Corporate Culture Transformation Through the Implementation of the New Culture Programme

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Abstract

Effective communication occurs when the presence of the same understanding between the Communicator and komunikan, and effective communication is required when the company delivered a message to all members of the company, for example, when delivering the norms, rules, and values that are embraced by the company. Every company has values that are built to uniform the thought and behavior of all members of the company. Become a member of the company means being a part of the culture of the company. PT Dahana (Persero) was once a monopoly company is engaged in the provision of goods and services the explosives, now it is no longer a monopoly so it had to face intense competition with the company. Having to compete with other companies, the company attempted to make improvements by way of making changes in various areas, including culture that embraced the company which include the values and norms that govern the behaviour of its employees, in this case the company shall perform the transformation of culture. Types of studies used in this research is a case study. Case study as a research method or strategy in certain cases to uncover. The research describes the programmes implemented to support employees’ understanding of the essence of the seven values company culture. Based on the results obtained from the field author categorized into four types of programs namely programs competition, coaching programs, educational programs and other means of Support. From the implementation of the program, there are several factors supporting factors and constraints, which factor constraints more than by a factor of his supporters. There is a prominent proponent of the four factors namely Dahana is a leader, the acceptance and support of employees, pride for the employee, the employee’s respect and responsiveness. As for the factors that become an obstacle in the transformation of corporate culture is not easy mempersuasi employee to make changes, lack of understanding of the employee, is not continuous and consistent, the existence of a separate location constraints in three places, namely, Jakarta, Tasikmalaya and Subang, lack of example of leadership when leadership should be a good Communicator, employees there is an entrance to the outside of the company, and structural constraints.

Keywords: transformation, corporate culture, Organizational Behavior, organizational communication

Introduction

Communication is a nature of human activity. Utilize the communication; human could connect to each other in various activities at various places, from the house, workplaces, and societies or wherever they belong. Communication is very important, especially at workplace. The success of corporate depends on the staff and management ability to effectively communicate.

Effective communication is occurred when the communicator and communicant understand each other, and effective communication is needed to deliver message for each the corporate members, e.g. to deliver about the norms and rules missioned by the corporate. Each corporate has certain values built to straighten the mindset and attitude
among the members. Being the corporate members mean we are part of the certain culture.

Each corporate has their own culture, different with the other corporate; these differences depend on the various aspects, one of it is based on the purpose of the corporate. Similarly in PT Dahana (Persero) – or popularly nicknamed as Dahana – as a part of BUMN (Badan Usaha Milik Negara / National Corporate) has different culture with others because different in vision, mission, and purpose, thus the member attitudes would be different.

Corporate culture is not influenced by the internal factors; instead it influenced by the external factors, e.g. environment and continuously developing era demands that affect the increasing competition. Thus each organization must adapt with the environment. Reality demonstrates the numerous example of decreasing organizations because of the incapability of adapting the environment. This become the basic for each corporate to conduct cultural transformation.

PT Dahana (Persero) possesses the staffs from the various backgrounds, ethnics, region, or different work unit origins. Each individual deliver different abilities, values, and needs; those factors would conflict or endorse the corporate demands (expected culture). Otherwise, the culture that is not support the corporate strategy tends to struck the corporate development. On the contrary, if the supporting culture is not developed by corporate, it would be a waste potential.

Culture has function as an adhesive to merge the organization. If the organization has the strong culture, the organization and staffs would deliver the analogous attitude. If the culture is weak, the organization would not be supported by the staffs and would deliver the negative effect. Culture would be an obstacle if the values are not reciprocal with the organization effective values. This would deliver the lack of work motivation and spirit, decreasing loyalty and trust to the main task and staffs commitment to the corporate.

When a corporate implements cultural values to their staffs, all of related components need to cooperate. Otherwise, the role model and control from leader is needed as a guide; it is not achieved by the leader, the new values would not live for long, the old cultural values would return and it would not reciprocal with the corporate vision and mission.

The transformation process of corporate culture has consequences, the PT Dahana (Persero) is demanded to work harder in internalization and socialization; it means a lot of time needed for the “snowball” of new culture to “roll itself”. This effort is needed to conduct these factors in corporate; there are norms, beliefs, values, standards, rituals, structures, nuances, and interaction types expected by the corporate.

To conduct the established value, PT Dahana (Persero) communicates with the whole staffs in various activities. If the rites and rituals is perceived as a culture in action, then the cultural communication is the working cultural network (Ndraha, 2005). Cultural communication is conducted by several communication characters. These characters are: the elite characters on the top and floor character at the bottom. Each
sides has role, as a message distributor or receiver, and it is expected to transform the attitude.

The corporate cultural transformation is related with the leader effort to guide their subordinates; it means any staff individually as a part of their groups. PT Dahana (Persero) conduct the corporate cultural transformation, all the management and staff are involve in effort to ease the flow of cultural transformation in various activities, support the formation of Agent of Change (AOC) and Champions, specifically conducted to handle the corporate cultural organization.

Based on these aspects, the researcher is interested to study the corporate cultural transformation at PT Dahana (Persero). This study is aimed to reveal the pictures of Corporate Cultural Transformation through the New Cultural Program Implementation.

Literature Review
Culture has a role as a boundary determiner; it means the culture create unique differences among the organization and differ it with other organizations, the culture is create the identity for the organization. Schein (1997) in Wibowo (2010) defined the culture:

Culture is a an assumption pattern founded and developed by the certain groups after they learned and master the external adaptation and internal integration, considered to work effectively and taught to the new members utilizes the correct perception, mindset, and sense in a relation to the certain problems.

Geer Hofstede stated that the culture is union mental program that require responses from each individuals in the environment. This definition means that we perceive the culture in daily activities and controlled by the cultivated mental program. Culture is not just the surface (shown) attitude, but cultivated deeply inside each member’s thought (Wibowo, 2010).

Culture defined by Michel Zwell: Culture is human way of life delivered through generations in learning process to create the certain way of life and appropriate with the environment. Culture is a basic assumption pattern learned by the certain groups through the problem solving, external adaptation and internal integration. An organized groups of people has similar purpose, beliefs, and values and could be measured by the motivational influence (Wibowo, 2010).

The cultural implementation in organization transformed it into the organization-al culture. The organizational culture is a system that has union meaning followed by the members that differ the organization with others. The union meaning is a key characteristics that envisioned by the organization. Otherwise, the culture is a union meaning system. Organizational culture is related with staff understand the cultural characteristic of the organization, and it is not related with their acceptance. According to Edgar Schein (1985), the corporate culture is a union meaning system that followed by the members and differ the organization with the others (Moeljono, 2003).

According to the Deal & Kennedy; Corporate culture is explained about the contents of the culture, the values, the symbols the rites, and the ritual – it could influenced the whole performance of the corporate. According the Robbins (2003) the organizational culture is an union meaning system in primary values that followed and
respected among the organization members, has function to create the differences among the organizations with other ones, create the identity for the organization members, to ease the collective commitment to the organizations, increase the social system stability, create the meaning and control mechanism to create the attitude and behavior among the organizations. Deal and Kennedy in Robbins (2003) stated that organizational culture as a dominant values that supported by the organization.

Gibson et.al. (1996: 77) menyatakan: organizational culture contains the merge of values, beliefs, assumptions, perceptions, norms, special characteristics and behavior patterns”. Kreitner and Kinicki (2003: 68 – 75) state the organizational identity has function as an identity distributor among their members, promote the collective commitment, increase the social system stability, and control the members’ behavior. Luthans (1998: 213) stated the organizational culture contains a standing norms and values accepted by the environment. Sharplin (1995: 225) stated that the organizational culture is a value, belief, and habit in organization that make interaction with the formal system structure to produce the organizational behavior norms. Stoner et.al. (1996: 246) defined the organizational culture as the cognitive framework that contains the values, behavior norms, and expectations delivered by the member. Davis (1984: 198) stated that the organizational culture is a pattern of acknowledged organizational beliefs and values, admitted and practiced among the organization members, thus the patterns have unique meaning and transformed as a basic rules of attitude among the organization.

Schein (1997) define the organizational culture as a pattern of basic assumptions that founded, created, and developed by certain organization to solve the problems emerge consequently by the correctly executed external integration and external adaptation, thus the organization teach the members the correct method to understand, perceive and feel the problems. According to Noe and Mondy (1993: 235), an organizational culture is a system of shared values, beliefs and habits in an organization interaction with the formal structure to create the attitude norms. Organizational culture contains the values and standards to lead the organizational attitude and generally determine the organization purpose.

Research Methodology
This research is a case study. Case study is a method or strategy in research to reveal the certain cases. Case study researches the program, event, activity, process or individual accurately. These cases are limited to the time and activities, and researcher completes the information collection procedure in the determined time (Stake in Cresswell, 2010).

Otherwise, Kriyantono stated that case study is a research method utilizing the various data source (as much as possible) that has function to research, examine, and describe comprehensively from the various individual, group, program, organization, or event aspects, systematically (Kriyantono, 2006). This research is a case that happened in an organization in certain time; particularly it reveals the cultural transformations at PT Dahana (Persero).

PT Dahana (Persero) is previously monopolized the explosive; otherwise, current days PT Dahana is not monopolize the market, thus the competition is very tight among similar corporates. The competition demands PT Dahana to conduct corporate maintenance to transform culture envisioned by the corporate, including the values and
norms that arrange the staff’s attitude; thus the corporate is required to conduct the cultural transformation.

**Results and Discussion**

The cultural implementation in an organization creates the organizational culture. The organizational culture is a union meaning system followed by the members to distinguish one organization to the others. This union meaning system is a collection of key characteristic followed by the organization, i.e. culture is union meaning system. It is not depend on the staff fondness to the culture. Organizational culture is related in how the staff understands the characteristic. According to the Edgar Schein, corporate culture is emphasized on the union cultural system that followed by the members to distinguish it with the other organizations (Moeljono, 2003).

Organization possess the norms and values that are followed to set the and direct the members behavior, as it implemented at Dahana as a organizational form that possess the values, beliefs, hopes, assumptions, perceptions, norms, and uniqueness followed by the members to distinguish the corporate with the others, create union identity for the member, and ease the emergence of commitment among the corporate.

The strength and weakness of the culture is not revealed on the value’s clear distinction and implementation intensity, but also consideration of other factors, there are cohesion, ritual commitment, cultural network, and staff performance. Strong culture needs to be followed by union; by the management and the staff to face the challenges and threats form the external environment; thus the external environment would be managed effectively if the staff understand and absorb the cultural values.

The transformation is defined as an appearance change (form, nature, etc.)¹. Otherwise, the organizational culture is a union system of primary values that are followed by the union and respected by the organization, has function to create the distinguish characteristic with other organizations.

The organizational culture is required when the followed values is not appropriate again with the environment. If the environment is changing, then the cultural transformation is required for the development update. The cultural transformation in one side could increase the staff performance, but on the other one could damage the corporate if it is not prepared and managed effectively or it is not supported by the members.

But, if the organizational transformation is not implemented and the environment is changing, thus the corporate would be failed successfully. The transformation is required to defend the corporate from the competition pressure.

Conducting the cultural transformation is not easy, depends on the members acceptance and the defendant of old culture that perceived as a correct and fine culture. The cultural transformation is mindset transformation among the members.

PT Dahana (Persero) is form the agent of change to implement the new cultural values that is appropriate with the vision, mission, and purpose of the corporate. The new cultural values are implemented through te programs that could support the members perception about the essence of seven cultural corporate values. The agent of

change (AOC) conducts operations through the programs helped by the champions as an operative.

The messages are delivered through the new culture implementation related with the seven values. Communicators are the people selected by the AOC and Champion; thus they are highly credible. Communication process is conducted primarily utilizes the symbol and secondarily utilizes the device or facilitation as a medium. The medium utilized are internal magazines, billboards, posters that are shown in corporate environment.

Programs are conducted to grow the competitive perception among the staff, it is include the contested programs; the coaching programs; education and self-development; and the other mediums.

The competition programs select winners based on the certain evaluation; there are the sample staffs (Karyawan Teladan/KTTI) that aimed for the staffs and conducted once for the three months, and the sanitation programs (5R) that contested among the division. the coaching program is aimed to train the work creativity and implement the cultural corporate values; there are the sharing program (duduk bersama berbagi ilmu/ DBBI), the five minutes meeting (P5M), the English speaking half-day (English-Day). The education program is program to train the agent of change through the meeting, management, assessment, and other trainings. The supported medium is a sharing medium and cultural formation e.g. the internal magazine, Dahana theme song, ID card, uniform, and thematic yells. The implementation of programs to transform the corporate culture could be read on the table below:

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Keterangan:

Based on the programs above, the cultural transformation categorized in these aspects: 1) Competition Programs, 2) Coaching Programs, 3) Education Programs, 4) Supporting Mediums.

According to Robbins (2003), organizational cultural is union meaning system through the followed primary values and accepted by organization, has function to
distinguish the organization with the others. Corporate culture implementation is conducting the culture in a corporate.

In this research, the cultural transformation is the primary corporate values followed by the union that has been calculated by the PT Dahana (Persero) Directory and the forum participants of Sosialiasi Hasil Survei Persepsi (Perception Result Socialization Survey) by the consultant advice. The cultural values is implemented through the Tim Pengembangan dan Implementasi Budaya Perusahaan (Corporate Culture Development and Implementation Team).

These appropriately related to the basic assumption from the Teori Budaya Organization (Organizational Culture Theory) by the Pacanowsky and O'Donnel Trujiloyang; they stated that the organization members created and preserve the union feeling about the organization realities, and resulted in in better understanding among the organizational values (West & H. Turner, 2007).

The new cultural values implemented by the PT Dahana (Persero) is a result of union calculation and compared through the perception result survey, formed as a das sein (existing values) with their corporate vision, mission, purpose, strategy & target that were das sollen (expected values). The comparison result between the das sein and das sollen shows that the imbalance; thus there are deleted, preserved and newly created values. Based on the calculation and union understanding, the Seven Primary Values are created as new corporate cultural values.

The cultural value creation process, in Konstruksi Sosial atas Realitas (Social and Reality Construction) theory, is a process of externalization and objectivity among human through the knowledge and organizational living process and then legitimized. The legitimation could be seen as a explanation and correction process among the individual interaction (Berger, 1990).

The seven corporate cultural values is an objective structure that was resulted from externalizations; according to Berger and Luckmann, the objective structure never become the end result product of the social interaction. The cultural values could be understand by each of staff members through subjective internalization process that give birth to the new externalization process.

The created cultural values is preserved by union thus creates the union understanding; it affected the better understanding of cultural values. The seven cultural values are Nationalism, Leadership, Responsibility and Service, Professionalism, Innovative, Excellency, and Alliance / Global.

The seven cultural values is a new culture inside corporate that is believed and guides the staffs to perceive, act to work and achieve the corporate vision/mission. The seven cultural values is a message that required effective delivery effectively, because the it was the union beliefs and guides to act among the corporate members. Thus to achieve the understanding staffs, the corporate values are implemented through the communication among senior staff and thenewerones, the ritual of ceremony, sport, meeting, physical-attitude-verbal symbol and other program activities. The storytelling is a communication process about the senior staff as a communicator delivers
the cultural values messages and the new staff delivers the feedback (Courtland L Bovee and John V Thill; Business Communication Today).

The communication is categorized as six phases, there are: 1) the communicator has an idea or advice, 2) the communicator changes idea into message, 3) the communicator deliver message, 4) the receiver read or listen the message, 5) the receiver perceive the message, 6) the receiver deliver feedback to the communicator (Purwanto, 2003).

KTTI is categorized as a sample staff (year’s quarter) and the best performed staffs (yearly) are the appreciation and valuation process to the individual; then the 5R is appreciation and valuation process to the groups or team, individually or as a union. The teamwork is needed to deliver the self-development, friendship and partner among team growth.

Work as a team is potential to deliver the creativity and large amount of energy for each of participating staffs, each of the staffs participate in an activities to achieve the certain purpose. Team is a unit contains two or more cooperating staffs to achieve the purpose (Bovee & Thill, 2003). The activities is conducting cooperatively through the 5R, each of the staffs apply the operational and cultural values, or pointed as in the fourth number (professionalism), in which the operational values are competition, cooperation, and control.

The 5R is a small group activity spread among the work division, then the communication among them means the group communication; they interacted about the activity to create the 5R winner. The communication is conducted in small groups, thus it communicated circularly, dialogic, question and answer activities among them. Group communication is conducted among the communicator to the several persons in small or large groups.

The second category of program implementation is the Coaching Program, e.g. DBBI, P5M, and English-Day. The coaching programs is created by the AOC with Champion to socialize and implement the corporate cultural values. The DDWI (Duduk Bersama Berbagi Information / Sharing Activity) is a place to share the information about seven corporate primary values, i.e. discussing about the Nationalism, any information that included in the corporate values. When the information delivered, there is interaction between one staff with the other in living organization. According to the Teori Interaksi Simbolic (Symbolic Interaction Theory), Barbara Ballis Lal stated that “Social living is a process of interaction among the changing structures” (Prawito, 2007).

The communicator in these activities is the AOC or any trained person which has information for the other person, e.g. trained in archive, code system; this information is delivered through the every work division. Along with the information application taken from the DBBI, the staffs is conducting the “learning”, meaning the staffs would apply one of the operational unit, the Innovative.

Communication about the program is circular among the communicator in certain topics; thus the answer and question session is dialogic. This situation could be found In the Coaching Program P5M (Pertemuan 5 menit / Five Minute Meeting) and English Day. The five minute meeting is held by every work division and discuss about the work related topics. Before the work daily routine, they gather and conduct briefing for five minutes. In this situation (work as a team), the speaking and listening skills are
required. This team is a unit contains two or more person to achieve the purpose. The team members have the same mission and responsible for their result (Bovee & Thill, 2003).

The English Day program is held every Thursday after the sport, each of the staffs discuss in English though the code switch is frequently spoken (between Indonesia and Local Language). This program is held to achieve the English spoken corporate, because Dahana is a global corporate with the vision of Global Alliances, Global Sourcing and Global Operation. The English Day is conducted informally in English, and importantly there is courage to speak with English and frequently switching code with Indonesia or local language.

In the Symbolic Interaction theory by Blumer (1969), there was three basic assumptions, one of them is the meaning created in inter human interaction. Programs are calculated by the Corporate Culture Development and Implementation, in which the AOC speak about the values and operational, such as Nationalism, and create the understanding about the meaning.

The national anthem is an identity among the nation, thus Dahana has their own anthem sang in an official agendas. Similar to the logo, theme song could distinguish Dahana with other corporate, and included as a verbal symbol. The verbal symbol in new culture is a yell slogan and spiritual feed. The yell slogan is stated through the speech, e.g. the Chief Director give speech in Dahana Birthday; the yell slogan is contested among the work division and sang in sample staffs inauguration. The yells has certain theme for each activities, there are “Give the Best for Success” for outbound activities, “Take Action! Together We Grow” in 2012 Annual Meeting; and lastly at Dahana 46th birthday the slogan is “Together We Can”.

The symbol is important for the corporate cultural implementation, physically, verbally or habitually. The basic assumption of Organizational Culture Theory, it was stated the utilization and interpretation of symbol is very important for organizational culture. The symbol is a culture and has organizational meaning among the staff interaction and has meaning about the person action through that.

The staff attitude and action in corporate is the reflection of corporate culture, because the organizational culture has basic organizational philosophy that include the beliefs, norms, and values; these are the core characteristic about the organizational method of conducting activities (Wibowo, 2010).

The corporate culture would deliver the psychological nuances among the staffs, the method of their work, problem solution, relation with the superior or partner, and many other cultural aspects for each work division in corporate. This is similar with the basic assumption of Organizational Culture Theory by Pacanowsky and Trujillo: “Cultural varies in different organizations, and the cultural interpretations are different” (West & H. Turner, 2007).

The interaction is conducted in socialization and corporate cultural implementation; the cultural values are constructed by the staffs through the internalization process. The internalization process is a reality perception influenced by the knowledge,
understanding and the experiences. The knowledge, understanding, and experiences are affected by the social-economy-culture-motivation background.

Cultural transformation is not easy to conduct, not every staffs in each levels of corporate has similar social-economy-culture-motivation backgrounds. The problems is not within the staffs but also included in other factors such as structural and location.

To ease the cultural transformation, there is supporting factor that affected the Dahana; Dahana is a leading high energy industry, and it is accepted, supported, respected, responded, and rightfully proud by the staffs.

The cultural transformation is related to the human mindset with their perception and feeling, the staffs has their own beliefs, norms, and values that perceived as correct attitude; thus the corporate is required to transform the similar mindset; then the corporate could supported, accepted by the staffs as a supporting factors in different problems and challenges.

Conclusion
Programs are implemented to support the staff understanding about the essence of seven corporate cultural values. Based on the result collected from the field, researcher categorized the four program types; there are Competition program, Development program, Education program, and other Supporting Facilities.

The implementation of those programs includes some supporting and constraining factors; in which the constraining factors has greater quantities than the supporting ones. There are four significant supporting factors in Dahana, these are the leader acceptance and support, pride, respect and response from the staffs. The constraining factors to conduct cultural transformation in corporate is the difficulties to persuade staffs, lack of understanding, discontinue and inconsistent, the different and remote locations in Tasikmalaya, Jakarta and Subang, lack of leader’s charisma to effectively communicate, the recruitment and resignation of staffs, and structural problems.

References