HOW IS THE ORGANIZATIONAL CULTURE AND LEADERSHIP STYLE IMPLEMENTED IN THE WHOLESALE DIVISION CS 1

(A case study of PT Telkom Indonesia)

By

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This skripsi entitled “HOW IS THE ORGANIZATIONAL CULTURE AND LEADERSHIP STYLE IMPLEMENTED IN THE WHOLESALE DIVISION CS 1: A CASE STUDY OF PT TELKOM INDONESIA” prepared and submitted by Kris Rasta Cakti Ginting in partial fulfillment of the requirement for the Bachelor Degree in the Faculty of Business has been reviewed and found to have satisfied the requirements for a skripsi fit to be examined. I therefore recommended this skripsi for Oral Defense.

Cikarang, Indonesia, 27 January 2014

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DECLARATION OF ORIGINALITY

I declare that this skripsi, entitled “HOW IS THE ORGANIZATIONAL CULTURE AND LEADERSHIP STYLE IMPLEMENTED IN THE WHOLESALE DIVISION CS 1: A CASE STUDY OF PT TELKOM INDONESIA” is, to the best of my knowledge and belief, an original piece of work that has not been submitted, either in whole or in part, to another university to obtain degree.

Cikarang, Indonesia, 27 January 2014

KRIS RASTA CAKTI GINTING
ABSTRACT

PT Telekomunikasi Indonesia is the first and the main telecommunication company in Indonesia. One of its divisions, the Wholesale Division, is in charge of providing services to enterprises. Wholesale Division CS is focusing on Telkomsel as their main customer. Their products are mainly data and networking infrastructure, and there are only 13 people in the division, but their revenues worth millions of rupiahs per month. To be survived in the business with tight competition with other telecommunication companies, Telkom Wholesale must have certain determination inside. The researcher observed that Telkom Wholesale is unique in terms of the culture and the leaderships of the managers. Data and information are gained by using qualitative case study. The researcher use observation, interviews, secondary data, and short questionnaires to gain information and use them as the data for the thesis. Observations were made during the internship program the researcher spent from April 2013 to June 2013. Interviews and questionnaires were distributed from 20th to 23rd January 2014. The researcher use Hofstede’s Organizational Culture research on Indonesia as secondary data, Hofstede’s Onion Diagram as a basis of observation, Hofstede’s Organizational Culture to identify the culture, and Lewin’s Leadership Style to identify the leadership style. The research came to the conclusion that managers in Wholesale are mainly Democratic. The researcher named the Wholesale Division CS 1 as “a challenging environment to work with”, and “a workplace of family and friends”. Both named as the observations and the data analysis has been done.

Keywords: Organizational Culture, Leadership Style, Onion Diagram, Triangulation.
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CHAPTER I
INTRODUCTION

1.1 Background

Nowadays, with the advancing technology and economy of the world, maintaining a business to run on its best performance is a difficult thing to do. Companies are competing in the market, racing against time and doing almost everything to survive. Unique and innovative products are being produced and are promoted thorough any promotional services. We used to hear about a product through commercial breaks on television and radio, but now we could find them in many other things, from a flying banner, commercial hot air balloon, the flashy internet ads, unique banners on the street, and even from our smartphones.

Innovation is another important key after promotion. If we took a chance on exploring the case of Nokia and Blackberry, it is perhaps their lack of innovations that are ruining their product market now. Nokia used to have a victorious time in the past, so does Blackberry. But they didn’t do hard enough on innovating something new that meets the needs of people, and in the end it leads to a lack of interest for people to buy their products.

Innovation and promotion may become two important things on winning your products in the competition. But to done both of them, a company should meet the most important thing that comes with the history of the company itself, which is the corporate culture. With a false culture, failures happen all the time. Employees couldn’t work on their top performances, goals become ambiguous, and surviving the company might become impossible. The organizational culture is the blue print of everything that must be done in the company; it is an instruction on how to do things, so that the business can run smoothly, then the company is sure to complete their basic needs to win their competition in the market.
In the mind of every person, emotions, thoughts and possible actions form a pattern which has developed during his or her childhood. Once rooted in the mind, these patterns must be forgotten before anything new can be taught. A common name for these patterns is culture. Culture is important. It is what founds confidence. The concept of culture is broad and abstract but still a crucial part of everyone’s environment and something that can be found anywhere. It takes form in symbols, heroes, rituals and customs. The core, the essence of culture is values. Our basic values are founded in the beginning of our lives, while as we grow older we tend to focus on consciously learning new customs. The choices we make during this process determine our self-image and how we are looked upon by others.  

Organizations are living social organisms, each with its own culture, character, nature, and identity. Every organization has its own history of success, which reinforces and strengthens the organization’s way of doing things. The older and more successful the organization, the stronger its culture, its nature, its identity becomes. All living systems, including organizations, grow and develop from the inside out. They start from their core and grow and evolve over time from that core. They operate for a purpose. That purpose is always greater than the self-interests of the organism itself. People, organizations, communities, societies exist in relationship with one another. Each establishes its own unique pattern. Self-sufficiency is a myth. All living organisms operate in a non-linear manner, in a core and periphery manner. That core is central to anyone living system’s nature. Organizations follow the same laws of natural living systems that all other kinds of living systems follow (e.g., sub-atomic cells; biological systems; ecological systems; societal systems; inter-planetary systems; etc.).  

Organizations are "communities of people with a mission" (Putman, 1990), not machines. They have machine-like characteristics, but these must serve the needs of the community and not vice versa (de Geus 1997). Moreover Prof.

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1 Hofstede (2005), Organisationer och Kulturer
2 William Schneider, Ph.D., in “Why Good Management Ideas Fail - Understanding Your Corporate Culture” (1998)
William Schneider stated that organizations exist to fulfill their mission and to contribute to the larger world around them, including their marketplace. They do not exist just for shareholders. They exist for the communities they serve, the society within which they are embedded, their employees, their customers, and their shareholders. They exist for all of these stakeholders, all together, all the time. Profits are important because they allow the organization to survive, reinvest, and grow. They are analogous to air and water. They are necessary for survival and growth, but they are not the purpose or the mission of the organization. "Good management means doing the decent thing by both workers and consumers, not just amassing profits for bosses. ‘An organization is a human, a social, indeed a moral phenomenon,’ Peter Drucker notes, in a phrase that today’s reengineers ought to be forced to learn. Drucker has argued that the best managers are driven by the desire to create value for customers, and that the best way to do this is to treat workers not just as costs of production, but as resources, capable of making a sustained and valued contribution" (Micklethwait & Wooldridge, 1996, p.78).

Leadership is the ability to instill confidence and support the subordinates who have to achieve the goals of organizations (Dubrin, Dalglisg & Miller 2006). Evans and Evans (2002) suggest that leadership involves leading, conducting, escorting, guiding, tracing, steering and managing others. A leader is a person who leads a group that has work tasks and social functions to perform. Leadership is a matter of setting direction, being clear about where you want to go, creating alignment”. It also involves „getting and keeping everyone on board, and facing the adaptive challenges that arise” (Evan 2002, p. 19).

Chester Barnard made a new definition of leadership, he describe them as the ability of a superior to influence the behavior of subordinates and persuade them to follow a particular course of action (Barnard 1938). Moreover, Wikipedia.org (2014) described leadership as "a process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task" although there are alternative definitions of leadership. For example, some understand a leader simply as somebody whom people follow or
as somebody who guides or directs others, while others define leadership as "organizing a group of people to achieve a common goal.

Scholars tend to hold two mutually exclusive views about leadership: one school of thought holds that leaders are born (Grint, 2000, Nietzsche, 1969) and that the qualities they embody are subconscious (Lowen, 1975) whilst the other posits that humans need to work hard to develop these qualities before they can emerge as leaders (Henrikson, 2006; Kakabadse and Kakabadse, 1999; Kakabadse and Myers, 1996).

All managers must have good leadership skills to motivate and instill good work practices in their staff. Also, managers need good people skills to gain the trust of the workers. When managers give orders, they must have the power and motivation to inspire confidence, so that the workers have positive attitudes towards the tasks and the organization. This is necessary to achieve good results in the workplace (Bartol et al. 2003). The managers and directors of an organization must demonstrate that they have the power and the good governance needed to control their workers, and it is imperative that they have good leadership skills as well, so that the organizations can achieve the results they want (Bartol et al. 2003).

Good leadership must maintain a balance between vision, strategy and results. Managers and leaders, and also subordinates, must know the organizational goals (Domaine 2004). Leadership involves leading, conducting, escorting, guiding, tracing, steering, vision and most importantly, managing others (Evans & Evans 2002). A leader is also a person who leads a group when work tasks and social functions are to be performed. Hanbury, Sapat and Washington (2004, p. 568) point out that „leaders are people who do the right thing but managers are people who do the thing right. Both roles are crucial, but they differ profoundly”.

The wholesale division of PT Telkom Indonesia holds 60% of the company’s main revenues. Thus we could perceive that the division holds the culture of PT Telkom within their business operation, employee management, and
other stuffs regarding how the division works. The researcher was having a 4-months temporary internship in the wholesale division under the supervision of Mr. Bastian Sembiring, the General Manager of CS 1. During the internship, the research has experienced how the division works, setting goals, how the leaders manage his coworkers, the division’s bureaucracy, and many other things. One thing that gets the attention of the researcher is that the uniqueness of the organization culture and the leadership style of the managers. The researcher realizes that every company has its own culture and leadership, and it is an important key of the company’s big success. And that is the reason why the research was eager to rouse this topic for his final thesis in the university.

It is true that culture is heavily influenced by the disciplines of psychology, sociology, politics and economics. Culture it usually came with the subject of psychology. Psychologically, every individual are different from another, but it is true that a significant leader or possibly a top management is the key that plays a vital role in determining the culture of an organization. And it is still valid if a corporate culture issue were aroused in the subject of business and management.

1.2 Problem Identification

The Japanese people believe that culture and family is the most important thing in their business. They always prioritize those 2 things before another in making their business decision. In the Japanese book titled Ekuserento Kanpani (1983, Ken’ichi Oomae and Thomas Peter), which then translated into In Search of Excellence, the author believe that the way of the Japanese people on prioritizing culture before everything is their key on their huge economy development. And that’s why a corporate culture is very important thing to be considered about regarding to a business of a company.

A big business has many leaks, in which reduce the efficiency of the business process and also increase the percentage of corruption. PT Telkom Indonesia is the main telecommunication company in Indonesia; it stands among the oligopoly market of communications, and its Wholesale Division owns 60%
of the company’s revenue. Nearly Rp. 10,000,000,000,- is generated per year in this division which consisted of 13 people in total.

One important thing that should be improved is the corporate culture of the current division, which I believe it represent PT Telkom Indonesia as a whole, as it holds 60% of the company’s revenues. Besides, a division culture and leadership usually derived from the main or holder company, and that I conclude that the corporate culture of PT Telkom Indonesia can also be improved from the conclusion of the research later on.

In order to improve the culture, the researcher will do a research in the corporate culture and of PT Telkom Indonesia, specifically the Wholesale Division CS 1 of PT Telkom, and then applying the data into the theories chosen so that the conclusion can be reached.

1.3 Problem Statement

Specifically, this study aims to research this following statement:

1. What is the organizational culture in Telkom Indonesia Wholesale Division CS 1?
2. What is the leadership style implemented in the division?

1.4 Scope and Limit

Scope

The scope of this research is to identify the corporate culture of wholesale division of PT Telkom Indonesia which located in Graha Merah Putih, Jln. Gatot Subroto Kav.52, South Jakarta, and 8th Floor.

Limit

The limit of this research’s basis is on the Geert Hofstede’s Cultural Dimension, Hofstede’s Cultural Onion Diagram, and Kurt Lewin’s Leadership Style.
research is conducted among the Wholesale Division of CS.1 of PT Telkom Indonesia.

1.5 Definition of Terms

1. Wholesale Division
   Taken from Wikipedia.org (2013), wholesaling is the sale of goods or merchandise to retailers; to industrial, commercial, institutional, or other professional business users; or to other wholesalers and related subordinated services. In general, it is the sale of goods to anyone other than a standard consumer.

2. Psychology
   Psychology is a discipline which put the human behavior and mental function into the subject.

3. Geert Hofstede
   Gerard Hendrik (Geert) Hofstede is a Dutch social psychologist, former IBM employee, and Professor Emeritus of Organizational Anthropology and International Management at the University of Maastricht in the Netherlands, well-known for his pioneering research of cross-cultural groups and organizations. His theory of cultural dimension and onion diagram become the important subjects of this research.

4. Hofstede’s Cultural Dimension
   Hofstede's cultural dimensions theory is a framework for cross-cultural communication, developed by Geert Hofstede. It describes the effects of a society's culture on the values of its members, and how these values relate to behavior, using a structure derived from factor analysis (Wikipedia.org, 2013).

5. Hofstede’s Onion Diagram
   An onion diagram is a kind of chart that shows the dependencies among parts of an organization or process. The chart displays items in concentric
circles, where the items in each ring depend on the items in the smaller rings (Wikipedia.org, 2013).

6. Kurt Lewin

Kurt Lewin is famous for his dedication on psychology and leadership which inspire the world.

7. Lewin’s Leadership Style

Kurt Lewin divides leadership as 3 different styles; Autocratic, Democratic, and Laissez – Faire.

1.6 Significance of the Study

The study is basically to fulfill the eligibility of the researcher as a final year student in President University. Besides, it is also aimed to fulfill the researcher’s gratefulness as an intern in PT. Telkom Indonesia, in which the researcher felt that he had to give small amount of paybacks to the division and the company. PT Telkom Indonesia is now on their way to make a significant change on their culture, they changed their logo, adding more fields of business; they expand their business abroad, changing their vision and mission, and many more. The researcher found this event as a very important event in the life of the company, and it is an interesting topic to be roused as a thesis.

1.7 Benefits of the Study

Wholesale Division of PT Telkom Indonesia

This research consists of the division’s culture, leadership style, and recommendations about them. The division can observe their current status of culture, and also can learn from them. The knowledge can be applied to the division in order to cover their weaknesses, or maintaining what’s best for them.

PT Telkom Indonesia
The Wholesale Division is a part of PT Telkom Indonesia. They inhabit almost the same culture from the head office. In fact, the vision and mission of the Wholesale Division is derived from the vision and mission of the main company. So, we could perceive that if the wholesale division can take advantage of this research, so does the main company.

President University

This research can be useful for the management of President University. The conclusion can be used as a comparative study between Telkom and President University in order to improve the management and culture of President University.

President University Students

The research is useful for the students of President University, especially for International Business students. By looking at the result of the research, the students can observe how the biggest telecommunication company in Indonesia, which is PT Telkom, did with their culture and leadership. The knowledge then can be used merely as an interdisciplinary subject, or even as a future research topic for their future thesis.

Researcher

This research enables the researcher to experience a step to step of making thesis. The thesis will then be used to fulfill the researcher’s eligibility in his study in President University.

Other People

This research is basically useful for any kinds of people with different needs. The research can be used as general information for people who needs information related to Telecommunication Company, culture, leadership, etc.
CHAPTER II
REVIEW OF LITERATURE

2.1 Theoretical Review

2.1.1 The History of the Culture Theory

Not only organizations are culture bound; theories about organizations are equally culture bound. The professors who wrote the theories are children of a culture: they grew up in families, went to schools, worked for employers. Their experiences represent the material on which their thinking and writing have been based. Scholars are as human and as culturally biased as other mortals. For each of the four corners of the Figure a classical author described organizations in terms of the model belonging to his corner of the diagram: the pyramid, the machine, the market, or the family. The four are approximate contemporaries; all were born in the mid-nineteenth century.

Henri Fayol (1841-1925) was a French engineer whose management career culminated in the position of president directeur-generat of a mining company. After his retirement he formulated his experiences in a path breaking text on organization: Administration industrielle et generate. On the issue of the exercise of authority Fayol wrote: “We distinguish in a manager his statutory authority which is in the office, and his personal authority which consists of his intelligence, his knowledge, his experience, his moral value, his leadership, his service record, etc. For a good manager, personal authority is the indispensable complement to statutory authority.” In Fayol's conception, the authority is both in the person and in the rules (the statute). We recognize the model of the organization as a pyramid of people with both personal power and formal rules as principles of coordination.

Max Weber (1864-1920) was a German academic with university training in law and some years' experience as a civil servant. He became a professor of economics and a founder of German sociology. Weber quotes a seventeenth-
century Puritan Protestant Christian textbook about: “...the sinfulness of the belief in authority, which is only permissible in the form of an impersonal authority.” (Weber, 1976, p.224).

In his own design for an organization Weber describes the bureaucracy. The word was originally a joke, a classical Greek ending grafted onto a modern French stem. Nowadays it has a distinctly negative connotation, but to Weber it represented the ideal type for any large organization. About the authority in a bureaucracy Weber wrote: “The authority to give the commands required for the discharge of (the assigned) duties should be exercised in a stable way. It is strictly delimited by rules concerning the coercive means, which may be placed at the disposal of officials.” In Weber's conception, the real authority is in the rules. The power of the 'officials' is strictly delimited by these rules. We recognize the model of the organization as a well-oiled machine, which runs according to the rules.

Frederick Winslow Taylor (1856-1915) was an American engineer who, contrary to Fayol, had started his career in industry as a worker. He attained his academic qualifications through evening studies. From chief engineer in a steel company he became one of the first management consultants. Taylor was not really concerned with the issue of authority at all; his focus was on efficiency. He proposed to split the task of the first-line boss into eight specialisms, each exercised by a different person. Thus, each worker would have eight bosses, each with a different competence. This part of Taylor's ideas was never completely implemented, although we find elements of it in the modern 'matrix organization' in which an employee has two (or even three) bosses, usually one concerned with productivity and one with technical expertise.

Taylor's book, Shop Management (1903) appeared in a French translation in 1913, and Fayol read it and devoted six full pages from his own 1916 book to Taylor's ideas. Fayol shows himself generally impressed but shocked by Taylor's 'denial of the principle of the Unity of Command' in the case of the eight-boss system. 'For my part,' Fayol writes, 'I do not believe that a department could operate in flagrant violation of the Unity of Command principle. Still, Taylor has
been a successful manager of large organizations. How can we explain this contradiction?" (Fayol, 1970, p. 85). Fayol's rhetorical question had been answered by his compatriot Blaise Pascal two and a half centuries earlier: there are truths in one country which are falsehoods in another.

In a 1981 article Andre Laurent, another of Fayol's compatriots, demonstrated that French managers in a survey reacted very strongly against a suggestion that one employee could report to two different bosses, while for example Swedish and US managers in the same survey showed fewer misgivings in this respect (Laurent, 1981). Matrix organization has never become as popular in France as it has in the USA. It is amusing to read Laurent's suggestion that in order to make matrix organizations acceptable in France they should be translated into hierarchical terms, i.e., one real boss plus one or more staff experts. Exactly the same solution was put forward by Fayol in his 1916 discussion of the Taylor system; in fact, Fayol wrote that he supposed this was how the Taylor system really worked in Taylor's companies.

Whereas Taylor dealt only implicitly with the exercise of authority in organizations, another American pioneer of organization theory, Mary Parker Follett (1868-1933), did address the issue squarely. She wrote: “How can we avoid the two extremes: too great bossism in giving orders, and practically no orders given? My solution is to depersonalize the giving of orders, to unite all concerned in a study of the situation, to discover the law of the situation and to obey that. One person should not give orders to another person, but both should agree to take their orders from the situation.” (Metcalf and Urwick, 1940, pp. 58-59).

In the concepts of Taylor and Follett the authority is neither in the person nor in the rules, but, as Follett puts it, in the situation. We recognize the model of the organization as a market, in which market conditions dictate what will happen.

Sun Yat-sen (1866-1925) was a scholar from the fourth corner of the power distance-uncertainty avoidance diagram, from China. He received a Western education in Hawaii and Hong Kong and became a political
revolutionary. As China began industrialization much later than the West there is no indigenous theorist of industrial organization contemporary with Fayol, Weber, and Taylor. However, Sun was concerned with organization, albeit political. He wanted to replace the ailing government of the Manchu emperors by a modern Chinese state. He eventually became, for a short period, nominally the first President of the Chinese Republic. Sun's design for a Chinese form of government represents an integration of Western and traditional Chinese elements. From the West, he introduced the Trias Politica: the executive, legislative, and judicial branches. However, unlike in the West, all three are placed under the authority of the President. Two more branches are added, both derived from Chinese tradition and bringing the total up to five: the examination branch (determining access to the civil service) and the control branch, supposed to audit the government.

This remarkable mix of two systems is formally the basis of the present government structure of Taiwan, which has inherited Sun's ideas through the Kuomintang party. It stresses the authority of the President (large power distance): the legislative and judicial powers which in the West are meant to guarantee government by law are made dependent on the ruler and paralleled by the examination and control powers which are based on government of man (weak uncertainty avoidance). It is the family model with the ruler as the country's father and whatever structure there is, based on personal relationships.

Paradoxically in the other China which expelled the Kuomintang, the People's Republic, the Cultural Revolution experiment can also be interpreted as an attempt to maintain the authority of the ruler (in this case Chairman Mao) while rejecting the authority of the rules which were felt to suffocate the modernization of the minds. The Cultural Revolution is now publicly recognized as a disaster. What passed for modernization may in fact have been a revival of centuries-old unconscious fears. Some countries with a Chinese inheritance, like Singapore and Hong Kong from the upper right-hand corner of the power distance-uncertainty avoidance diagram, have been doing very well in modernizing themselves.
2.1.2 Hofstede’s Onion Diagram

Cultural differences manifest themselves in several ways - symbols, heroes, rituals, and values. The ‘onion diagram’ is the manifestations of culture at different levels of depth.

1. Symbols
Symbols can be words, gestures, pictures or objects that contain a particular meaning which is only recognized by those who share the culture. The words in a language or jargon belong to this category, as do dress, hairstyles, Coca-Cola, flags. New symbols are easily developed and old ones disappear.

2. Heroes
Heroes are persons, alive or dead, real or imaginary, who possess characteristics which are highly prized in a culture, and who thus serve as models for behavior. Snoopy in the USA, Asterix in France.

3. Rituals
Rituals are collective activities, technically superfluous in reaching desired ends, but which, within a culture, are considered as socially essential: they are therefore carried out for their own sake. Ways of greeting and paying respect to others, social and religious ceremonies are examples.

4. Values
The core of culture is formed by values. Values are broad tendencies to prefer certain states of affairs over others. Values are feelings with an arrow to it: they have a plus and a minus side. They deal with:
evil vs. good
dirty vs. clean
ugly vs. beautiful
unnatural vs. natural
abnormal vs. normal
paradoxical vs. logical
irrational vs. rational

2.1.3 Hofstede’s Cultural Dimension

The researches on the subject of organizational culture and its effect on other organizational variables became widespread during 1980s. Lund (2003) alludes to the fact that “the 1980s witnessed a surge in popularity to examine the concept of organizational culture as managers became increasingly aware of the ways that an organizational culture can affect employees and organizations”. Between 1983 and 1986 most of the leading journals within the field have dedicated special issues to this topic (Alvesson, 1990) and brought up many definitions for this notable issue.

Organizational culture is defined as “beliefs, assumptions, and values that members of a group share about rules of conduct, leadership styles, administrative procedures, ritual, and customs” (Schein, 1990, 1992, 1995; Mintzberg, 1990; Mehta and Krishnan, 2004). Also, it has been mentioned “the shared philosophies, ideologies, values, assumptions, beliefs, expectations, attitudes and norms” (Kilmann et. al., 1985; Lund, 2003), “the human invention that creates solidarity and meaning and inspires commitment and productivity” (Deal, 1986; Lund, 2003), a “system of shared values and beliefs that interacts with a company’s people, organizational structure, and control systems to produce behavioral norms” (Uttal, 1093; Lund, 2003). Dodek et al., (2010) remark “culture is to an organization what personality is to the individual- a hidden, yet unifying theme that provides meaning, direction, and mobilization”. We perceived there is no consensus on comprehensive definition in accordance with Mary Jo Hatch and Tammar Zilber (2012), cultures cannot be accurately or completely described at all. Even so, all the definitions are close in the notion they
convey and bring us to define organizational culture: A of beliefs and shared values that unifies members of an organization and consolidates them under the cover of potent behavioral norms and rules.

In the past 3 decades, Hofstede’s (1984, 2001) work-related cultural dimensions were used as research paradigm in the field of intercultural communication, cross cultural psychology, and international management. His country classification on five work-related cultural values, power distance, uncertainty avoidance, masculinity-femininity, individualism collectivism, and Confucian work dynamics, has been frequently cited by researchers in the past few decades.

Moreover of Hofstede’s Cultural Dimension as stated from Berkeley Electronic Press (2011), Dimensionalizing Cultures: The Hofstede Model in Context, by Geert Hofstede himself:

**Power Distance**

Power Distance has been defined as the extent to which the less powerful members of organizations and institutions (like the family) accept and expect that power is distributed unequally. This represents inequality (more versus less), but defined from below, not from above. It suggests that a society's level of inequality is endorsed by the followers as much as by the leaders. Power and inequality, of course, are extremely fundamental facts of any society. All societies are unequal, but some are more unequal than others.

<table>
<thead>
<tr>
<th>Small Power Distance</th>
<th>Large Power Distance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Use of power should be legitimate and is subject to criteria of good and evil</td>
<td>Power is a basic fact of society antedating good or evil: its legitimacy is irrelevant</td>
</tr>
<tr>
<td>Parents treat children as equals</td>
<td>Parents teach children obedience</td>
</tr>
<tr>
<td>Older people are neither respected</td>
<td>Older people are both respected and</td>
</tr>
<tr>
<td>nor feared</td>
<td>feared</td>
</tr>
<tr>
<td>------------------------------------</td>
<td>---------------------------------------------</td>
</tr>
<tr>
<td>Student-centered education</td>
<td>Teacher-centered education</td>
</tr>
<tr>
<td>Hierarchy means inequality of roles, established for convenience</td>
<td>Hierarchy means existential inequality</td>
</tr>
<tr>
<td>Subordinates expect to be consulted</td>
<td>Subordinates expect to be told what to do</td>
</tr>
<tr>
<td>Pluralist governments based on majority vote and changed peacefully</td>
<td>Autocratic governments based on co-optation and changed by revolution</td>
</tr>
<tr>
<td>Corruption rare; scandals end political careers</td>
<td>Corruption frequent; scandals are covered up</td>
</tr>
<tr>
<td>Income distribution in society rather even</td>
<td>Income distribution in society very uneven</td>
</tr>
<tr>
<td>Religions stressing equality of believers</td>
<td>Religions with a hierarchy of priests</td>
</tr>
</tbody>
</table>

**Uncertainty Avoidance**

Uncertainty Avoidance is not the same as risk avoidance; it deals with a society's tolerance for ambiguity. It indicates to what extent a culture programs its members to feel either uncomfortable or comfortable in unstructured situations. Unstructured situations are novel, unknown, surprising, and different from usual. Uncertainty avoiding cultures try to minimize the possibility of such situations by strict behavioral codes, laws and rules, disapproval of deviant opinions, and a belief in absolute Truth; 'there can only be one Truth and we have it.
<table>
<thead>
<tr>
<th>Weak Uncertainty Avoidance</th>
<th>Strong Uncertainty Avoidance</th>
</tr>
</thead>
<tbody>
<tr>
<td>The uncertainty inherent in life is accepted and each day is taken as it comes</td>
<td>The uncertainty inherent in life is felt as a continuous threat that must be fought</td>
</tr>
<tr>
<td>Ease, lower stress, self-control, low anxiety</td>
<td>Higher stress, emotionality, anxiety, neuroticism</td>
</tr>
<tr>
<td>Higher scores on subjective health and wellbeing</td>
<td>Lower scores on subjective health and well-being</td>
</tr>
<tr>
<td>Tolerance of deviant persons and ideas: what is different is curious</td>
<td>Intolerance of deviant persons and ideas: what is different is dangerous</td>
</tr>
<tr>
<td>Comfortable with ambiguity and chaos</td>
<td>Need for clarity and structure</td>
</tr>
<tr>
<td>Teachers may say ‘I don’t know’</td>
<td>Teachers supposed to have all the answers</td>
</tr>
<tr>
<td>Changing jobs no problem</td>
<td>Staying in jobs even if disliked</td>
</tr>
<tr>
<td>Dislike of rules - written or unwritten</td>
<td>Emotional need for rules – even if not obeyed</td>
</tr>
<tr>
<td>In politics, citizens feel and are seen as competent towards authorities</td>
<td>In politics, citizens feel and are seen as incompetent towards authorities</td>
</tr>
<tr>
<td>In religion, philosophy and science: relativism and empiricism</td>
<td>In religion, philosophy and science: belief in ultimate truths and grand theories</td>
</tr>
</tbody>
</table>
Individualism

Individualism on the one side versus its opposite, Collectivism, as a societal, not an individual characteristic, is the degree to which people in a society are integrated into groups. On the individualist side we find cultures in which the ties between individuals are loose: everyone is expected to look after him/herself and his/her immediate family. On the collectivist side we find cultures in which people from birth onwards are integrated into strong, cohesive in-groups, often extended families (with uncles, aunts and grandparents) that continue protecting them in exchange for unquestioning loyalty, and oppose other in groups. Again, the issue addressed by this dimension is an extremely fundamental one, regarding all societies in the world.

<table>
<thead>
<tr>
<th>Individualism</th>
<th>Collectivism</th>
</tr>
</thead>
<tbody>
<tr>
<td>Everyone is supposed to take care of him- or herself and his or her immediate family only</td>
<td>People are born into extended families or clans which protect them in exchange for loyalty</td>
</tr>
<tr>
<td>&quot;I&quot; – consciousness</td>
<td>&quot;We&quot; – consciousness</td>
</tr>
<tr>
<td>Right of privacy</td>
<td>Stress on belonging</td>
</tr>
<tr>
<td>Speaking one's mind is healthy</td>
<td>Harmony should always be maintained</td>
</tr>
<tr>
<td>Others classified as individuals</td>
<td>Others classified as in-group or out-group</td>
</tr>
<tr>
<td>Personal opinion expected: one person one vote</td>
<td>Opinions and votes predetermined by in-group</td>
</tr>
<tr>
<td>Transgression of norms leads to guilt feelings</td>
<td>Transgression of norms leads to shame feelings</td>
</tr>
<tr>
<td>Languages in which the word &quot;I&quot; is indispensable</td>
<td>Languages in which the word &quot;I&quot; is avoided</td>
</tr>
<tr>
<td>Purpose of education is learning how to learn</td>
<td>Purpose of education is learning how to do</td>
</tr>
<tr>
<td>Task prevails over relationship</td>
<td>Relationship prevails over task</td>
</tr>
</tbody>
</table>

**Masculinity – Femininity**

Masculinity versus its opposite, Femininity, again as a societal, not as an individual characteristic, refers to the distribution of values between the genders which is another fundamental issue for any society, to which a range of solutions can be found. The IBM studies revealed that (a) women's values differ less among societies than men's values; (b) men's values from one country to another contain a dimension from very assertive and competitive and maximally different from women's values on the one side, to modest and caring and similar to women's values on the other. The assertive pole has been called 'masculine' and the modest, caring pole 'feminine'. The women in feminine countries have the same modest, caring values as the men; in the masculine countries they are somewhat assertive and competitive, but not as much as the men, so that these countries show a gap between men's values and women's values. In masculine cultures there is often a taboo around this dimension (Hofstede et al., 1998).

<table>
<thead>
<tr>
<th><strong>Femininity</strong></th>
<th><strong>Masculinity</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Minimum emotional and social role differentiation between the genders</td>
<td>Maximum emotional and social role differentiation between the genders</td>
</tr>
<tr>
<td>Men and women should be modest and caring</td>
<td>Men should be and women may be assertive and ambitious</td>
</tr>
<tr>
<td>Balance between family and work</td>
<td>Work prevails over family</td>
</tr>
<tr>
<td>---------------------------------------------</td>
<td>----------------------------------------------</td>
</tr>
<tr>
<td>Sympathy for the weak</td>
<td>Admiration for the strong</td>
</tr>
<tr>
<td>Both fathers and mothers deal with facts and feelings</td>
<td>Fathers deal with facts, mothers with feelings</td>
</tr>
<tr>
<td>Both boys and girls may cry but neither should fight</td>
<td>Girls cry, boys don’t; boys should fight back, girls shouldn’t fight</td>
</tr>
<tr>
<td>Mothers decide on number of children</td>
<td>Fathers decide on family size</td>
</tr>
<tr>
<td>Many women in elected political positions</td>
<td>Few women in elected political positions</td>
</tr>
<tr>
<td>Religion focuses on fellow human beings</td>
<td>Religion focuses on God or gods</td>
</tr>
<tr>
<td>Matter-of-fact attitudes about sexuality; sex is a way of relating</td>
<td>Moralistic attitudes about sexuality; sex is a way of performing</td>
</tr>
</tbody>
</table>

2.1.4 Lewin’s Leadership Style Theory

Taken form Psychology.about.com (2014), in 1939, a group of researchers led by psychologist Kurt Lewin set out to identify different styles of leadership. While further research has identified more specific types of leadership, this early study was very influential and established three major leadership styles. In the study, schoolchildren were assigned to one of three groups with an authoritarian, democratic or laissez-fair leader. The children were then led in an arts and crafts project while researchers observed the behavior of children in response to the different styles of leadership. Three of Lewin’s Leadership Style theories are as follows:
1. Authoritarian Leadership (Autocratic)

Authoritarian leaders, also known as autocratic leaders, provide clear expectations for what needs to be done, when it should be done, and how it should be done. There is also a clear division between the leader and the followers. Authoritarian leaders make decisions independently with little or no input from the rest of the group.

Researchers found that decision-making was less creative under authoritarian leadership. Lewin also found that it is more difficult to move from an authoritarian style to a democratic style than vice versa. Abuse of this style is usually viewed as controlling, bossy, and dictatorial.

Authoritarian leadership is best applied to situations where there is little time for group decision-making or where the leader is the most knowledgeable member of the group.

Moreover, there are several further researches which discuss about this type of leadership. Essortment.com (2013) has made a research which stated that organizations with many autocratic leaders have higher turnover and absenteeism than other organizations. Certainly Gen X employees have proven to be highly resistant to this management style. These studies say that autocratic leaders:

1. Rely on threats and punishment to influence employees
2. Do not trust employees
3. Do not allow for employee input
4. Yet, autocratic leadership is not all bad. Sometimes it is the most effective style to use. These situations can include:
5. New, untrained employees who do not know which tasks to perform or which procedures to follow
6. Effective supervision can be provided only through detailed orders and instructions
7. Employees do not respond to any other leadership style
8. There are high-volume production needs on a daily basis
9. There is limited time in which to make a decision
10. A manager's power is challenged by an employee
11. The area was poorly managed
12. Work needs to be coordinated with another department or organization
13. The autocratic leadership style should not be used when:
14. Employees become tense, fearful, or resentful
15. Employees expect to have their opinions heard
16. Employees begin depending on their manager to make all their decisions
17. There is low employee morale, high turnover and absenteeism and work stoppage

2. Participative Leadership (Democratic)

Lewin’s study found that participative leadership, also known as democratic leadership, is generally the most effective leadership style. Democratic leaders offer guidance to group members, but they also participate in the group and allow input from other group members. In Lewin’s study, children in this group were less productive than the members of the authoritarian group, but their contributions were of a much higher quality.

Participative leaders encourage group members to participate, but retain the final say over the decision-making process. Group members feel engaged in the process and are more motivated and creative.

Moreover, Essortment.com (2013) states that democratic leadership can produce high quality and high quantity work for long periods of time. Many employees like the trust they receive and respond with cooperation, team spirit, and high morale. Typically the democratic leader:

1. Develops plans to help employees evaluate their own performance
2. Allows employees to establish goals
3. Encourages employees to grow on the job and be promoted
4. Recognizes and encourages achievement.
Like the other styles, the democratic style is not always appropriate. It is most successful when used with highly skilled or experienced employees or when implementing operational changes or resolving individual or group problems.

1. The democratic leadership style is most effective when:
2. The leader wants to keep employees informed about matters that affect them.
3. The leader wants employees to share in decision-making and problem-solving duties.
4. The leader wants to provide opportunities for employees to develop a high sense of personal growth and job satisfaction.
5. There is a large or complex problem that requires lots of input to solve.
6. Changes must be made or problems solved that affect employees or groups of employees.
7. You want to encourage team building and participation.

Democratic leadership should not be used when:

1. There is not enough time to get everyone's input.
2. It's easier and more cost-effective for the manager to make the decision.
3. The business can't afford mistakes.
4. The manager feels threatened by this type of leadership.
5. Employee safety is a critical concern.

3. **Delegative Leadership (Laissez - Fairie)**

Researchers found that children under delegative leadership, also known as laissez-fair leadership, were the least productive of all three groups. The children in this group also made more demands on the leader, showed little cooperation and were unable to work independently.
Delegative leaders offer little or no guidance to group members and leave decision-making up to group members. While this style can be effective in situations where group members are highly qualified in an area of expertise, it often leads to poorly defined roles and a lack of motivation.

Moreover, Essortment.com (2013) states that the laissez-faire leadership style is also known as the "hands-off" style. It is one in which the manager provides little or no direction and gives employees as much freedom as possible. All authority or power is given to the employees and they must determine goals, make decisions, and resolve problems on their own.

This is an effective style to use when:

1. Employees are highly skilled, experienced, and educated.
2. Employees have pride in their work and the drive to do it successfully on their own.
3. Outside experts, such as staff specialists or consultants are being used
4. Employees are trustworthy and experienced.

This style should not be used when:

1. It makes employees feel insecure at the unavailability of a manager.
2. The manager cannot provide regular feedback to let employees know how well they are doing.
3. Managers are unable to thank employees for their good work.
4. The manager doesn't understand his or her responsibilities and is hoping the employees can cover for him or her.

2.1.3 Triangulation Method

Lisa A. Guion from The University of Florida described validity in qualitative as to whether the findings of a study are true and certain. She said that true, in the sense that research findings accurately reflect the situation, and
“certain” in the sense that research findings are supported by the evidence. Triangulation is a method used by qualitative researchers to check and establish validity in their studies by analyzing a research question from multiple perspectives. Patton (2002) cautions that it is a common misconception that the goal of triangulation is to arrive at consistency across data sources or approaches; in fact, such inconsistencies may be likely given the relative strengths of different approaches. In Patton’s view, these inconsistencies should not be seen as weakening the evidence, but should be viewed as an opportunity to uncover deeper meaning in the data.

There are many types of triangulation, some of them are:

1. Data triangulation

Data triangulation involves using different *sources* of information in order to increase the validity of a study. In Extension, these sources are likely to be stakeholders in a program; participants, other researchers, program staff, other community members, and so on.

2. Investigator triangulation

Investigator triangulation involves using several different investigators in the analysis process. Typically, this manifests as an evaluation team consisting of colleagues within a field of study wherein each investigator examines the program with the same qualitative method (interview, observation, case study, or focus groups). The findings from each evaluator would then be compared to develop a broader and deeper understanding of how the different investigators view the issue. If the findings from the different evaluators arrive at the same conclusion, then our confidence in the findings would be heightened.

3. Theory triangulation

Theory triangulation involves the use of multiple perspectives to interpret a single set of data. Unlike investigator triangulation, this method typically entails using professionals outside of a particular field of study. One
popular approach is to bring together people from different disciplines; however, individuals within disciplines may be used as long as they are in different status positions. In theory, it is believed that individuals from different disciplines or positions bring different perspectives. Therefore if each evaluator from the different disciplines interprets the information in the same way, then validity is established.

4. Methodological triangulation

Methodological triangulation involves the use of multiple qualitative and/or quantitative methods to study the program. For example, results from surveys, focus groups, and interviews could be compared to see if similar results are being found. If the conclusions from each of the methods are the same, then validity is established.

5. Environmental triangulation

This type of triangulation involves the use of different locations, settings, and other key factors related to the environment in which the study took place, such as the time, day, or season. The key is identifying which environmental factors, if any, might influence the information that is received during the study. These environmental factors are changed to see if the findings are the same across settings. If the findings remain the same under varying environmental conditions, then validity has been established.

This research use data triangulation, as the researcher put 3 different data from 3 different perspectives.
2.2 Previous Research

The researcher found several journals and theses from different years and authors. Those references are selected from different countries, but the topics are all similar with the chosen topic of this thesis. Those references are very useful for the research to proceed on his research.

a) Dimensionalizing Cultures: The Hofstede Model in Context, Online Readings in Psychology and Culture (2011), by Geert Hofstede

b) Organizational Culture - Cultural connections in Multinational Companies (2007), A thesis presented for Goteborg University, by Emma Soikkeli and Josefine Stromberg.
CHAPTER III
METHODOLOGY

3.1 Research Method

In this chapter, researcher will discuss many aspects of the research methodology including data Collection, research design, time frame, and data analysis methods. There are three objectives of this chapter are:

1. To explain analyze the research methodology used in the study
2. To explain and construct, how data collection and analysis is utilized in this study to answer the research questions (Statement of the problem) and to meet objectives which has be explained in chapter one by researcher.

According to business dictionary (2013), research methodology is the process used to collect information and data for the purpose of making business decisions. The methodology may include publication research, interviews, surveys and other research techniques, and could include both present and historical information.

There are 2 types of research, which is quantitative and qualitative. The quantitative research approach uses statistical tools to collect and quantify numerical data. It often involves large scale participants to quantify the frequency of occurrence and complex text scores (Sayer, 2000). On the other hand, qualitative approach provides the collection of information that cannot be quantified. Strauss and Corbin (1998, p.11) describe the qualitative research approach as “a research about persons” lives, lived experiences, behaviors, emotions and feelings about organizational functioning, social movements, cultural phenomena, and interactions between nations”. It involves the need to discover what is really going on and the belief that persons are actors who take an active role in responding to problematic situations (Strauss and Corbin (1998, p. 11). Qualitative data includes the understanding of human
behaviors and the reasons why humans act in a particular way. It permits the evaluator to study the selected issues in depth and allows detail description of the events as perceived by the individual (Patton, 1990).

Qualitative method can be used to answer the following questions: “why”, “what” and “how” (Saunders et al. 2000). Therefore, in answering the crucial question “What is the leadership style and organizational culture in wholesale division” the researcher will use qualitative method. This research cannot use quantitative research methodology because quantitative research only used for the specific research; it’s simply organized, the respond options have been predetermined so we can get the specific answer of the research, it also can be used for large population and the result.

According to Bang, researchers studying culture agree almost unanimously that qualitative methods should dominate as culture is being mapped out. This can be explained by the nature of the concept, which is soft and abstract. To take a quantitative approach can be seen as inappropriate; some researchers claim that it produces both superficial and irrelevant results. A problem with a strictly qualitative approach is the lack of synthesis and that the results can be difficult to tie together. This problem is illustrated by Bang in the history about the blind people and the elephant. The story tells of how a group of blind people is introduced to an elephant for the first time. They each get to touch a different part of the creature and are then asked to describe the elephant’s appearance. Since they have touched different parts, they describe the elephant in completely different ways and therefore fail to recreate it as a whole. This story shows exactly the problem that may arise when performing a qualitative study; one easily ends up focusing on isolated parts of the cultural concept. Since we have used a substantial amount of literature focusing on different aspects of the cultural concept, we have tried to avoid closely describing merely one of the aspects. Our goal is to give more than just one piece of the puzzle.

According to Yin (2003) a case study design should be considered when: (a) the focus of the study is to answer “how” and “why” questions; (b) you cannot
manipulate the behavior of those involved in the study; (c) you want to cover contextual conditions because you believe they are relevant to the phenomenon under study; or (d) the boundaries are not clear between the phenomenon and context.

3.2 Research Instrument

Qualitative research is best combined with interviews and observations in order to retrieve a good analysis. Moreover about the research instrument used:

3.2.1 Primary Data

a. Interview

Interview is an interaction between two or more people in terms of generating data and information. It is basically asking about questions and receiving answers directly from the person. It contains enriched information in which should be transformed into transcripts of data, and are extremely needed in a qualitative research (Punch, 2005, p.169). There are several types of interview existed (Hancock, 1998, p 9-10):

i) Structured interviews, which enable the interviewer asking the same question in the same way for every participants, could be done in the form of questionnaires.

ii) Semi structured interviews, which commonly refers to a focused interview involving a series of open ended questions the researcher wants to ask by deriving from the topic.

iii) Unstructured interviews, which can be a “depth” or “in-depth” interview very little structure that the researcher are focused in generating information by discussing numbers of limited topics with the respondents.

b) Observation

Observation can be used when data collected through is difficult to validate or measure. Patton (2002) explained that the data observation consists of the descriptions of activities, behaviors, actions, conversations,
interpersonal interactions, organizational or community processes or any other aspect of observable human experiences. Hancock (1998) explained that observation could also be served as a technique for verifying or nullifying information provided in face to face encounters.

c) Questionnaires
   Documentations are needed to support the analysis in processing the qualitative data which have done during the interview and observations. Documentation can be made in the form of tables, figures, letters, pictures, and copies of several data from the company.

3.2.2 Secondary Data
   a) Geert Hofstede Organizational Culture Graph of Indonesia
   b) Telkom Indonesia listings in NYSE: Transparency and Privilege
3.3 Data Collection Method

The data collection method is a step by step diagram on how the researcher obtains the information and doing the research. The diagram is as follows:

- Research
  - Data Collection
    - Primary Data
      - Observation
      - Interview
      - Questionnaires
    - Secondary Data
      - Books and Journals
      - Literature Study
      - Internet Articles
  - Data Selection
    - Geert Hofstede Organizational Culture Graph of Indonesia
    - Telkom Indonesia listings in NYSE
3.4 Key Informant

The triangulation method used 3 different perspectives to validate the data. The researcher took three different perspectives as the key informant:

1. The general manager’s perspective
2. The managers’ perspective
3. The staffs and subordinates perspective

The three key informants will then be interviewed and given questionnaires to validate the data.
CHAPTER IV
ANALYSIS AND INTERPRETATION

4.1 Company Profile

4.1.1 Company Profile of PT Telkom Indonesia

PT Telekomunikasi Indonesia, Tbk, commonly abbreviated as Telkom Indonesia or just Telkom, is the largest telecommunications services company in Indonesia. Telkom is a semi-privatized, majority state owned multi-listed company. Telkom Indonesia is the telecommunication business unit mainly in fixed line telephony, internet and data communications. It is also the parent company of the Telkom Group, which is engaged in a broad range of businesses that consist of telecommunication, multimedia, property and finance services. Since 2008, Telkom Indonesia began transforming its business focus, infrastructure, systems, organization and human resources, as well as the corporate culture, as their effort faced rising competition.

The rapid development of broadband technology is increasingly closing the distance between users. Broadband technology offers a widening range of options for end users to communicate with friends, family, colleagues and business partners in other areas or countries more effectively and economically than via ordinary telecommunications services. PT Telekomunikasi Indonesia Tbk (Telkom) has captured this opportunity by strengthening its broadband infrastructure to support product and service innovations in the field of Information, Media & Edutainment, and Services (“IMES”). As well as opening new revenue streams for the company, Telkom’s focus on delivering IMES also represents Telkom’s contribution to the economic and social development of the nation.

The following definitions explain Telkom’s TIMES services:
1. Telecommunications

Telecommunications is Telkom’s legacy business. Telkom has built its reputation on delivering fixed wireline ‘Plain Ordinary Telephone Services’ (‘POTS’), fixed wireless telephony, data communications services, broadband, satellite, leased networks and interconnection services, as well as cellular telephone services through its subsidiary, Telkomsel. Telkom’s telecommunications services reach all market segments, from individual customers to small and medium enterprises (“SME”) and corporate customers.

2. Information

Information services are being developed by Telkom as one of its New Economy Business (“NEB”) business models. These integrated services, aimed at facilitating business processes and transactions, include Value Added Services (“VAS”) and Managed Application/IT Outsourcing (“ITO”), e-Payment and IT enabler Services (“ITeS”).

3. Media

Media is another of the Telkom business models that is developed as a part of NEB. The offered services include Free To Air (“FTA”) and Pay TV to suit modern digital lifestyles.

4. Edutainment

Edutainment is one of the core business models in Telkom’s NEB, targeting the younger user market segment. Telkom offers a broad range of services, including Ring Back Tones (RBT), SMS Content and portals among many others.

5. Services

Services is one of the Telkom business models that is oriented to customer. The services in line with Telkom Customer Portfolio to Personal, Consumer/Home, SME, Enterprise, Wholesale, and International Customer.

Telkom believes that their commitment to unlimited mobility and connectivity will boost confidence among both retail and corporate customers in
the quality, speed and reliability of the services and products they offer. The proof lies in the growing number of subscribers, which reached 129.8 million by December 31, 2011, representing a growth of 7.8%. Of this total, 8.6 million are fixed wire line customers, 14.2 million are fixed wireless customers and 107.0 million are cellular customers.

4.1.2 Vision and Mission of the Company

Vision

To become a leading Telecommunication, Information, Media, Edutainment & Services (TIMES) Player in the Region

Mission

1. To Provide TIMES Services with Excellent Quality & Competitive Price.
2. To be the Role Model as the Best Managed Indonesian Corporation

Corporate Values (5C):

- Commitment to Long Term
- Customer First
- Caring Meritocracy
- Co creation of win-win partnership
- Collaborative Innovation

4.1.3 Brief History of the Company

The business history time frame of Telkom:

1) Beginning

In October 1856, the first electromagnetic telegraph service was established in Indonesia by the Dutch Colonial Government. The first purpose of this company was to connect Batavia (Jakarta) and Buitenzorg (Bogor). This company is considered to be the root of Telkom in the colonial era.
2) **1882**

The first telephony service was introduced in Indonesia by private-owned companies.

3) **1906**

A unification of all postal and telegraph services was applied, and they were placed under an agency called *Posts Telegraafend Telefoon Diensts* (PTT).

4) **1945 – 1949**

In 1945, PTT agency was taken by the Indonesia nationalist. During this time, war was still existed among Indonesia and the Colonial, and it puts the telecommunication companies on hold. And finally in December 1949, the war was officially ended and PTT was nationalized by the Indonesian government.

5) **1961**

PTT was converted into a state-owned company called as the Postal and Telecommunications Services Company.

6) **1965**

The company was separated into 2; PN Pos Giro (responsible for mail services) and PN Telekomunikasi (responsible for telecommunication services).

7) **1974**

PN Telekomunikasi was divided into 2 state-owned companies, which are Perumtel (Perusahaan Umum Telekomunikasi) and PT INTI (PT Industri Telekomunikasi Indonesia).

8) **1991**

Perumtel has converted into a state-owned limited liability corporation and called as Perusahaan Perseroan PT Telekomunikasi Indonesia, or abbreviated as Telkom.

9) **1995**

In November 1995, Telkom finally become a privatized company through the initial public offering on Jakarta Stock Exchange and
Surabaya Stock Exchange (later, both are unified as Indonesia Stock Exchange). The shares of Telkom are also listed in NYSE and LSE.

10) 1999 – 2001
The government deregulates the telecommunication laws. As a result, in 2001, Telkom acquired 77% of Telkomsel shares.

11) 2002
Telkom sold 12.7% of Telkomsel’s shares to Singapore Telecom Mobile Pte Ltd (SingTel Mobile).

12) 2009
Telkom expanded their range of business by developing TIME, which stands for Telecommunications, Information technology services, Media and Edutainment. Telkom is considered as the largest company by market capitalization in Indonesia, with a market capitalization of approximately IDR 190,512 trillion as of December 31, 2009.

4.1.4 Wholesale Division’s Profile
PT Telkom Indonesia manages several subsidiaries. Each subsidiary has its own products and services. One of them is Wholesale Division in which I choose to be placed. My current division consisted of 3 subdivisions, each division deals with specific telecommunication operator outside Telkom (the term used is OLO, which stands for Other Licensed Operator). My division is called CS 1, which deals with Telkomsel. CS 1 consisted of 12 employees only, which holds 60% of Telkom’s revenue each year. The products and services that we offer including; Interconnection Service / Traffic, Backbone, and Akses.
A. Interconnection Service / Traffic

In this subdivision, the product is called as the Stream Product which consisted of:

1. Domestic :
   - Incoming
   - Transit

2. International :
   1. Incoming TIC 007
   2. Outgoing TIC 007
   3. Incoming TG 01017
   4. Outgoing TG 01017

3. International Roaming Signaling

4. Interconnection of SMS

Interconnection division focused on serving the networking data, they calculate every phone call made between Telkom and Telkomsel, and Telkom to other operators like XL, 3, Indosat, etc. They also served international phone calls for Telkom user to other countries in the world.
Interconnection division also serve as a marketing, in which they give promotions if there’s any promo given. The three pictures show some of Interconnection’s ads which usually found on papers and internet.

B. Telkom Backbone

3 Telkom Backbone Area Coverage

While Interconnection deals with networking data, Telkom Backbone deals with the infrastructure. They build towers and networking units to cover the signal in the area, Telkom Backbone usually deals with big tower which cover the whole island and even a province.

3 Telkom Backbone Transport Service, from Telkom Indonesia Wholesale Division Annual Report Book (2012)
C. Telkom Akses

Telkom Akses Business Chart

Telkom Akses’ main product is called the Metro-E, which stands for Telkom Metro Ethernet. It is a cloud system which connects one or more Telkom connection units. It is a smaller unit for Backbone, which connects only cities between cities, and a smaller coverage area.

4.2 Data Analysis

Wholesale Division CS 1.1 is a subsidiary of PT Telkom Indonesia, focusing on PT Telkomsel as their main client. The purpose of this research is to find out what is the organizational culture and leadership style implemented inside the division. The division consists of 13 people in total and is working in a large scale of wholesale business.

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4 Telkom Akses Business Chart from TIQA Telkom Telkomsel 2012
There is one general manager with 3 division managers, and each manager has approximately 1 to 3 subordinates. The researcher interviewed 3 of the division managers to analyze the organizational culture and their leadership style.

The validity test applied using the triangulation method. The first person is the general manager himself, interviewed using in depth interview method to analyze the validity of the division managers’ interview results. The second are the subordinates of the 3 division managers. The researcher use two different types of questionnaires, the first one is a two-option questionnaires’ method, which analyze what organizational culture existed among the coworkers implying from the Geert-Hofstede’s theory. The second is by using a 3 columns statement, implying 3 different types of leadership; Autocratic, Democratic, and Laissez-Faire. The research made 10 statements for each type of leadership and let the participant choose which one is happening in the office.

4.2.1 Secondary Data:

4.2.1.1 “Indonesia – Geert Hofstede’s Organizational Culture”

![Bar Chart](attachment:indonesia_bar_chart.png)
What about Indonesia?

If we explore Indonesian culture through the lens of the 2-D Model, we can get a good overview of the deep drivers of Indonesian culture relative to other world cultures.

**Power distance**

This dimension deals with the fact that all individuals in societies are not equal – it expresses the attitude of the culture towards these inequalities amongst us. Power distance is defined as the extent to which the less powerful members of institutions and organizations within a country expect and accept that power is distributed unequally.

Indonesia scores high on this dimension (score of 78) which means that the following characterizes the Indonesian style: Being dependent on hierarchy, unequal rights between power holders and non-power holders, superiors inaccessible, leaders are directive, management controls and delegates. Power is centralized and managers count on the obedience of their team members. Employees expect to be told what to do and when. Control is expected and managers are respected for their position. Communication is indirect and negative feedback hidden. High Power Distance also means that Indonesian co-workers would expect to be clearly directed by the boss or manager – it is the classic Guru-Student kind of dynamic that applies to Indonesia. Westerners may be considerably surprised with the visible, socially acceptable, wide and unequal disparity between the rich and poor.

**Individualism**

The fundamental issue addressed by this dimension is the degree of interdependence a society maintains among its members. It has to do with whether people’s self-image is defined in terms of “I” or “We”.

In Individualist societies people are supposed to look after themselves and their direct family only. In Collectivist society, people belong to ‘in groups’ that takes care of them in exchange for loyalty.
Indonesia, with a low score of (14) is a Collectivist society. This means there is a high preference for a strongly defined social framework in which individuals are expected to conform to the ideals of the society and the in-groups to which they belong. One place this is visible clearly is in the aspect of the Family in the role of relationships. For example, In Indonesia, if one wishes to marry, it is important to meet a woman’s family because the family is so important to her. If a man wants to be taken seriously by a woman, he has to visit the latter's family and introduce himself formally to the parents of the girl. It is inappropriate to court a woman and formalize the relationship without informing the parents of the girl first. Another example of collectivist culture of Indonesia is in the equation between child and parent.

Indonesian children are committed to their parents, as are the parents committed to them all their growing lives. Their desire is to make their parents’ life easier. There is a desire to take care of parents and give them support in their old age. There is an Asian saying that is accepted in Indonesia, "You can get another wife or husband but not another mother or father". This family loyalty is also apparent in the fact that Indonesian families keep elders (such as grandparents) at home instead of sending them to any institution. In individualistic societies the focus is on the nuclear family only.

**Masculinity / Femininity**

A high score (masculine) on this dimension indicates that the society will be driven by competition, achievement and success, with success being defined by the winner / best in field – a value system that starts in school and continues throughout organizational behavior.

A low score (feminine) on the dimension means that the dominant values in society are caring for others and quality of life. A feminine society is one where quality of life is the sign of success and standing out from the crowd is not admirable. The fundamental issue here is what motivates people, wanting to be the best (masculine) or liking what you do (feminine).
Indonesia scores (46) on this dimension and is thus considered low Masculine. While not entirely like most North European countries who are very low in Masculinity and thus considered Feminine, Indonesia is less masculine than some other Asian countries like Japan, China and India. In Indonesia status and visible symbols of success are important but it is not always material gain that brings motivation. Often it is the position that a person holds which is more important to them because of an Indonesian concept called “gengsi” – loosely translated to be, “outward appearances”. It is important that the “gengsi” be strongly maintained thereby projecting a different outward appearance aimed at impressing and creating the aura of status.

In feminine countries the focus is on “working in order to live”, managers strive for consensus, people value equality, solidarity and quality in their working lives. Conflicts are resolved by compromise and negotiation. Incentives such as free time and flexibility are favored. Focus is on well-being, status is not shown. An effective manager is a supportive one, and decision making is achieved through involvement. In contrast, Masculine countries and to an extent lower Masculine countries that do not score too low on the scale to be called Feminine countries, display the traits of the Masculine societies but in a lesser degree.

**Uncertainty avoidance**

The dimension Uncertainty Avoidance has to do with the way that a society deals with the fact that the future can never be known: should we try to control the future or just let it happen? This ambiguity brings with it anxiety and different cultures have learnt to deal with this anxiety in different ways. The extent to which the members of a culture feel threatened by ambiguous or unknown situations and have created beliefs and institutions that try to avoid these is reflected in the UAI score.

Indonesia scores (48) on this dimension and thus has a medium low preference for avoiding uncertainty. This means that there is a strong preference in Indonesia toward the Javaneese culture of separation of internal self from external self. When a person is upset, it is habitual for the Indonesian not to show
negative emotion or anger externally. They will keep smiling and be polite, no matter how angry they are inside. This also means that maintaining work place and relationship harmony is very important in Indonesia, and no one wishes to be the transmitter of bad or negative news or feedback. Another aspect of this dimension can be seen in Conflict resolution. Direct Communication as a method of conflict resolution is often seen to be a threatening situation and one that the Indonesian is uncomfortable in. A tried and tested, successful method of conflict diffusion or resolution is to take the more familiar route of using a third party intermediary, which has many benefits. It permits the exchange of views without loss of face as well as since one of the main manifestations of Indonesia’s uncertainty avoidance is to maintain the appearance of harmony in the workplace; an intermediary removes the uncertainty associated with a confrontation.

Perhaps one very key phrase in Indonesia that describes how this works is “Asal Bapak Senang” (Keep the Boss Happy). The reason is multifold; but if you extrapolate to UAI dimension you can see that keeping the boss happy means you will be rewarded and if you are rewarded you have no economic or status uncertainty as you will keep being a valuable member of the company.

4.2.1.2 “Telkom Indonesia listings in NYSE: Transparency and Privilege”

PT. Telkom Indonesia has been listed in in New York Stock Exchange (NYSE) for 15 years. In November 2010, PT. Telekomunikasi Indonesia, Tbk (Telkom) held an event called as Closing Bell Ceremony celebrating their 15 years company listings in NYSE, in the form of American Depository Shares (ADS). Many people were coming including Rinaldi Firnamnsyah as the CEO of Telkom, Sudiro Asno as the CFO, and Tanri Abeng as the BOC.

Eddy Kurnia stated that this Closing Bell Ceremony showed that Telkom passed the test as one of the international stock exchange in NYSE. Stocks of Telkom have been proven beneficial to all the stockholders in the world.

He explained that Telkom implement an initial public offering (IPO) of its shares in November 1995. Then, starting 14 November 1995, TELKOM's Series
B common stock is listed and began trading at the Jakarta Stock Exchange, Surabaya Stock Exchange, the NYSE and the London Stock Exchange (LSE). TELKOM's shares are also traded unrecorded (Initial Public Offering without Listing / POWL) on the Tokyo Stock Exchange (TSE).

Telkom's shares listed on the NYSE and the LSE in the form (ADS) program through American Depository Receipt (ADR) with custody of The Bank of New York. Until now TELKOM is one of the two Indonesian companies which register on the NYSE as the primary market of the world. TELKOM's shares are listed on the Indonesia Stock Exchange (IDX: TLKM) and its American Depository Shares are listed on the New York Stock Exchange (NYSE: TLK) and London Stock Exchange (LSE: TKIA).

"The reason why TELKOM in 1995 did the recording on the NYSE, LSE and TSE entered into, is due to the stock exchange in the country was still relatively new, so with American Depositary Shares listed on multiple exchanges at once including some abroad are expected to offer our shares large enough to be absorbed by the market capitalization," said Eddy Kurnia.

Seeing the benefits of listing on the NYSE, Eddy Kurnia, Telkom insists will maintain its status as a company, especially a multi listing on the NYSE. "Listing on the NYSE has provided benefits to the stakeholders (stakeholders), such as increasing the credibility and reputation of Indonesian companies, while internally presence on the NYSE TELKOM is able to increase the transparency of the company in delivering financial reporting," he explained further.

4.2.2 Observations

4.2.2.1 Physical Artifacts

The Wholesale Division is located in Graha Merah Putih, Jln. Gatot Subroto no.52, South Jakarta. It is located in the middle of the city, next to Sudirman Central Business District. On the backside of the building, there is a building site of a new Telkom Tower, a 30 floor office tower which is still in
progress. Telkom wants to unite its entire business unit into 3 towers located in the same location, and 2 others are still in progress.

Telkom Indonesia has been changing its logo. It was blue before, and recently they changed into red. Red is the symbol of Indonesia, implying our national flag. The tower name itself had changed from Graha Citra Caraka, into Graha Merah Putih. And also, the uniform of the workers has changed from blue to red.

The wholesale division is located in the 8th floor of the building. The moment you come outside the elevator, you’ll see a red and white lobby with huge pamphlet of Wholesale Division on it. The office is spacious, commonly there are huge desk with partitions, so everybody has his/her own space. The managers have their own rooms. The general manager’s office has a flat screen TV, usually used for presentations. There is also a white-board inside, used for a small meetings. For bigger meetings, Telkom has their own meeting rooms located in the 10th floor, a division designed only to construct meetings. Each worker is given a laptop from the company, but for administrators, they are given both laptop and personal computer. Conference telephony is provided by company. It is a telephone, in the shape of a big round circle, used to conference calls between more than 2 persons in total. There is another flat screen TV in the office where people could watch programs, but the volume is low, so that the people who are working will not be disturbed. Each subdivision has a small table with snacks on it. Snacks come in the morning; breads and other traditional cake are usually served. After lunch, there will also be fresh cuts of fruits in there.

The whole office is covered with blue carpets on the floor. The room next door is the restroom. There are 3 treadmills for people who like to do some sports, it is locked, and it will be opened outside the working hour. A flat screen TV is hanged in front of those treadmills. There stood 4 table glasses, with chairs surrounding them. A big coffee machine is ready for you to serve any hot drinks, from tea, coffee, chocolate, latte, and mixtures of them. There is also a veranda,
where you can see great scenery outside the office. The toilet is recently upgraded, and it is also clean and shiny.

Overall, the facilities in the division are great, clean, and tidy.

4.2.2.2 Wholesale Division, a Challenging Environment to Work With

Unlike other sales division, a wholesale division offers a different type of working experience, with uncommon products, different kinds of customers, different networking, etc. Wholesale division products are sold from business to business, enterprises to enterprises. Telkom Wholesale client is another Telecommunication enterprise, like Indosat, XL, 3, etc. Also, there are other telecommunication companies outside Indonesia who works together with Telkom Indonesia, such as Telco Singapore, etc. In my division, which is Wholesale CS 1, our main customer is Telkomsel.

The main product of Telkom CS 1 is the interconnection data, Telkom Akses, and Backbone. Interconnection data is focusing on the data flows between phone calls of Telkom and Telkomsel, while Akses and Backbone focuses on the infrastructure regarding to the data flows. To establish a connection between those subdivisions, Wholesale division has several type of meetings in which they are doing every single week, including:

(a) Coffee Morning

A Coffee Morning is a small meeting which takes place every Tuesday morning. The discussion is about all events which happen in the past week, and also a good way on discussing all the work progress so far.

(b) Managerial Meetings

The managerial meeting is a private meeting for all the managers of my division. They usually discuss the business progress which happens so far, any problems from clients, and also the goals which has been stated from the BOD and BOC.

(c) Wholesale Division Meeting
This is a general meeting for all wholesale division. In this meeting, managers, staffs and subordinates can give ideas and opinions on the job.

(d) Client Meetings

The client meeting is a meeting for any purposes regarding to any party outside Telkom. For example, a meeting with Telkomsel regarding to the Tower Management in North Sumatera, and etc.

The general manager describes the wholesale division as a challenging environment to work with, and the researcher is totally agreed. “The wholesale division industry covers a wide range of business and it is challenging and interesting. The interactions between all telecommunication operators are a good thing to be discovered. We’ll understand other licensed operators status and conditions, domestically and internationally, we make friends, and that’s all good stuffs to do”, he said.

4.2.2.3 Wholesale Division, a Culture of Family and Friends

The researcher spent 4 months of internship in the Wholesale Division CS 1. He found himself in in the middle of a warm, well mannered, and organized people. All the coworkers are respecting each other, but they can still chats and jokes as good friends.

All managers are more than willing to help and guide me and their subordinates to finish the work. All staffs are loyal to their managers; they show great respect on them by paying greetings, or saying thanks. Managers often jokes with their subordinates and staffs, and the other way around. The relationship between coworkers are also very warm, they pay compliment to each other, they greet everyone who pass them, and some people even bringing foods or even drinks for their friends. The thing is, they like to maintain a warm atmosphere around the office and avoiding problems as much as they can.

There is weekly coffee morning, a meeting in which everybody tells and discusses their working progress. This is an effective way for managers to monitor how far the work takes place. Every Wednesday there is an event in which
everybody has lunch together outside the office. They could discuss whatever, including working activities, or even anything. Every Friday, the office holds a sporting activities in the morning, everyone can jog, volley, football. And in the noon time, the office offers a prasmanan. Once a month there will be a family gathering, whether they go together for an outbound, going to the beach, etc.

Overall, the culture in the wholesale division is very good, lots of activities that tighten the coworkers relationship with their managers and staffs, and also their family. Everybody is not treated as merely a worker, but as a friend and family.

4.2.3 Interviews and Questionnaires

4.2.3.1 The General Manager’s Perspective

“I always emphasizing this statement to my team, whatever you do, put all of your efforts on it, and give your best for the company you work for.” Perhaps it is the most motivating statement for anybody to work their best. The statement was made by the general manager of Telkom Wholesale division CS 1, Mr. Bastian Sembiring. He always speaks that statement to his team, and it has become a part of the culture in the division.

Mr. Bastian agreed that most of the time, the division applied democratic leadership. All people have the same rights to speak and give opinions. Even the smallest staff can speak and give critiques. There is a weekly meeting called as ‘performance review’, provided for all of the staffs and employee in the division, and on that time, managers should focus in hearing opinions form their subordinates about the work progress. By doing this, Mr. Bastian would like to show that even the smallest level of staff have their rights to speak their voice in front of the team.

The researcher observes an aura of a true leader from the general manager. He earns the respect, loyalty, and obedience from his team. Truly, there is a layer of power distance here and there in the management. But the layers are soft, as the GM is a good, well mannered, and friendly in time. “There stood a layer called power distance inside a company. Because even tough your relationship is very
close with each other, the team must also consider their position when speaking to others, especially their manager, in a formal working hour. But in the other time, I could release my status as a manager, instead I could chat with my subordinates, coworkers, and friends, I could play games with them, tell them jokes, and so forth”, he added.

In wholesale division, there is tight bond of job desk among coworkers. One person’s job is depending on others, and so on. That’s why the company advises the workers to work as a solid team. Mr. Bastian explains that there will be at least 5 to 6 different units that need to sit and discuss the works completely. By the time, all workers understand that working together is a must, it is inside their company culture, and they became a collectivist by culture.

The workers are usually treats man and woman equally, with no differences. “There are some cases that they are treated differently, like working overtime, man can do that normally, but woman need more security on doing so”, Mr. Bastian replied. This situation shows a low value for masculinity. A feminist country is what Geert Hofstede refers to Indonesia, and the fact shows that it is true. In feminist country, people tend to have a minimal job differentiation on man and woman.

When the researcher mentioned about uncertainty avoidance, Mr. Bastian agreed that the people of Indonesia are mostly low on it. “When I give task to my subordinates, they will accept the task directly. I tell him that he deadline is in a week, he agreed. But then if I don’t talk and ask him about the job and the progress each, day, he’ll forget the job. He will say that he thinks that I didn’t need it anymore. So to make sure that the job is done, I will ask the team directly about the job progress each day. By doing so, I’ll know the exact progress of the job, and sometimes the job might be done faster than I expected.” Geert Hofstede explained that people on low uncertainty avoidance country are likely to be loyal, that it is hard for them to say no to their manager. The culture to please the manager more, in which it represents loyalty, obedience, and respect, and that the manager will be happy if they doing so.
4.2.3.2 The Managers’ Perspective

1. “An interview with Mr. Gede”

Mr. Gede is the Manager of Telkom Traffic in the Wholesale Division. He and his team deals with interconnection data flow with their main client, Telkomsel. In simple words, they calculate the data flow of every phone call made from Telkom, Telkomsel, and other operator, domestic and international.

Mr. Gede is a very open person. He is good in approaching new people and maintaining friendship with others. This is due to his main job desk, which is to keep in touch with customers, which is Telkomsel. “Personal approach is very important, I always keep that in mind, and I always encourage my subordinates to do the same thing”, he said. Openness is also another thing which he demanded from his subordinates.

Mr. Gede believes that there should be a balance of information flow in the office. The information shouldn’t be coming from above all the time, but it also needs feedback from below. He said it loud and clear, that it is better if there is more information coming from subordinates than from him. That is why he described himself as a totally democratic leader. Because he gave an ear to his team’s opinion and he acts fair to all subordinates.

In making decision, Mr. Gede chooses to do it with his team. Professionally because the job asks him to do so, all of the decisions must be made by the consideration of the team. But personally because he wanted his subordinates to be actively involved in the job. His relationship with his manager, subordinates, and also other coworkers is relatively close. But he chooses not too attached with his subordinate’s private life, because he thinks highly of privacy. He is very loyal to his manager. My observation of working with him during internship shows that his acts indicate great obedience to his manager, and also he demands the same with his subordinates. Mr. Gede’s characteristics are relatively high in
power distance, by his loyalty and respect to his manager, or what Indonesian people call as “segan”. Besides, he doesn’t want to be too attached with the subordinates because of the power distance itself.

Mr. Gede is a collectivist. He chooses to work as a team instead of being alone. Besides, his democratic leadership also pushes him to work together as a team. Harmonious relationship among the coworkers is very important to him. His way of handling problems among the coworkers is great. He doesn’t want people to hold problems in their heart. So he prefer people to speak their voice, even though there might be conflict happens. “We should speak our voice, never keep it inside your head only, there would be conflict happens after that. But I hope that by the time the conflict solved, people will have a more insight on their mind to live a more harmonious life.”

Mr. Gede can accept any type of person within his team. He demands only openness and collaboration among his subordinates. He sees gender differentiation as an irrelevant thing to be considered in his job, as he can work with both men and women. This reflects Femininity, as Indonesian people tend to be Feminine. As Geert Hofstede states: minimum emotional and social role differentiation between the genders reflects low masculinity.

Mr. Gede is very loyal to his manager, he respect every decision the manager’s made. The researcher gave him an illustration on daily job problems, “What will you do if your manager gives you a new task, but at the same time you are also on a tight deadline?” His response still shows respect and loyalty. He still accepts the job and don’t say much about his current deadline. This states that uncertainty avoidance is low. His loyalty and obedience stops him from being honest about himself, anything to please the manager. Low uncertainty avoidance also proven by the way he solve problem with coworkers. In low uncertainty avoidance country, a direct communication is considered as a thread when you want to solve problems with people, so they do ‘asas kekeluargaan’. Mr. Gede solves
problems by discussing it carefully and calmly, taking the team to lunch, or perhaps by sending third party person.

2. “An interview with Mr. Limper Sianturi”

Mr. Limper is the manager of Telkom Backbone. Telkom Backbone is in service of infrastructure within Telkom and Telkomsel. It connects the network connection between cities, island, and sometimes countries.

Mr. Limper believe that there should be trust existed among coworkers in the team. That’s why he put trust to all of his subordinates. He also does delegation, in which he delegates all jobs to each subordinates fairly, considering their capability. The last thing he demanded and applied on his team is togetherness, in which he believed that togetherness is the most important part to keep the team solid.

Autocratic and democratic are both types that Mr. Limper described himself as a leader. He does delegation, he delegates subordinates to do their job, and it shows autocratic value. But most of the time, he always accept his subordinates’ voice and opinion. “I didn’t put myself as a manager; instead I placed myself as a friend of my team. Even though we have managers, supervisor, and subordinates, we are all the same. Even though I am their manager and sometimes I am the one in charge to set jobs for my subordinates, I consider all of their opinions and capabilities.” But in contrast, Mr. Limper shows more characteristics on democratic leader.

Power distance is relatively high on Mr. Limper’s leadership. It is proved from the delegation he used to divide jobs among subordinates, even though his democratic leadership still holds him from not too strict on it. His relationship with managers and subordinates are relatively good. He is loyal to his manager, he respects him a lot. In our conversation he talked a lot about how he admires his manager, and how he respects him. His relationship with his subordinates is deeper than I thought. He claims
that some subordinates are discussing their private life problem with him, and he try to find a solution with them. Mr. Limper shows a fatherhood characteristic, in which he appear as a friend and a father to coworkers. But still, loyalty, obedience, and respects existed between his manager and him, and also his subordinates and him.

Geert Hofstede research on organizational culture in Indonesia shows that we tend to be a collectivist instead of individualist. In fact, it is exactly what’s happening in here. Mr. Limper shows the exact characteristic of collectivist. He prefers to make decision with his team. He believed that no person is always right, so other people opinions are always needed to make correction. Harmonious situation among coworkers are always be top thing in his mind. He solved problem carefully and calmly, as soon as possible before the problem spread more deeply.

Mr. Limper doesn’t like to choose which characteristics of people to work with. The thing that he expects is to work with someone and produce a positive results, “We need each other, and we give something”, he added. He claims that he have been dealing with many types of people since he started his career in Telkom, and still what he needed is only the positive results. And again when the researcher asked about his opinion on man and woman as leaders, he only focuses on the results, not the people. He values the equality between men and women, and it is a sign of low masculinity.

Mr. Limper is very loyal to his manager. And even it is a part of Telkom’s corporate culture to be loyal to manager. The same example of problems as to Mr. Gede was given to him, “What will you do if your manager gives you a new task, but at the same time you are also on a tight deadline?” He answers by referring to the guidance book of Telkom CEO, which says: ‘First things first’. Again, Mr. Limper refuse himself to be directly honest to his manager, but to accept the duty directly. Also in
solving problems with coworkers, he feels that doing asas kekeluargaan is more appropriate. This shows low uncertainty avoidance. In low uncertainty avoidance country, people tend to please his manager, rather than refusing to do the job. And people consider solving problems by directly talking as a thread.

3. “An Interview with Mr. Fahmi”

Mr. Fahmi is the manager of Telkom Akses under Wholesale Division. Telkom Akses deals with 3 different products which are Metro E, Telkom Access, and Sarana Penunjang. They deal with their main customer, which is Telkomsel.

Mr. Fahmi chooses Habibie as his role model on leadership. He states his admiration for Habibie, in which Mr. Habibie was a great leader with high skill in management as he graduated from Germany. And Mr. Fahmi learns the way Habibie leads and implementing them in the office.

In his leadership style, Mr. Fahmi is a democratic leader. He described himself as a mixture of autocratic and democratic leader. The autocratic characteristics relies only on his job desk, which is to delegates and giving tasks to subordinates, but in everyday working condition, he and his subordinates are making decision via discussions and meetings. Every week there is a meeting to discuss the work progress, and the meeting is also a place where subordinates could share and speak their opinions, and the decision relies on voting with the agreement of Mr. Fahmi.

When making decisions, Mr. Fahmi tends to do it together with the team. “I like that the feeling of togetherness rousing in my division, but there are some other things that I should decide all by myself as the manager”. His relationship with his manager and subordinates is really good. He respects his manager, and his subordinates respect him. They also have events outside the office, like family gathering for instance, or weekly feast. But still, there are layers that separate them, the layer of power distance. Respect, loyalty, and obedience are the layers. They might
Mr. Fahmi is a collectivist type of person. He likes to work together rather than being alone. Working together makes the job easier and efficient. Harmonious situation in the office is also one of the most important things. To solve a problem, he would speak calmly and gently, avoid of being ignorant. “Every problem has its solution, we must find them in order to reach harmony”, he added.

Like the two other managers, Mr. Fahmi is also low in masculinity. He could work with anybody with any characteristics. “Better to do it with people rather than machine”, he joked. When the researcher asked his opinion about men and women leaders, his answer was unexpected. He prefers to work with men rather than women. “Women tend to work with feelings, while men are more stable because they use logic in working”, he answered. Mr. Fahmi doesn’t seem to see the equality between gender at work, and it contradicts with feminist. His opinion shows a high point in masculinity.

Like the 2 other managers, Mr. Fahmi has low uncertainty avoidance. Even though there are deadlines ahead, he would still accepting tasks from his manager, because he is loyal and obeying his manager. The culture of pleasing the manager is strong in Indonesia and some Asian countries. In solving problems, Mr. Fahmi prefers to solve the problem carefully, by using asas kekeluargaan. Because he don’t like to make people uncomfortable by using direct communication.

4.2.3.3 The Staffs’ Perspective

According to the results of the questionnaires, there are several points which the researcher would like to emphasize:

- Leadership Style of the Managers
Most staffs choose democratic as their manager’s current leadership style. In the questionnaires number 2, the democratic styles’ characteristics are as follows:

<table>
<thead>
<tr>
<th>Democratic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leaders made decision based on group’s opinion</td>
</tr>
<tr>
<td>Inputs came from the group, but the decision lied on the leader’s hand</td>
</tr>
<tr>
<td>Job’s methods were discussed beforehand with the group</td>
</tr>
<tr>
<td>There are times when members are trusted for certain important jobs and decision making</td>
</tr>
<tr>
<td>The leader decides what task to be finished and he/she discuss the work method with the group</td>
</tr>
<tr>
<td>Creativity are encouraged and rewarded</td>
</tr>
<tr>
<td>The manager’s presence is important to assist the members, but if there is no manager nearby, members could still consult the other member</td>
</tr>
<tr>
<td>All members depends on their manager and all team members</td>
</tr>
<tr>
<td>Leaders may punish, but they also encourage the members to do better, and if they do good, they may be offered with reward</td>
</tr>
<tr>
<td>My manager watch my track records, helps and assisting me whenever I ask for help</td>
</tr>
</tbody>
</table>

The 7th point from the Democratic Style table which says “The manager’s presence is important to assist the members, but if there is no manager nearby, members could still consult the other member” is somehow arguable. Five out of nine instead choose the point from Autocratic Leadership Style which says “The manager’s presence is very important to assist the members”.

- **Power Distance**

  Staffs answers for the power distance category indicates a high points of power distance. The researcher use the statement of “My
manager is someone who protects me, a role model for the team, a
great leader, the one who create our job orientation, and I respect
him as everybody else” and they agreed. The relationship between
managers and subordinates is good, but separated by power
distance, like the statement, “Me and my manager, we work
together. My manager guides me and I follow him. I speak to him
politely as I respect him a lot.” In making decision, manager and
subordinates have a discussion, but the final answer still lies on the
manager, as shown on their choice of statement, “I can speak my
voice and opinion, but the final call is taken by my manager, and I
respect his decision.”

- Collectivism
  All staffs and subordinates are likely to be a high collectivist. They
like to be surrounded by friends, and they care for their society.
They care about other’s opinion, shown by their chosen statement,
“You work as hard as you can, and perseverance and honesty is
your key to success. But you still pay attention to what other
people talked about you, because other’s opinions are also
important.” They choose to work with team instead of working
alone. And they will do anything to keep their friends around by
the statement, “To maintain the harmonious relationship, you are
really careful on taking any acts. You tell him slowly and carefully.
It might get difficult sometimes; because that way people aren’t
really understood that we are angry.”

- Uncertainty Avoidance
  The division inhabits low uncertainty avoidance. It means that they
tend to mask their emotion, to keep everybody happy. The
researcher gives a simple example when someone’s feeling is not
good, and they choose the statement, “You’ll try your best to act
normally, covering your mood is better than showing bad
attitudes.” Also, because they are maintaining everybody else’s feeling to be harmonious, their solving problems method tends to use asas kekeluargaan. Direct communication in solving problems is sometimes considered as threads and is replaced by a more sensitive way, for example, treating a person to lunch. Masking emotion also applied when they are pushed to do something they dislike by their friends, they tend to do it, or otherwise people won’t like them. And the last, staffs aren’t supposed to refuse any orders from the manager, even though they are on a strict deadline. The culture made them to believe that they work to please the manager, and hardly saying no or making excuses.

- Femininity

As to the other Indonesian people, staffs inhabit the feminine side of Hofstede’s Organizational Culture. They believe that men and women are equal. The roles of jobs are not really distinguishable. They believe that sexual harassment’s victim can be men and women. The other criteria for a feminine society are that people placed family above their job, or at least they placed them equally. The division chooses to pay equal attention to their family and work, or family above work.
4.3 Triangulation

4.3.1 Organizational Culture

Our secondary data from Geert Hofstede previous research on Indonesia’s Organizational Culture shows high power distance, low individualism (high collectivism), low masculinity (high femininity), and low uncertainty avoidance. The researcher will also show the data from 3 different sides of the Wholesale Division CS 1, combined with the components of the culture:

1. Power Distance

   The general manager agreed that there are high power distance, in the form of loyalty, obedience, and respect. But they maintain to keep it only at work times. In other time, they could chat and play as close friends. The managers also agree, but with thinner layers. Some managers even accept if there are subordinates who want to discuss their private life problems. They keep their relationship as open as it can. In the staffs’ perspective, they know their place; they respect and obey their managers. Their attitudes to the managers shows great amount of loyalty. In working time, they place the manager as their leader, and other times, they can be friends.

2. Individualism / Collectivism
The general manager follows the guides from the corporate, that each division should work as a solid team. Working as a team boosts the points for collectivism. The managers are also doing the same thing, but beside of the corporate instructions, their job desk also made them relevant from one unit with the others. They want to keep the relationship among workers as harmonious as it can. In the side of staffs, they prefer to be placed in a team rather than working alone. They value the meaning of friendship and team work, and they want to do anything to keep their friends around. All perspective shows that the division inhabits high collectivism.

3. Masculinity / Femininity

The general manager stated that there are no huge differences between the role of men and women in the job, they basically are the same. The managers also stated the same thing, that they equally value women and men leaders. They can work with both men and women. In the perspective of the staffs, they see their friends are all the same, men and women. And they placed their family above their work. All the situations show femininity.

4. Uncertainty Avoidance

The general manager realized that the uncertainty avoidance is low in the division. People would always say yes instead of no. Workers will accept all the work from the manager, because they are afraid of them. At that time, they also have many other tasks, and as a result the job will be late. The managers show the same thing in their attitudes toward the general manager. In problem solving case, managers use asas kekeluargaan instead of direct communication. In the perspective of the staffs, they show the same attitude. It is because of the layers, which are loyalty, obedience, and respect. Those layers make them feel “segan” to managers; they tend to please the manager, as Geert Hofstede says that the people of Indonesia have a slogan “Asal Bapak Senang”.

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4.3.2 Leadership Style

The general manager states that the job desk of wholesale division is much related to each other. They must work together as a team to do the job well. A team needs a democracy, so that all workers have the chance on giving opinions and ideas. The general manager agreed that democratic is the most appropriate leadership to be applied, and it is already applied.

The managers also choose to be democratic, because they appreciate their subordinates as friend. Managers say that both the subordinates and they are equal; they work together as a team. But in some cases, the manager can also make the decision himself, especially when they do delegation of jobs.

The staffs and subordinates agreed that they see the democratic leadership within their managers. Their leaders are caring, assistive and assertive, open for opinions, and encourage team’s creativity. Of all the perspective, the dominant leadership for the Wholesale Division CS 1 is democratic leadership.
CHAPTER V
CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion
To do the conclusion, the researcher will bring back the problem statements of this thesis:

1. What is the organizational culture in Telkom Indonesia Wholesale Division CS 1?

PT Telkom Indonesia Wholesale Indonesia inhabits high power distance, the layers are: loyalty, obedience, and respect. People are loyal to their managers, and the managers are loyal to their general manager. In perspective, the managers also respect their subordinates, as if they are friends.

All people are collectivist, they want to keep a harmonious relationship, they maintain their friends around, and they like to work as a team. The culture is feminist, they value men and women equally, and they care for others more. The key in this that people are really focus on maintaining their relation to each other, they keep the relationship as harmonious as it can. And as Geert Hofstede quotes, “A feminine society is one where quality of life is the sign of success and standing out from the crowd is not admirable”, are truly happens in the office.

Uncertainty avoidance is low; workers are afraid of their managers and keep saying yes. It is hard for employees to speak their feelings on disagreement, especially if the situation is involving their managers. As the slogan says: Asal Bapak Senang.
2. What is the leadership style implemented in the division?

Of all three Lewin’s Leadership Style, PT Telkom Wholesale Division inhabits Democratic leadership. Observation, data, and interviews and questionnaires show all value fits the democratic style. Managers let everybody speak their opinion during meetings, and most of the decision was made through discussion. Creativity is encouraged in daily routines, and managers are both assertive and assistive.

5.2 Recommendations

5.2.1 Implication for the Institution Researched

There are some suggestions suggested by the researcher based on this research for PT Telkom Indonesia Wholesale Division’s culture and leadership:

1. Telkom Wholesale should aware of the culture their shared. Geert Hofstede stated that we should embrace our culture before improving them.
2. Power distance creates layers of loyalty, obedience, and respect. Managers should maintain them only in office hours. Outside the office hours, all people must talk as friends and family to strengthen the bonds between coworkers.
3. Managers should use direct communication method to solve problems, but in a more mild way. Never underestimate or delay any resolution of any problems.
4. Managers implemented delegation method to separates jobs among subordinates, and they should pay attention to the progress made.

5.2.2 Implication for Further research

1. This research contains observations that can be used for further and wider research in cultural topics on Telkom.
2. This research contains information that can be used for other researcher whom concerned on cultural and leadership style, and continuing on even broader field such as corporate culture and leadership management.

3. Hopefully in the next study on PT Telkom Indonesia, people will do a research in the cultural aspects including the communication flow, the culture on Telkom doing an oligopoly business, etc. Because oligopoly business usually is an interesting topics to be aroused in this era of business globalization.
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APPENDIX
Appendix 1

Interview and Questionnaires

A. Interview

(English)

1. Could you please describe your role as a manager?
2. Could you please explain the leadership techniques you use to motivate staff?
3. Do you feel that these leadership techniques were appropriate for your department?
4. How would you describe yourself as a leader?
5. Do you like to make decisions with your subordinates? Why?
   (Power Distance)
6. Do you have a good relationship with your boss and staffs? How?
   (Power Distance)
7. Do you like to work alone or as a team? Why?
   (Individualism/Collectivism)
8. Do you believe that harmony should be maintained even though there are problems?
   (Individualism/Collectivism)
9. Do you like to work with people who cooperate well with one another?
   (Masculine/Feminism)
10. What are your opinions about men leader and women leader?
    (Masculine/Feminism)
11. How often do you feel unsure of how to behave? Why?
    (Uncertainty Avoidance)
12. You choose direct communication or asas kekeluargaan to solve problems?
    (Uncertainty Avoidance)
(Indonesian)

1. Dapatkah anda jelaskan secara ringkas peran anda sebagai manager?
2. Dapatkah anda menjelaskan leadership style yang anda gunakan untuk memotivasi karyawan?
3. Menurut anda apakah gaya leadership tersebut sudah cocok dengan departemen anda?
4. Dari sudut pandang anda, anda merupakan leader yang seperti apa?
5. Apakah anda senang membuat keputusan dengan karyawan? Mengapa? (Power Distance)
6. Apakah hubungan anda baik dengan bawahan maupun atasan? Bagaimana caranya? (Power Distance)
7. Apakah anda menyukai bekerja sendiri atau berkelompok? Mengapa? (Individualisme/Kolektivisme)
8. Apakah anda setuju bahwa keramnisan dalam kantor harus dipelihara, walaupun ada masalah? (Individualisme/Kolektivisme)
9. Apakah anda senang bekerja dengan orang yang mudah bekerjasama dengan orang lain? (Maskulin/Feminin)
10. Apa tanggapan anda mengenai pemimpin pria maupun wanita? (Maskulin/Feminin)
11. Bagaimana tanggapan anda jika bos anda memberi anda pekerjaan, sedangkan ada juga sedang dikejar deadline? (Uncertainty Avoidance)
12. Anda memilih komunikasi direct atau asas kekeluargaan dalam memecahkan masalah? (Uncertainty Avoidance)

B. Questionnaires

Questionnaires A – Organizational Culture
1. In your point of view, how do you see your manager?

   • My manager is someone who protects me, a role model for the team, a great leader, the one who create our job orientation, and i respect him as everybody else.

   • My manager is like a friend to me, his position and mine are equivalent, except that his job desk is only to manage. We work together, with different job desk, and that’s it.

2. How is your relationship with your manager?

   • Me and my manager, we work together. My manager guides me and I follow him. I speak to him politely as I respect him a lot.

   • Me and my manager, we do collaboration in work. The way I speak and act around him are the same as I do with my colleague friends.

3. In the process of making decision between you and your manager, which situation mostly happens?

   • I can speak my voice and opinion, but the final call is taken by my manager, and I respect his decision.

   • I can speak my voice and opinion, but the final call is taken from votes.

4. Form these situations below, which one fits you the most?

   • You work as hard as you can, perseverance and honesty is your key to success. And that’s all, other’s opinion about you are worthless.
• You work as hard as you can, perseverance and honesty is your key to success. But you still paying attention to what other people talked about you, because other’s opinions are also important.

5. Which situation you prefer to work with?

• Working alone

• Working as a team

6. Most employees are happy with a harmonious situation within all the co-workers. If one day your colleague did something that you dislike, what would you do?

• You tell him directly that you dislike what he did, and if it was implying big things, you might even angry to him.

• To maintain the harmonious relationship, you are really careful on taking any acts. You tell him slowly and carefully. It might get difficult sometimes; because that way people aren’t really understand that we are angry.

7. You had problems at home, tomorrow when you get back to work, what will happen?

• You’ll become a moody person; it’s hard to even smile to your colleagues.

• You’ll try your best to act normally, covering your mood is better than showing bad attitudes.

8. How do you do deal with problems which happens with your colleagues?

• Communicate directly, whatever the problem is.

• Communicate them via safe method (Kekeluargaan), for example by taking him to lunch, etc.
9. You recently joined a group in office (friends society, clubs, etc.), and somehow they ask you to do something with them, in which you don’t like.

- You refuse them directly, tell them the truth that you dislike what they do.
- You try to refuse, but in your heart you are afraid of being left over by your friends. So you do it with them.

10. Your manager gives you a new task, but on the same day you have so many deadlines waiting to be done. What will you do?

- You sure that you can’t do all of them, so you directly tell you manager that it should be postponed.
- You sure that you can’t do all of them, but you feel reluctant to tell the truth. So you accept the task, even though it will not finish on time.

11. Sexual harassment in the office usually only takes women as the victim. What do you say to the statement?

- Agree
- Disagree

12. Family is number one in your list, followed by your job, or at least both of them are equal.

- Agree
- Disagree

(Indonesian)

1. Bagaimanakah sudut pandang anda terhadap atasan anda?
- Atasan adalah seseorang yang mengayomi, yang patut memberi contoh kepada anggotanya, mempunyai pribadi scorang pemimpin yang disegani, seseorang yang membuat pedoman pekerjaan anda, dimana anda paham benar akan posisinya.

- Atasan adalah scorang teman, posisinya sejajar dengan anda. Posisi atasan hanyalah sebutan, dimana pada faktanya kalian bekerja bersama, hanya saja dengan job desk yang berbeda.

2. Bagaimanakah hubungan anda dengan atasan?

- Saya dan atasan bekerja bersama, atasan saya memberi pedoman dan membimbing, dan saya mengikuti dia. Saya berbicara dengan sopan dan bahasa yang santun kepada atasan, saya menghormati atasan saya.

- Saya dan atasan bekerjasama memecahkan masalah apapun. Cara saya bersikap kepada atasan sama dengan cara saya bersikap kepada rekan kerja.

3. Dalam membuat keputusan antara atasan dan anda, situasi manakah yang sering terjadi?

- Saya berhak memberi usul, pertimbangan akhir ada pada atasan, dan saya menghormati semua keputusan dari atasan saya.

- Saya berhak memberi usul, pertimbangan dari suara terbanyak lah yang menang.

4. Dari 2 situasi ini, manakah yang sesuai dengan anda?

- Anda bekerja dengan keras, ulet, dan jujur, dan hal itu sudah cukup, opini orang lain tidaklah terlalu penting.
• Anda bekerja dengan keras, ulet, dan jujur, namun anda tetap peduli dengan opini orang lain tentang anda (yang mungkin berbeda)

5. Situasi yang manakah yang anda pilih di kantor?

• Bekerja sendiri

• Bekerja sama dengan orang lain

6. Pegawai akan senang dengan situasi yang harmonis antar pekerja dan staff. Namun suatu hari teman sekantor anda melakukan suatu hal yang tidak anda sukai. Apa yang akan anda lakukan?

• Langsung mengutarakan ketidaksukaan anda, apabila menyangkut hal yang besar, ada kemungkinan anda marah kepadanya.

• Demi memelihara keharmonisan, anda bertindak secara perlahan dan hati hati, mengutarakan hal tersebut dengan baik, walaupun terkadang yang bersangkutan bisa susah memahaminya.

7. Saat anda terkena masalah di rumah, apakah yang akan terjadi di kantor?

• Anda akan membawa mood buruk di kantor, sulit untuk tersenyum, bahkan kepada teman sebelah anda.

• Anda akan berusaha menutupi mood anda, tetap tersenyum dan bekerja seperti biasa.

8. Bagaimanakah cara anda dalam menyelesaikan masalah dengan teman sekantor?

• Komunikasikan secara langsung, tanpa basa basi, seberat apapun masalahnya.

• Komunikasikan dengan metode kekeluargaan, mungkin dengan mengajaknya makan bersama, atau hal lainnya.
9. Anda ikut dalam sebuah grup atau perkumpulan social (ex: grup pertemanan), dan mereka mengajak anda melakukan sesuatu yang anda kurang suka.

- Anda langsung menolak.
- Anda mencoba menolak, namun ada perasaan takut bahwa anda akan ditinggalkan dan tidak dianggap, maka terpaksa anda mencoba mengikutinya.

10. Atasan anda memberi tugas kepada anda, namun anda juga sedang dikejar deadline, apa yang anda lakukan?

- Anda yakin tidak sanggup dan langsung mengutarakan alasan kepada atasan sembari tidak menyetujui tugasnya.
- Anda yakin tidak sanggup, namun diliputi oleh sedikit rasa segan, sehingga anda tetap menyanggupinya.

11. Sexual harassment di kantor umumnya hanya terjadi pada wanita. Bagaimana menurut anda?

- Setuju
- Tidak setuju

12. Keluarga adalah hal yang utama, diikutin dengan pekerjaan, atau setidaknya dua hal tersebut harus dilakukan dengan seimbang. Setujukah anda dengan pernyataan itu?

- Setuju
- Tidak Setuju

Appendix 2

Interviews Records and Questionnaires Papers

An Interview with Mr. Bastian, the General Manager of Telkom Wholesale
CS 1

I: Bisakah bapak jelaskan sedikit job desk bapak di Telkom?
B: Job desk saya itu adalah untuk mendapatkan revenue dari layanan yang diselenggarakan Telkom khusus untuk Telkomsel. Di Telkom ada beberapa divisi. Ada divisi yang mengelola alat produksi, ada divisi yang tugasnya itu adalah untuk menjual semua layanan Telkom ke pelanggan pelanggannya, nah saya ada di divisi yang menjual layanan Telkom. Layanan Telkom terbagi dalam beberapa segmen, yaitu segmen consumer (retail), ada segmen enterprise, lalu ada segmen medium enterprise, terakhir adalah penjualan produk Telkom kepada Telco lainnya. Saya ada di divisi yang berhubungan dengan Telco, dan segmen pelanggan kami adalah Telkomsel.

I: Dengan job desk seperti itu, bapak mengharapkan leadership yang seperti apa yang cocok untuk diimplementasikan disini?

B: Saya menerapkan delegasi, dimana kegiatan kegiatan yang bersifat rutin benar benar saya delegasikan penuh kepada manager manager di bawah, kemudian kegiatan kegiatan yang sifatnya pengembangan dan ekspansi akan saya handle langsung. Untuk memotivasi karyawan, saya punya meeting mingguan yaitu review performansi, disitu saya mengundang semua yang ada di unit saya, para manager akan melaporkan performansi dari semua kegiatannya, dan semua subordinate akan saya kasih kesempatan untuk menyampaikan ide dan termasuk hal hal yang mereka jalankan untuk performansi. Maksud saya melakukan hal seperti itu adalah untuk menunjukkan bahwa staff sekoci apapun diberi kesempatan untuk menyampaikan ide idenya. Dan saya tekankan pada 3 manager, hal hal yang bersifat operasional saya serahkan penuh pada mereka, saya hanya focus pada hal yang bersifat strategis.

I: Kultur kerja di Wholesale Division itu seperti apa pak?

B: Saya selalu menekankan, apa pun yang kita lakukan, lakukanlah semaksimal mungkin. Berikan yang terbaik buat perusahaan ini. Konkritnya, setiap kali ada kegiatan kegiatan, lakukan itu dengan cara yang terbaik dan serahkan kepada atasan dan perusahaan.
I: Bagaimana hubungan antara atasan dan bawahan di divisi ini?

B: Interaksi antara saya dan manager sangat dekat dan tinggi, dan kepada staff lainnya, pertama saya lakukan secara formal dilibatkan di weekly meeting. Di lain waktu, biasanya seminggu sekali saya mengajak mereka makan bersama di luar kantor untuk sharing secara informal. Di akhir triwulan, saya juga mengadakan kegiatan outdoor sebagai apresiasi kepada kawan kawan. Hubungan kami sangat dekat, kami juga membawa keluarga dalam family gathering supaya keluarga juga memberikan support kepada pegawai.

I: Setujukah anda dengan adanya power distance di divisi ini?


I: Para pekerja di divisi ini cenderung bekerja sendiri atau secara bersama sama pak?

B: Secara bersama. Sebab di divisi wholesale akan sangat sulit untuk berkerja sendiri karena keterkaitan antara yang satu dengan sendiri. Contohnya di retail consumer, satu orang menjual layanan, yaitu handphone, dia bisa bekerja sendiri. Tapi kalo di wholesale, keterkaitan dengan unit lain sangat tinggi, ada berhubungan dengan 5 sampai 6 unit.

I: Adakah status perbedaan gender di divisi ini?

B: Pria dan wanita sama saja. Hanya terkadang dalam case tertentu, seperti overtime, pria lebih fleksibel, namun diluar hal tersebut sepertinya pria dan wanita itu sama saja.
I: Orang Indonesia erat kaitannya dengan uncertainty avoidance yang rendah pak, bagaimana dengan divisi bapak?


An Interview with Mr. Fahmi, the Manager of Telkom Akses

I: Selamat pagi pak Fahmi. Secara singkat bolehkan bapak jelaskan job desk bapak di perusahaan ini?

F: Kita mengelola produk, ada 3 produk yang kita kelola, yaitu Metro E, Telkom Akses, serta Sarpen atau sarana penunjang. Produknya meliputi sales terhadap customer kita yaitu Telkomsel, kemudian kita lakukan deployment, pengelolaan. Lalu kita akan menerima pembayaran dari klien.

I: Ada 3 tipe leadership, Autocratic, Democratic, dan Laissez Fairie, bapak termasuk yang mana?

F: Saya melakukan secara kombinasi. Terkadang saya melakukan pendelegasian, dan saya juga melakukan demokrasi, terutama pada saat
rapat mingguan, kita akan sharing informasi, dan dalam sharing itulah masing masing karyawan diberi kesempatan memberikan pendapat. Dan keputusan tetap ada di 2 pihak.

I: Menurut bapak, bapak itu leader yang bagaimana?

F: Saya mengayomi pekerja, sebagai mentor, dan juga disisi lain memberikan tugas kepada pekerja. Saya menyukai Habibie, karena dia memiliki pandangan jauh ke depan, dan dia juga seorang ahli management dimana dia bisa mengelola bisnis dengan baik. Dan saya lihat juga saat dia menjabat sebagai menteri, dia sangat baik performanya.

I: Dalam membuat keputusan, bapak lebih senang sendiri atau dengan karyawan lainnya?

F: Saya orangnya lebih senang dengan kebersamaan, tapi tidak tertutup kemungkinan dimana ada keputusan yang harus saya putuskan, maka saya akan putuskan. Semua tergantung situasi.

I: Bagaimana relationship bapak dengan atasan dan bawahan?

F: Baik baik saja. Kita dekat dalam hal pekerjaan dan keseharian. Di luar pekerjaan kami juga ada ikatan dalam hal lain, ada beberapa pertemuan kekeluargaan juga, dalam bentuk gathering, makan bersama.

I: Bapak lebih senang bekerja sendiri atau sebagai tim?

F: Tentu sebagai tim. Karena bersama tim, pekerjaan akan lebih mudah dan effisien.

I: Setiap karyawan senang akan keharmonisan hubungan antar pekerja ya pak. Misalkan ada masalah yang muncul, apakah bapak langsung menggunakan direct komunikasi atau mungkin sedikit perlahan demi menjaga harmoni?

F: Ya apabila ada masalah, kita akan selesai secara baik. Kita berbicara, komunikasi dengan baik, pokoknya tidak boleh ada yang menyimpan masalah, demi menjaga keharmonisan hubungan.
I: Bapak senang bekerja dengan seseorang yang bisa bekerja dengan orang lain?

F: Ya pasti senang. Sebab lebih baik bekerja dengan orang, bagaimanapun orangnya, daripada dengan mesin (tertawa).

I: Bagaimana tanggapan bapak mengenai leader pria maupun wanita?

F: Saya akan lebih memilih pria, karena lebih mudah diajak berbicara, sebab wanita lebih memakai perasaan.

I: Misalkan atasan bapak memberi bapak tugas yang baru, padahal di saat yang sama bapak masih terikat deadline, apa yang akan bapak lakukan?


I: Kalau misalnya muncul permasalahan antara karyawan, bapak menggunakan metode direct communication atau asas kekeluargaan?

F: Bisa keduanya, tergantung masalahnya. Namun pastinya saya akan menanyakan kepada yang bermasalah ada apa sebenarnya, sebab ada karyawan yang suka menyimpan di hati. Setelah diskusi, maka kita selesaikan secara kekeluargaan.
An Interview with Mr. Gede, the Manager of Telkom Interconnection

I: Selamat siang pak Gede. Bisakah bapak jelaskan secara singkat role bapak sebagai manager di perusahaan ini?

G: Saya manager yang mengurus Traffic di Telkomsel, yang terkait dengan interkoneksi atau traffic sensitive antara Telkom dengan Telkomsel, interkoneksi traffic domestic maupun internasional, itu yang saya handle saat ini.

I: Dengan role yang seperti itu, kira kira teknik leadership apa sih yang bapak terapkan untuk memotivasi karyawan?

G: Nah pekerjaan saya ini lebih banyak berinteraksi dengan pelanggan. Tapi prinsipnya tetap ada skema bisnis yang kita bahas. Tapi pola yang saya gunakan yaitu gaya yang membangun relationship antara Telkom, dalam unit yang saya pegang, dengan Telkomsel selaku pelanggan saya.

I: Jadi kira kira teknik yang bapak gunakan mungkin yaitu mendorong dan memotivasi karyawan begitu?

G: Iya, yaitu mendorong untuk melakukan pendekatan, baik secara institusi maupun secara personal. Namun saya lebih mendorong lagi untuk diri saya dan pekerja untuk lebih melakukan pendekatan yang bersifat personal.
I: Kalo menurut bapak sendiri, bapak itu leader yang seperti apa?

G: Sifatnya saya itu lebih terbuka, jadi mungkin sekarang kebutulan staff nya masih satu, jadi saya lebih memilih untuk lebih terbuka. Jadi saya prinsipnya bahwa semua yang kita kerjakan itu menjadi tanggung jawab bersama.

I: Ada 3 leadership style pak, Autocratic, Democratic, dan Laiseez Faire. Kira kira bapak termasuk ke tipe yang mana?

G: Saya lebih mengarah ke tipe demokrasi ya. Saya tidak ingin informasi itu lebih banyak turun dari atas, namun harus juga diambil dari bawah.

I: Bapak lebih memilih membuat keputusan sendiri apa bersama?

G: Saya lebih banyak bersama. Sebab skema bisnis di departemen ini, ada perhitungan perhitungan yang harus kita lakukan bersama, baik dengan klien kita Telkomsel maupun internal.

I: Relationship bapak dengan atasan dan bawahan itu seperti apa?

G: Kalo saya dengan dua pihak itu cukup dekat, ke bawahan dekat, ke atasan juga demikian. Namun dalam konteks pekerjaan, saya lebih membatasi hal-hal yang terkait dengan privat, dan saya juga tidak terlalu menginginkan interaksi yang bersifat lebih ke privat.

I: Bapak lebih senang bekerja sendiri atau dengan orang lain?


I: Kalau misalnya ada problem yang muncul antara pekerja, bapak langsung menyelesaikan atau agak sedikit perlahan, untuk mempertahankan keharmonisan?
G: Saya akan langsung menyelesaikan, walaupun ada sedikit friksi nantinya. Kita harapkan dengan friksi itu ada akan lebih membuka wawasan kita masing masing untuk berjalan lebih harmonis lagi di kedepannya.

I: Apakah bapak senang bekerja dengan orang yang mudah bekerja dengan orang lain?

G: Saya secara prinsip bisa menerima berbagai jenis tipe orang, dia mau bekerja sendiri maupun dengan orang lain. Namun saya lebih membutuhkan orang yang bisa terbuka dan bisa mengakomodir atau bekerja sama dengan orang lain.

I: Bagaimana opini bapak dengan leader pria maupun wanita?

G: Ah saya tidak melihat seseorang dari gender lah. Karena pekerjaan itu tidak ada kaitannya dengan gender.

I: Misalkan atasan bapak memberikan tugas, padahal disaat yang sama bapak juga sedang dikejar deadline. Apa yang akan bapak lakukan?


I: Jadi kalau misalnya ada problem yang muncul di pekerja, bapak langsung menggunakan metode direct communication atau memakain asas kekeluargaan?

G: Kedua metode itu saya ambil. Saya akan membicarakannya secara direct, dan pada akhirnya baru kita selesaikan secara kekeluargaan.

I: Oke, terimakasih banyak atas waktunya pak.
An Interview with Mr. Limper, the Manager of Telkom Backbone

I: Selamat siang pak Limper. Jadi bapak bisa jelaskan secara singkat job desk nya bapak di perusahaan ini?

L: Jadi kita di CS 1.3 merupakan pengelola network Telkomsel, khusus yang backbone. Backbone merupakan hubungan network antar kota, antar pulau, dsb. Kemudian juga untuk network internasional.

I: Jadi untuk job desk tersebut, bapak memakai gaya leadership yang bagaimana untuk memotivasi karyawan?

L: Satu, yang pasti saya menerapkan trust, atau kepercayaan. Yang kedua saya menerapkan delegasi, jadi saya mendelegasikan secara habis pekerjaan yang ada di kita. Saya percaya dengan apa yang mereka lakukan dan secara periodical kita lakukan evaluasi terhadap progress pekerjaan. Lalu yang ketiga, yang tidak kalah penting, yaitu kebersamaan. Dimana kebersamaan itu menjadi sesuatu yang sangat penting. Dan saya lihat sih itu merupakan cara yang paling efektif.

I: Jadi cara yang bapak terapkan ini memang sudah benar efektif, dan bapak percaya?

L: Iya saya yakin.

I: Dari sudut pandang bapak sendiri, bapak itu leader yang bagaimana?

L: Jadi saya tidak memposisikan diri saya sebagai leader, melainkan sebagai mitra. Artinya, walaupun kita punya teman atau bawahan, kita tetap setara, walaupun memang secara job saya harus memberikan mereka tugas sesuai kemampuannya. Kalau mungkin mereka punya hal hal baru atau sesuatu yang tidak dimengerti, saya selalu menawarkan waktu untuk berdiskusi.

I: Ada 3 gaya leadership, yaitu autokrasi, demokrasi, dan Laissez-Fair. Kira kira bapak termasuk yang mana?
L: Saya lebih masuk kepada gabungan autokrasi dan demokrasi, artinya saya bisa lepaskan mereka, namun tetap saya ikut serta dalam pekerjaan tersebut walaupun memang secara director tetap dari saya. Jadi menurut saya sih bisa sedikit situasional, mungkin ketiganya bisa dipakai, tergantung situasi dan pekerjaan.

I: Kalau dalam membuat keputusan, bapak memilih dengan tim, atau sendiri?

L: Tergantung. Kalau yang berhubungan dengan pekerjaan harian, dan delegasi, itu saya. Tapi untuk evaluasi dan lainnya, mereka dilibatkan.

I: Relasi bapak dengan atasan dan bawahan itu bagaimana pak?

L: Kebetulan saya punya atasan yang cukup bagus. Orangnya terbuka dan cara pikirnya menurut saya sangat perfect. Dan dia adalah seorang motivator yang cukup baik dan memberi motivasi yang baik buat kita. Dan sangat terbuka untuk berdiskusi dan memecahkan masalah. Dan ke pada teman bawahan saya perlakukan hal yang sama, dimana saya sangat terbuka dengan mereka. Kita sering share permasalahan tidak hanya di kantor saja, terkadang hal hal yang privat juga sering mereka utarakan ke saya dan kita solusikan bersama.

I: Bapak lebih memilih bekerja sebagai tim atau sendiri? Mengapa?

L: Pasti kerja sebagai tim. Pekerjaan akan menjadi lebih ringan. Apa yang saya lakukan mungkin ada salah sebab tidak ada orang yang sempurna, dan tim akan mampu untuk saling mengkoreksi.

I: Semua orang senang akan suasana yang harmonis dengan teman sekantor. Misalkan ada masalah yang muncul dengan teman, bapak memilih menyelesaikan secara langsung atau sedikit memendam demi menjaga keharmonisan hubungan?

L: Buat kita, selama itu berhubungan dengan pekerjaan kita harus langsung diskusikan, tidak menahan masalah. Namun tetap menjaga harmonisasi itu perlu.
Bapak suka bekerja dengan orang yang berhubungan bagus dengan orang lain?

Saya suka bekerja dengan tim. Saya suka bekerja dengan semua orang selama itu dalam hal yang positive, saling membutuhkan dan saling memberi.

Bagaimana opini bapak soal leader pria dan leader wanita?

Kalau masalah gender tidak menjadi masalah buat saya. Saya biasa bekerja dengan pria dan wanita. Asalkan seseorang bisa memberikan kontribusi yang baik terhadap sesuatu, itu tidak jadi masalah.

Misalkan bapak diberi tugas dari atasan, disaat yang sama bapak juga sedang dikejar deadline. Bagaimana bapak menyikapinya?


Jadi bapak tidak menolak, walaupun kecenderungan pekerjaan itu tidak selesai sangatlah besar?

Jadi kalau misal tidak selesai, saya akan memberi feedback ke atasan bahwa kondisinya seperti itu dan akan kita diskusikan.

Misalnya suatu masalah timbul di kantor, bapak memilih menyelesaikan secara direct communication atau memakai asas kekeluargaan?

Kalau misalnya secara internal, biasanya kita diskusi untuk mencari solusi. Kalau misalnya permasalahan dengan kerja kepada customer, saya lebih menggunakan pendekatan personal daripada professional. Pendekatan secara kepribadian dan relationship atau asas kekeluargaan.

Oke bapak, terimakasih atas waktu yang diberikan.