Integrating Organizational values using Continuation Workshop Program (CWP)

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Abstract

A successful organization is an organization that has strong values and these values are consistently being carried out by its employees. Moreover, these values tied each individual together in an organization. With this regard, organization’s values play a huge role in building a strong organizational culture. The objective of this study is to discuss about the process of values integration in an organization. This study was done at Organization X that has three types of values namely: organizational values (STAR), service values (AQUISMArt), holding company’s values (TOP). The challenge for the organization is to ensure that these values are heading towards the direction they are intended to. The study was using surveys with open ended questions (N=62). The results showed that only about 11% of the employees acknowledge the entire three values, the rest is only familiar with two or even one value. Based on the results, researchers come up with an alternative solution by integrating the organization’s values in order to be more easily understood and applied in the organization. One of the methods is by offering a Continuation Workshop (Shopan). These workshops were designed using four basic steps in the process of culture management by Randle (2007): (1) analyzing current culture, (2) determining what the culture should be, given the firm’s current stage of growth (the firm’s desired culture), (3) identifying gaps between the firm’s current and desired cultures, and (4) developing and implementing a culture management plan.

Key words: Continuation Workshop Program (CWP), Organizational Values, Integrated Organizational Values
Introduction

*If you get the culture right, most of the other stuff will just take care of itself.*

-Tony Hsieh, CEO of Zappos. Com-

What Tony Hsieh said might be true, if we take a look at some companies nowadays, they are all getting a great benefit & growth when they start putting the integration of company's values into all aspects and component of their organization. From Tony's quote it can be understood that organizational culture "lived” within all aspects of the organization. George & Jones (2012) define organizational culture as a set of values, believes, and common practice that influence employees how to think, feel, and act to one another in the organization and to people outside of the organization. Same this is also stated by Robbins & Judge (2013) who define organizational culture as a system which contain a purpose that being held and distributed among its member to distinguish themselves from other organizations.

From above definitions, it can be concluded that organizational culture is the glue that hold everything together, the identity of an organization, and also the guidance on how all the members of an organization think and act.

Some companies have strong organizational culture while the others have a weak organizational culture. Strong organizational culture can be achieved if everyone in the organization are able to know and understand clearly what are the cultures that will be adopted to them, they can understood it and explained it (Randle, 2007). On the contrary, Randle (2007) stated that an organization has a weak organizational culture if everyone in the organization didn't know and can't fully comprehend what are the cultures that will be adopted to them, they can't understood it and they can't explained it, like in the case of PT X which will be the main object of this paper. Randle (2007) added that it isn't surprising when every organization or company is racing to explain the organization culture that they wish to be implanted to their members, for example, like when companies summarize its values, believe, and norms that become the element of its culture into a short sentence and put that sentence in every room in its organization even though sometimes the values, believe, and norms that they summarize isn't the same in reality.

This paper will discuss organizational culture in PT X. Data showed that the amount of PT X's employees who know and understand the company organizational culture is discouraging. From the result of the questionnaire given to 62 employees in PT X, only 11% from 62 employees know that there are three values in PT X. This small number is also influenced by the lack of implementation of these three values in the organization. PT X is a private company that is a part of a corporation. PT X has three values that they wish to be implemented to each of its employees which are company values, service values, and the parent company values. Based on our result data, an effort is needed to distinguish which values are the priority, will be socialized, and going to be internalized to every members of the company. This effort is important to support the affectivity of the company knowing that the main effort to make organizational culture values influencing the affectivity of the organization as a whole is by first influencing the behavior of the employees to make it in accordance with the vision and mission of the organization (Baret, 2010).

Up until now, PT X has done many efforts to socialize and internalize the organizational culture values to each of its member of organization such as the regular employee gathering, the daily morning briefing that encourage employee to shouting the company’s spirited jargon, and every other rituals and routines both daily, monthly, or yearly that intended to increase the sense of togetherness are also regarded as an effort to internalize the company’s culture. But according to the result of the survey to 62 employees above, 71% of 62 employees said that the company organizational culture implementation efforts are just rituals. The implementation is not yet spreading and equally consistent; it only regarded as lip service and only exists in company’s guide book. There are even employees who didn’t feel any effort of the organizational culture implementation being done by the organization.

The result of this questionnaire shows that all three values of organizational culture of PT X are not yet understood and Implemented completely by the employees. This result is also supported by the statement of PT X Human Resource Department who reveal that right now the values of the company is still in the level of “nice to have”, more over there are still values that are not yet known by the employees because it just socialized to the manager and just had been planned to socialize it to all of the employees. Generally in Indonesia to having three cultural values in one organization is not something that commonly happened.
Right now PT X is in the middle of a strong effort to implant all the three values, Values of PT X itself, Service Values, and the recently being socialized, the value of the parent company. This is done as a strategy to cope with the fast growth and expansion that PT X currently going through. PT X believes that organizational culture implementation will make the company have a new paradigm based on the values which can support the company’s going concern.

Based on the condition of PT X, We intend to identify the current organizational culture of PT X and develop a strategic planning before the socialization and internalization of organizational culture has been conducted for the whole employees of PT X by integrating organizational culture.

**Theoretical Review**

**Organizational Culture Values**

Value as part of the organizational culture is the embodiment of the company’s founder assumptions and the ideal condition of organization to achieve gains as well as provide guidance and boundaries to align employee behavior with the goals of the organization (Schein, 2004). Values as a part of organizational culture, not only are hoped to become the characteristics and the identity of the employees in it, but also hoped that the employees are able to implement these values of the company in their workaday life so that the behavior displayed by the employees is in accordance with the values of the company. Values are general criteria, standards, or principles that directs the people to determine behavior, events, situations, and outcomes desired and undesired (Jones, 2007).

Seeing that values are the general criteria or principal of thought and act then Barret (2010) stated that when there are a big difference between the values of a company and the values that are adopted by each individual employee then the performance of that employee will intend to decrease and furthermore it will reducing the bond between the employees and the quality of work and services that they are given. Barret (2010) also stated that there are two benefits from the synchronizations of organizational values with the employees through the implantation of company values that bond with the employees, which are: (1) Organizational culture can attract and support the talented individuals. This will give the organization a significant commercial benefit, especially when the talent is very rare. (2) The brand values and the values of the company are two different sides of the same coin. Strongest external brand is the people who had been deeply internalized with the organizational culture.

**Continuation Workshop Program (CWP)**

Continuation Workshop Program (CWP) is a continuous workshop that held as an effort in process of organizational culture values integration. The words or term organizational culture values integration specifically only to describe the condition and situation that are unique and discussed in this paper. CWP is done based on the four basic step of Randle (2007) culture management process which consists of (1) the analysis of the current organizational culture, (2) identifying the firm’s desired organizational culture, (3) identifying gaps between current and desired organizational cultures, and (4) by developing and implementing a culture management plan.

1) Analysis of The Current Organizational Culture

The first process in culture management is by doing an audit of the current organizational culture to determine what organizational culture is currently undergo in the company, what organizational culture that frequently said by the member of the organization. When asked about what is your organizational culture, according to Randle (2007) majority of people will look at the text or slogans that are hung in the office and said that what they see is an organizational culture. Method used in the beginning of this process according to Randle (2007) can be done well by ways of interview or by making a conclusion of organizational characteristic from the stories told by employees. However Randle (2007) not defining the specific method to defining the current organizational culture of a company. The result of this first process is a list of organizational culture elements and the meaning of each element.

2) Identifying of the Firm’s Desired Organizational Culture

This stage is a responsibility of the management to answers what kind of organizational culture that the firm desired to achieve. In this stage, the focus is on the current organizational culture and the next five years organizational culture. This stage can be done in a form of brainstorming sessions, workshops, or survey. The management, includes the founder of the company, must construct a set of values and believes that are suitable with the company needs and wants (Randle, 2007). Next Randle (2007) stated that the management and the founder of the company or the senior managers summarize it in a culture statement containing each element or organizational culture so that later on there are
no misunderstanding in meanings. Randle (2007) suggest that the culture statement contain no more than 5 to 9 keywords to make it easier for employees to remember that cultural statements and that statement also accompanied by a short definition not more than 1 paragraph.

3) Identifying Gaps Between Current and Desired Organizational Cultures

When managements has identify the needs and wants about the firm’s desired organizational culture, those needs and wants are then considered to become the organizational culture that employees should have right now.

4) Developing a Organizational Culture Management Plan

An organizational culture management plan focus to make sure the availability of every aspect from firm’s desired organizational culture. This planning is focusing on the development of strategy to close the gap between desired organizational culture with the current organizational culture. Every time change is done inside the infrastructure, senior managements need to consider the effects of organizational culture. Sometimes the needs for organizational culture changes arise because of acquisition and merger. Some values from one or two organization will need to be changed significantly or maybe eliminated with the purpose of supporting the company’s transition because it will give a huge influence on the moral of the employees.

Based on this basic steps of culture management process, as an effort of organizational culture value integration done via CWP, We devise a series of workshops with a total of four workshop with each workshop is filled with different purpose and activities according to the above process. The implementation of this CWP will be discussed in the Method for Implementation of CWP.

Methods

Method for the Implementation of CWP (Continuation Workshop Program)

In order to make the socialization of corporate values to employees a success, then a continuous workshop program (CWP) is given to the employee of PT X. Ranging from the integration of organization culture values to the other preparation of tools such as company organizational culture handbook, tagline, and motto related to corporate values. This workshop is designed with an indoor setting with duration of three days.

Workshop I

The first workshop is designed to integrate the corporate values by identifying the relation between these three values, Values of PT X named STAR, Values of Service named AQUSMART, and the values of parent company NAMED TOP. This first workshop consist of sharing activities attended by the team of company organizational culture, which is the representative of company board of director, Human Resources Department and some people that are chosen by the company as the agent of change who come from various departments in the company. The result of the first workshop is the agreement about the relation between the three values.

Workshop II

This second workshop is designed to redefine, devise, and make an agreement about the behavior indicators that can be used to measure a person success in implementing the desired organizational culture. The result of the second workshop is a set of behavior indicators that had been agreed together.

Workshop III

The third workshop is designed to prepare a number of terms that can be remembered easily by all employees in the company in a form of duty to the agent of change to create a motto and tagline that devised together then socialized later on to all employees of PT X. The result of the third workshop is an organizational culture motto & tagline that ready to be socialized to all employees.

Workshop IV

The fourth workshop is devised to prepare the agent of change with some materials that can be used to socialize company’s organizational culture. This workshop is about making draft or plan of company’s organizational culture handbook which contain knowledge about company’s culture that is being socialized. It also contains descriptions of
each element of the company’s organizational culture and an example of behavior that represent the desired values. The making of the handbook is done together with the agent of change. This company’s organizational culture handbook will be printed and distributed to all employees as guidebook.

Results

Based on the design of workshops that we have made, which is a series of four kind of workshops, we only able to held to out of this four workshops because of the time limitation that PT had considering in that same time PT X is also undergo corporate database system upgrade and almost all the member of board of directors and senior managers are involved in the process. To bridge the last two workshops that failed to be held, we then replace the third workshop by giving the module for the workshop which contains some activities with the purpose of producing tagline and motto according the behavior indicators from the result of the second workshop. Meanwhile to bridge the fourth workshop, we giving out the plan for the company’s organizational handbook which later will be completed by the company itself based on the result of the first and second workshops. This handbook plan contain material about various plan of programs to support the socialization and internalization of company’s cultural values that are the result of the previous company organizational cultural values integration done beforehand.

The first workshop is conducted for one workday and attended by the representatives of the board of directors, the head of human resource department, people and organization development staff, and three representative of all agent of change. The first workshop is intended to create an agreement about the relationship between the three values named STAR, AQUASMART, and TOP. This agreement is also clarify the current desired condition of the company’s culture.

The execution of this first workshop is in accordance with the first basic step of Randle (2007) culture management process, where the cultural management activities is started by the common understanding about the current company’s culture that are suitable with the company. We chose to integrate this three values not only to make it easier for the employee in knowing and understanding them but also to emphasize the core elements of the three values. The result of this first workshop is the matrix of company’s cultural values integration done beforehand:

Table 1. Matrix of Company’s Cultural Values Integration PT X

<table>
<thead>
<tr>
<th>Holding Company’s Values TOP</th>
<th>Service Value</th>
<th>A</th>
<th>Q</th>
<th>U</th>
<th>S</th>
<th>M</th>
<th>A</th>
<th>R</th>
<th>T</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company’s Value</td>
<td>A.a</td>
<td>A.b</td>
<td>A.c</td>
<td>Q.a</td>
<td>Q.b</td>
<td>Q.c</td>
<td>U.a</td>
<td>U.b</td>
<td>U.c</td>
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<tr>
<td></td>
<td>S.a</td>
<td>S.b</td>
<td>S.c</td>
<td>M.a</td>
<td>M.b</td>
<td>M.c</td>
<td>AA.a</td>
<td>AA.b</td>
<td>AA.c</td>
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<tr>
<td></td>
<td>R.a</td>
<td>R.b</td>
<td>R.c</td>
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<td>(e.g. 1. Spirit of Cohesiveness)</td>
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<td>S.c</td>
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Descriptions:

- **TOP:** Values of the parent company that have three elements: T, O, and P.
- **STAR:** Values of the PT X that have four elements: S, T, A, and R. and each element has sub elements 1, 2, and 3.
- **AQUSMART:** Values of service that PT X has which consist of eight elements: A, Q, U, S, M, A, R, T. and each element has two sub elements.
- ***: Example**

Based on the table above it can be seen that the value of PT X, STAR, is already include the two other values, the values of the parent company (TOP) and the value of service (AQUSMART). We can take a look at the example (Element with asterisk sign), it is show on sub element of A which is A.a that the value of A.a has relationship with S elements on sub element of spirit of cohesiveness and element T & O on TOP value.

In the beginning we only explain these three values in a different table ask the participant involved in the first workshop to try to categorize the value of service and the value of the parent company based on the value of PT X (STAR). The result if this is a matrix where both TOP & AQUSMART values are connected to each other and have been covered in the STAR Value, so STAR value can be considered the main values of PT X where the values inside STAR is also contain two other values TOP & AQUSMART.

Next is the second workshop that is intended to devise a series of cultural behavior indicators that agreed together by managements, founders, and agent of change. The creation of the behavior plan is cultural behavior indicators derived from each element of values that consisted in the definition of company’s cultural values. Every indicators created must be easy to remember and represent the company’s cultural value it represents. Just as like what Randle (2007) stated that the management along with the founder or senior manager must summarize it in a few words with definition of each element so that later on there are no misunderstanding in meaning. Randle (2007) also suggesting that company’s culture statement must not contain more than 5 to 8 keywords to make it easy for the employee to remember it and the statement is also accompanied by a short definition not more than one paragraph. Based on what Randle stated, the value of PT X, STAR, and its elements are discussed together, then redefining examples of behavior that become the success indicator of the company’s cultural values and agreeing together on the result of behavior indicator devised. For example in STAR there is Cultural element S (Spirit of Cohesiveness) that later on derived into a few behavior indicators, it also apply to the other elements, T, A, and R.

As we had stated before, we failed to hold the third and fourth workshops due to time limitation that PT X have. So to overcome this for the third workshop we giving out modules and plan for the third workshop that contain the result of the first two workshop and group activities to create tagline or slogan to make it easier for the employees to memorize and implement the company’s cultural values.

And to overcome the fourth workshop, we giving out draft of company’s organizational culture handbook that later on can be completed by PT X itself. This draft contain values that had been previously integrated, stage of socialization and internalization process, programs that can be conducted on those process, the purpose of each socialization & implementation programs, and also the person responsible for each of the programs.

These four CWP workshops is an effort to help the company who has some corporate values and wanted to socialize and internalize it to all of the employees. The amount of elements of company’s cultural values statement sometimes become a difficulty for the employee to understand those values, so company’s cultural values integration is needed to simplify without changing any meaning of the existing company’s cultural values. So later on it can be hoped with these integrated values can make it easier for all the employees to memorize, understand, and more over internalize it in their workaday life. Along with this common understanding from all the employees about the company’s cultural values then an organization affectivity is created.

**Conclusions**

The researched is done in a company, PT X, who has three corporate values and they then wanted to socialize it to all employees. In an effort to socialize those values some activity had beed done to introduce those values to
employees. However from the result of the questionnaire it is know that those effort is not succeed because there are still many employees who didn’t understand and implementing those values in their workaday life. Based on this condition, we then devise a set of activities to socialize those values to employees which are by integrating those values in a continuous workshop with four main topics. The first workshop to agree upon the integration of values, the second workshop is about the creation of behavior indicators, the third workshop is about creating motto and tagline, and the fourth workshop is to create a company’s organization culture handbook. All these activities is a set of activities with a single purpose of socializing and integrating corporate values into the employees. From the planned four workshop we only able to conduct two of them because of the limitation of time that company has. Because of that reason, this research needs further study.

References


