,

- a. Employees should not be controlled, but involve. Employees are not enemies (except those fighting change), leaders have to discard the feeling of instinct that employees are tainted by the old culture and cannot be changed. The leader should not regard the doubter as an opponent. Members of the organization need opportunities to change.
- b. Create the desired behavior. People trust leaders who prove their sayings. Leaders as far as possible become new cultural models, because every

wrong step will be regarded as a sign of lack of commitment to new changes.

- c. Be a visible leader. It would be helpful if the leader wishes to appear together with whom he leads. Call it a "mobile management" or "real-life" that is essentially a leader always with people in the organization, not in the office room alone. This kind of task cannot be delegated.
- d. Create clear boundaries of the past. The leader must send a strong, clear and unmistakable signal about the desired cultural change. Here leaders must show clearly what the old culture is and what it wants to build from a new culture.
- e. Release the pioneer bonds, but keep them under control. The pioneers are always in a hurry, they are in a hurry so that people enter into a new culture. Take control of them to channel their energy, direct them to change the organizational culture. Use them to generate early successes that can be marketed to others in the organization.
- f. Fresh blood input. If the pioneers are perceived to be lacking, then bring in people have a new culture. If there are no vacancies, create a space to create an interesting route for long-time civil servants to get out, such as early retirement and work-out packages.
- g. Eliminate fear. The best opponent of fear is information, tell employees everything about the change process so clearly planned that they are not afraid to accept a new culture.
- h. Success. Success will build on the next success. When the doubts see the pioneers succeed, they will soon take on the new culture.
- i. Communicate. The more they know about change, the more calm their feelings become. Therefore, communicate to all members of the organization.
- j. Bridge the inside of the organization. The leader must personally break the bats of the organizational boundary and continue to penetrate the bounds of the rank. Leaders must identify stress and develop processes to create better understanding and relationships between existing constraints.

- k. Change the administrative system that encourages bureaucratic culture. Strive to mobilize the organization using work teams rather than bureaucratically.
- l. Commitment for the long term. Leaders must have a long-term commitment and must make the commitment known to the public and widespread.

10. Cultural Concepts according to Islam

Prophet Muhammad SAW is the last prophet as a model for the ummah of humanity, in carrying out personality morality as culture that has been described in al-qur'an and sunnah rosullNya that, how the process of the fraternity of all humanity in a very high way and really, true and done to all human beings whether there is brotherly relations in Arabia and other parts of the world, treating all the same with themselves in bear the joy and sorrow, Even the Prophet himself who bear more, After the event of hijrah from Mecca to Medina, bringing together two peoples ie the Muhajirin with the Ansar who are in Medina is a cultured union, so as to unite like blood relatives. The brotherhood and culture of fellow believers of an essential brotherhood love each other to build a culture and civilization, which strengthens the ropes of brotherhood unite the belief in the rights and sanctuaries of Allah Subhanahu wata'ala.

11. The principle of Islamic culture

Islam is principally present to organize and guide the people towards an adaptable and balanced life, thus Islam comes to destroy and destroy the existing culture of society, but Islam regulates that mankind is spared from the things that are not useful and mudorot in life, so that Islam needs to straighten, organize and guide the people to a civilized culture and respect and uphold the human degrees.

Islamic culture must lead to the advancement of human society, culture and unity by not denying a foreign culture that is not contrary to the culture of Islam itself, can enrich the culture itself, as well as enhance the degree of humanity that is morally and culturally.

D. CONCLUSION AND RECOMMENDATIONS

Based on the explanation above, then there is a red thread that can be taken about organizational culture in this global perspective as follows:

1. Conclusion

- a. Culture is very important in the development of the organization, because the culture associated with the values (value), regularity of behavior, norms, basic philosophy and rules used or implemented within the organization.
- b. Organizational culture has a function to distinguish the identity of an organization with other organizations and can provide value added (value added). This also causes organizations that have something different from others to compete with other organizations in the era of globalization.
- c. In the formation of organizational culture, need to note the factors that influence the input consisting of external factors and internal factors. External factors in question are foreign human resources, the progress of science and technology, while the internal factors referred to is the history, geography and value systems that exist.
- d. Communication is important in organizational culture, because if the culture is not communicated or not socialized then the culture becomes meaningless to support organizational progress.
- e. Commitment is also an important factor of success, because if the level of loyalty of members high on the organization then they will run the culture with a vengeance, and of course it is very good for the development of the organization.
- f. Culture in Indonesia is very diverse considering our country is an archipelagic country consisting of various tribes who each have a different culture.
- g. Cultural management is an important factor in the empowerment of existing cultures, in order to be utilized as best as possible for the progress of educational organizations.
- h. There are several things needed in transforming the culture, namely staffing, structure, control measures and evaluating organizational development in

changing cultural values, promotional awards (promotions), goals and plans.

2. Recommendations

- a. The leadership of the organization shall endeavor to exist against any existing problems, nor shall it contribute to the development of the commitments and values required in the management of the organization.
- b. Organizational leaders should be able to provide exemplary, work ethic, good attitude towards each employee, both related to thoughts, concepts, and ideas.
- c. Corporate leaders and managers of companies / organizations should always provide an explanation that the organizational culture will always change in line with human civilization itself.

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