



A Conceptual Study on the Reception of Technology and Communication Management on Tourism Organization Culture

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Abstract

The current tourism organization has been confronted with a global world of technology, especially information and communication technologies. The use of technology can affect the company and involve them with the stakeholders. Furthermore, the application of modern technology can be done in the form of labor. The purpose of this research is to study the reception of technology and communication in tourism organizational culture. This study uses information and communication on tourism organizations. The theory used in this research is technology in the organization, communication within the organization, and organizational culture. This research uses qualitative research approach. Data collection method in this research is by literature study. Tourism organization nowadays is facing an era of industrial digitization, which makes organizations focus on information and communication technologies that allow new ways to control, coordinate, and collaborate on activities more easily, but at a lower cost. Referring to the types of technology typologies, tourism organization can be categorized into Thompson typology. Given the technology that has led to digitalization, it encourages the organization to place a lot of communication with stakeholders and participatory processes. These findings emphasize the acceptance of technology and communications supported by millennials' labor. These findings have an important influence in learning with the culture and management of organizational communication. Organizational culture, therefore, changes in the form of newer equipment, greater mobility, and the addition of innovative new human resource services. It should be anticipated by leaders and also members of tourism organizations.

Keywords: Organizational culture, Communication management, Millennials, Tourism organizations, Technology



Introduction

The tourism organization is now faced with a global world where technology, especially information and communication technologies that have changed the way individuals create and erase value; how and where individuals work; and how individuals interact and communicate (Cascio and Montealegre, 2016). In this case, individuals will also be part of organizations that are in desperate need of internal and external information to support and improve service quality (Celik and Kalay, 2015).

With the use of this technology is applied, it can affect the company and involve them with the stakeholders. Furthermore, the application of modern technology can be done in the form of labor. For example, the younger, better-educated, more mobile, and more tech-savvy generation will include larger numbers of enterprises as in the past, but in organizations that may also increase new values, attitudes and activities that affect the organization (DuBrin, 2002).

The application of modern technology is supported by the research conducted by Xie et.al (2013), which comes from technology issues, organizational culture, and new technologies. The organizational culture itself widens the expectations, experiences, organizational philosophies, and values that guide members, and is executed within, inner workings, interactions with the outside world, and the future (Gotham Culture, 2018). Regarding the future, it often leads to the change of human resources management into the new designation of Post-human resources management.

In addition, effective communication for information technology transformation needs to take into account the various mentality, mindset, and adaptation strategies that are anchored within the culture. The study uses tourism on hospital samples and shows what improves communication and as an example of information technology implementation.

The purpose of this research is to study technology and communication in tourism organizational culture. This study uses information and communication on tourism organizations. Tourism is an important economic activity with its direct contribution to GDP. Thus, it will give benefit in terms of local sustainability and economic growth of Indonesia. Therefore, this study is filtered as follows. First, the literature on tourism organizations, and developing by using technology and communication within the tourism organization.

Literature Review

Tourism Organization

One of the organizations in Indonesia is tourism organization. Tourism organizations are institutions or vessels that facilitate the operation of tourism business, as well as a place to share and disseminate information relating to the world of tourism (Maulidi,



2016). In other words, tourism organizations can be defined as an association, union, or other organized groups that organize and travels, and promotes domestic and international tourism. A tourism organization can be a government agency that determines country policy on tourism or a multinational association for the purpose of facilitating tourist traffic. This organization functions and acts as a legislative, execution and judicial institution of the tourism industry.

World-class tourism organizations are known as the United Nations World Tourism Organization (UNWTO). In Indonesia, tourism organizations include the Ministry of Tourism, the Regional Tourism Office (Diparda), Indonesian Hotels and Restaurants Association (ASRI), Association of Indonesian Tour and Travel Agency (ASITA), Association of Indonesian Recreation Park (PUTRI), the Association of Marine Tourism Entrepreneurs and Tirta (Gahawistri), the Association of Indonesian Impresario Companies (ASPINDO), the Tourism Writers Association (HPP), the Association of Indonesian Tourism Areas (AKPI), the Indonesian Tourism Society (MPI), and the Hotel Human Resources Managers Association (HHRMA).

Thus, in this study, Indonesia's Ministry of Tourism will be explored. The Indonesian ministry of tourism is starting to optimize the use of e-tourism. E-tourism refers to a phenomenon and research area in which the adoption of information and communication technology (ICT) by tourists and businesses transforms the processes and the value chains in the tourism industry (Pan, 2015). The e-tourism of Indonesian ministry of tourism utilizes the use of technology to improve productivity and tourism relations in Indonesia.

Technology in the Organization

In modern organizational theory, technology involves means of achieving something (desired outcomes, objectives, or output, usually conceptualized as a product or service), usually defined in forms such as: (1) physical objects or artifacts including products, tools and equipment used in the production process; (2) activities or processes that include production methods; (3) the knowledge needed to develop and apply the tools, and methods to produce specific outputs (Hatch, 2013).

Modernist theorists use these typologies to develop an understanding of the concept of technology. There are three typologies derived from theorists of the organization, namely Joan Woodward, James Thompson, and Charles Perrow (Hatch, 2013).

Woodward's typology is divided into three basic technologies: (1) units or small batches, consisting of all technologies that produce one item at a time, or multiple items at once; (2) large batches or mass production, producing the same product routinely, mechanized, and through procedures; (3) a continuous process, i.e. a series of non-discrete transformations that occur sequentially (Hatch, 2013).

Thompson develops his theory of technology, the three common types labeled: (1)



long- linked, linear transformation processes that can be considered to have input from which product appears at the end. Examples are technologies for producing chemicals and generating electricity; (2) mediating, linking partners and conducting their transactions, often without having to meet physically. Examples are banks, brokerage firms, and insurance companies; (3) intensive, requiring the coordination of the specialist ability of two or more experts in the transformation. For example in hospital emergency rooms, research laboratories, and project organizations, such as engineering design or construction works (Hatch, 2013).

Perrow relies on two dimensions that differentiate which different organizational units can be measured and compared, namely task variability and task analysis. Job variability is the standard procedure encountered in the application of specific technologies. Task analysis is defined as the extent to which, when an exception is found, there is a known method of analysis to overcome it. Job variability and analysis can be arranged in a two-by-two matrix that provides four possibilities: (1) routine, characterized by low task variability and high task analysis; (2) craft, describe conditions of low task variability and low task analysis; (3) techniques, occurring where high task variability and high task analysis can be found; (4) non- routine, characterized by high task variability and low task analysis (Hatch, 2013).

Organizational Culture

Edgar Schein, a social psychologist, developed what has become an influential theory of organizational culture, which exists on three levels: on the surface (artifacts), under artifacts (values and behavioral norms), and at the most level in beliefs and assumptions). According to Schein in (Hatch, 1997), the cultural essence is at the core of established assumptions and convictions. The assumptions represent what the members believe to be true and thus influence what they feel and how they think and feel. Values are principles, aims, and social standards held in cultures that have intrinsic value while norms are unwritten rules that allow members of a culture to know what is expected of them in various situations. Artifacts are visible, real, and audible behaviors of behavior based on norms, values, and cultural assumptions.

Culture is based on shared attitudes, beliefs, habits, and written and unwritten rules that have been developed over time and considered valid (The Business Dictionary). In other words, organizational culture can be defined as the underlying beliefs, assumptions, values , and ways of interacting that contribute to the unique social and psychological environment of an organization.

Research Methodology

This research uses qualitative research approach. Qualitative research is a method of exploring and understanding the meaning derived from social or humanitarian problems by a number of individuals or groups of people (Creswell, 2007, in Creswell,

2010: 4). The reason for using qualitative approach because this research is done to get a deep description about receptions of technology and communication in the organization to organizational culture, which is tourism organization.

Data collection method in this research is by literature study. Literature study is done by reading and studying a number of books, literature, scientific journals, and the internet to get the theoretical framework that became the foundation of this study. Creswell (2003) suggests that literature studies are used to "frame" problems in introductory studies; presented in a separate section as "literature review"; and became the basis for comparing findings from qualitative studies.

Results

The result of this conceptual study will be shown by the analytical framework below.

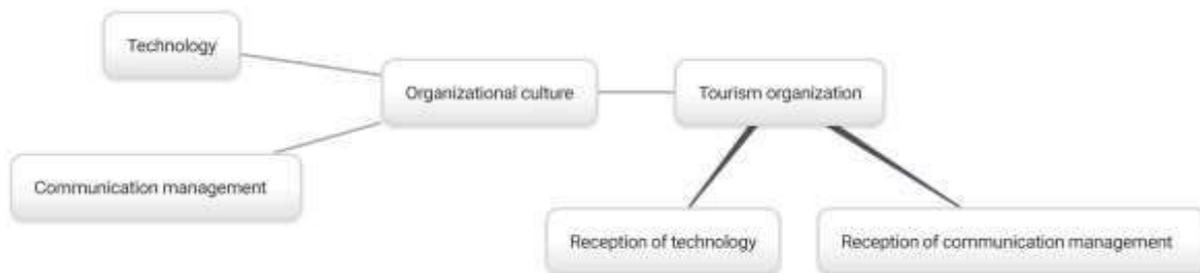


Figure 1 Analytical framework

This study will explain the technology and communication of the tourism organization. Then, this study continue to explain the reception of technology and communication management within the tourism organizational culture.

Technology in Tourism Organization

Technology allows the increased in productivity, job satisfaction, organizational commitment, and citizenship behavior among workers (Cascio and Montealegre, 2016). In the industrial age, organizations are concentrating on applying industrial power through the procurement of traditional physical resources and mass production operations both of which are critical to the success of industrial societies. In the digital age, organizations focus on the generation and trade of products and services through data, information, and digital knowledge.

Today, organizations are facing an era of industrial digitization, which makes organizations focus on information and communications technologies that allow new ways to control, coordinate, and collaborate on activities more easily, but at a lower cost, as done by a tourism organization in Czestochowa, Poland with the use of modern information technology, namely Municipal Tourist Information System (MSIT) (Biadacz



and Biadacz, 2015).

It provides many benefits for tourists and city dwellers. MSIT provides information on Czesochowa, from matters relating to culture, directions, sights, current events, and active leisure services. With the technology, citizens and tourists visiting the city can gain access to events held in the city. Through MIST, users can not only browse tourist websites, but also the latest news from the region, execute bank transfers, and search for information about other important events.

E-tourism in Indonesia has seven functions and features, such as (1) general tourism service information publicity, (2) advertising tourism product/service, (3) advertising tourism product/service with price, (4) email enquiry and interaction, (5) online booking for tourism product and service, (6) online payment, and (7) tourism sites registration with user ID (Shihab and Murtadho, 2012). Indonesia's Ministry of Tourism provides the function of number 1 until 4 and still working on the rest of the function.

Referring to the types of technology typologies, tourism organizations can be categorized into Thompson typology. In Thompson's view, organizations are systems and open technologies that reflect the environment outside the organization as well as internal task activities. From the proposed three categories of technologies that reflect the relationship with clients as well as the process of internal transformation, the categories that suit the tourism organization are intensive or reciprocal technologies.

In reciprocal technology, units within the organization must work together simultaneously to produce the desired results. Information should flow between the units involved during task execution and require joint adjustment as a coordination mechanism.

This intensive technology is characterized by a collection of special services for clients. Various activities can be provided to clients and have a major impact on clients. Intensive technology is generally more than just providing a simple service and designed to bring changes in the client. Some of the intensive technology that has been done by tourism organizations, such as in providing information about packages, opening hours, admission prices; historical information; pictures and video clips of tourism destinations; information on how to get to a tourism destination; online reservation; as well as information about attractions located in tourism destinations (UNWTO, 2011).

Communication Management in Tourism Organizations

Communication is an important management component for any organization. The communication process forms all the organizational managerial sub-systems, including planning, organizing, implementing, coordinating, and monitoring (Celik and Kalay, 2015). Effective communication is an integral issue in effective management. To be successful, organizations must have comprehensive policies and strategies to communicate with their constituents, employees, stakeholders, and society at large



(Society for Human Resource Management, 2015).

In this regard, with the technology leading to digitalization, it has encouraged organizations to place much emphasis on communication with stakeholders and the establishment of participatory processes. Communication with and involvement of stakeholders includes inculcation of information and skills, consultation and collaboration in decision making for the benefit of the organization. It is important that all stakeholders be enabled to actively participate in the project at all stages of its progress, including preparation of tourism development and management plans for project proposal preparation and implementation of tourism activities and development strategies (unwto.org).

To provide broad and informed stakeholder participation, two tools have been developed within the framework of the recent UNWTO project in Thailand and Indonesia (unwto.org):

1. Community Involvement Plan (CIP)

CIP provides local stakeholders the means to achieve information transfer by engaging communities, relevant organizations and forming operations teams.

2. Communication Strategy

The communication strategy aims to increase awareness and understanding of the project throughout its development, in particular, how to manage and communicate key messages and project content to identified stakeholders and targeted audiences.

Tourism Organization Culture

Organizational culture is generally understood as all firm beliefs, values, and attitudes, and how this affects the behavior of its employees (Society for Human Resource Management, 2015). That is, the culture shapes the behavior that is acceptable or unacceptable to the individual. Culture can also help to determine core values and principles that guide organizational behavior.

Individual work behavior is influenced by various cultural norms, ranging from supranational, national culture, the organization to professional (Dasgupta and Gupta, 2012). These different cultures are not as dominant for various task behaviors in the workplace. The relative influence of organizational and cultural professionals may be stronger for task-centered work behaviors and require strong competence and individual practices within an organization (Karahanna, Evaristo, and Srite, 2005) in Dasgupta and Gupta (2012).

Individuals as members of the organization develop a shared belief about what "rights are visible" as they interact over time and learn what results in success and what does not (Gotham Culture, 2018). When these beliefs and assumptions lead to less successful results, culture must evolve to keep the organization relevant in a changing environment. Basically, culture in an organization is not stagnant. In this case, a culture within the organization is usually determined by the leader of the organization. Thus, it is



the duty of leaders to convince their employees about the benefits of change and demonstrate through collective experience with new behaviors that a new culture is the best way to operate to produce success (Gotham Culture, 2018).

For tourism organizations, culture reinforces guest service ethics and involves diverse and widespread associations in the mission to create a memorable experience for the guests (Noonan, 2017). Technological advancements and growing customer expectations of how they want to interact with organizations, such as online check-in, mobile, and mobile boarding pass, keyless hotels, require organizations to find ways to keep providing digital technology-based interaction services. This encourages additional organizational cultural imperatives: flexibility and learning (Noonan, 2017). Therefore, tourism organizations should be readily adaptable to the culture in response to market changes and competitive conditions to change the customer experience.

Technology and Communication Reception on Cultural Tourism Organization

Organizational culture is being faced by modern labor turnover which is now known as the "Millennials" born around 1981 until the mid to late nineties. Referring to this, mobility becomes a keyword that describes the role of technology in millennials' lives. In technology utilization, more organizations have provided various devices, such as tablet computers and notebook and provide flexible workspaces and schedules (Sumer and DiDona, 2014).

The growing connectivity of millennials has implications for social patterns in work in an organization. Millennials work to be able, through their workplace, to make a real difference outside the workplace (Gurchiek, 2014). One of them is the utilization of information and communication technology in the form of social media. Mooney et.al (2010) describes the evolution of the role of social media, which marks productivity in an organization's work collaborations. This is supported by Ferri-Reed in (Sumer and DiDona, 2014) which shows the potential of social media that can be exploited by millennials. Millennials use the social networking web to research the trends in the network and help facilitate new ideas to take to their managers.

The millennial characteristics also relate to dynamic communications in five areas that are highly relevant to the performance and relationship of members in the contemporary organization Myers and Sadaghiani (2010): (1) socializing and negotiating membership by members of the organization; (2) work expectations and the process of developing relationships in the workplace; (3) use of information and advanced communication technology; (4) reaction to the current job market and the implications of their full-time employment; and (5) orientation toward their achievements and aspirations involved in leadership.

The ability to assemble virtually allows for easier discussion of millennials workforce. In a study of intergenerational perceptions of workplace employees, Bell (2008) and Puybaraud et al. (2010) found that millennials have valuable factors associated with



flexibility, collectability, and cognitive efficacy. In addition, Ferri-Reed in (Sumer and DiDona, 2014) propose the idea that millennials now include corporate philanthropy when considering work. Other factors, such as the location of the work environment and the organizational culture have similarities impacting the interests of the millennials in a particular organization. The physical location of the workplace is an example of a symbolic artifact that can be used for millennial perceptions of organized philanthropy.

The Ministry of Tourism of Indonesia conducts it into the implementation of digital tourism by bringing forth a community interested in tourism, called GenPI (Generasi Pesona Indonesia) and GenWI (Generasi Wonderful Indonesia). GenPI / GenWI is in charge of promoting Indonesian Tourism through blogs, vlogs or social media to the public. In this case, tourism organizations are implementing the habits of millennials with the optimum use of technology.

Discussion

The purpose of this study is to review the reception of technology and communication within the tourism organizational culture. Tourism organization as a Thompson's reciprocal technology, generally providing a service and bringing about change. Based on the results of literature studies, the reception of technology and communication in the culture of tourism organizations is supported by the existence of millennials' workforce that makes the work environment in the organization growing rapidly to accommodate Millennials' technology capabilities.

Organizational culture is embraced by members of the organization, then developed and inherited to address external adaptation issues and internal integration issues, therefore, the tourism organizational culture changes in the form of newer equipment, greater mobility, and the addition of innovative new human resource services. This should be anticipated by leaders and also members of tourism organizations.

The study cannot be separated from the limitations. First, the organizations discussed only relate to tourism-related government organization. Secondly, this study uses a literature study method that is not fast to be accepted, digested, and scrutinized so it takes time to examine relevant reference sources.

The next research should be to conduct an evaluative research on a more specific tourism organization to get a more detailed and deeper descriptive picture.

Conclusion

The findings of this study emphasize that the reception of technology and communication in the culture of tourism organizations is supported by the presence of millennials labor. These findings have important implications in relation to the culture and management of organizational communication. This study seeks to describe the



organizational culture, one of which tourism organizations reviewed the reception of technology and communications. The analysis shows that there is a technological and communication reception on the culture of tourism organizations in the form of utilization of technology digitization that leads to changes in communication and organizational culture with the support of millennials labor.

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