



## Change in Organizational Culture

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### ABSTRACT

Every individual, organization and culture in the world will always change. This study studies how the organizational culture of Be Like a Bee changes at PT. ILF, by looking at what values are instilled from the culture of Be Like a Bee, how is the internalization process and the role of the leader in socializing those values. This research is a type of descriptive research because it aims to provide an overview of the organizational culture changes Be Like a Bee that occurred in PT. ILF, what values are instilled, how the process of internalizing these values and the role of leaders in socializing it. The data analysis method used in this study is the grounded theory method. This method is an analytical method that combines scientific thinking and art. The values that are instilled include: hard work, work discipline, productivity and efficiency. The internalization process is carried out in various ways at the manager level and staff and non staff levels..

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## 1. Introduction

Organizational change is related to understanding the organizational culture in which changes will be made. Organizations must also have a characteristic between one organization with another organization called organizational culture.

Organizational culture must always be applied continuously to employees in the organization. Culture yesng strong will shape the character of employees at work, organizational culture as a means of communication between members so that relations between members in the organization can run well.

James said that organizational culture has a direct relationship with strategy making and the organization's long-term financial performance (In Lyons, 2006). Kotter and Heskett found that, for more than 11 years, the culture of a building organization increased company revenue by 682% versus 166% compared to an organization with a non-building culture. The workforce develops by 282% versus 36%, share prices increase by 901% versus 74% and net income increases by 756% versus 1% (In Lyons, 2006).

Success in cultural change cannot be achieved without the support of those involved with the organization that will help the organization move forward to achieve the desired change. PemiAn effective MPIN is a leader who is able to help others direct the change process and make the change successful.

This research is needed because every individual, organization and culture in the world will always change. Change this can happen at a fast or slow time, or also at a large scale so that it is very real or on a small scale so that the organization is not aware of its effects. So the change in organizational culture is important, although it is not easy and requires time to socialize the values expected by the organization, which is certainly not easy to implement and requires a process so as to produce the values to be achieved.

In this study studies how the organizational culture of Be Like a Bee changes at PT. ILF, by looking at what values are instilled from the culture of Be Like a Bee, how is the internalization process and the role of the leader in socializing those values.





## 2. Literature Review

### 2.1. Organizational Change

Organizations will always face various issues, namely drastic changes and incentives in the business environment and changes in the internal organization itself. Organizations need time to adjust to changes.

George and Jones (2008) mention a number of external environmental factors that drive change, namely the strength of competition, economic power, political power, globalization power, socio-demographic strength, and ethical strength. National, regional and global economic and political dynamics are very volatile and full of surprises.

Meanwhile, in the internal environment of the organization, changes that occur in the values, work ethics, competencies and aspirations of employees also require an appropriate organizational response. (George and Jones, 2008)

### 2.2. Organizational culture

Organizational Culture according to Schein (2010) is a pattern of basic assumptions that are found, created, or developed by a particular group with the intention that organizations learn to overcome or overcome the problems that arise due to external adaptation and internal integration that has been going well enough, so that new members need to be taught as the correct way to understand, think about, and feel about these problems.

Schein (2010) to gain an understanding of the culture of an organization dividing culture into three levels from the lowest Artifacts to the highest basic assumptions.

- 1) *Artifacts* are things that can be directly seen from the structure and processes in an organization, such as the architecture of the physical environment, language, technology and products.
- 2) *Espoused Beliefs and Values* includes strategies, goals and basic philosophies held by the organization concerned. Espoused Value is usually stated in writing and becomes a reference for each step taken by members of the organization.
- 3) *Basic Underlying Assumptions* can be found in the history of the organization concerned. What values, beliefs, assumptions used by the founders are considered as important things in bringing the organization to things that are taken for granted, something that is considered normal or something that has become a habit.

### 2.3. Cultural Internalization

Internalization of culture is the process of instilling and developing a value or culture into a part of the person concerned. Planting and developing these values are carried out through various methods, such as direction, indoctrination, brain washing, and so forth. (Gea and Wulandari, 2005)

Schein (2010) provides an overview of the mechanisms by which the founder, manager, or leader in communicating and instilling their beliefs, values and assumptions to members of his organization.

The main mechanism of planting

- 1) What is the concern of leaders to measure and control
- 2) How leaders react in critical events and when the organization is in crisis
- 3) How leaders allocate resources
- 4) Deliberately playing the role of a model, teaching and training
- 5) How leaders allocate awards and status
- 6) How leaders recruit, choose, promote and isolate
- 7) *Intraorganizational transfers* (Merchant and Van Der Stede, 2003)

The second mechanism is splicing and strengthening

- 1) Organizational structure and design
- 2) Organizational systems and procedures
- 3) Organizational rituals and ceremonies
- 4) Design of physical space, the front and the building
- 5) Stories about important events or people
- 6) Formal statements regarding philosophy, beliefs and charter

### 2.4. Role of a Leader

The role of the leader in addition to socializing organizational culture, he is a role model that encourages members to identify and internalize beliefs, values that exist in organizational culture. So the leader must be able to provide a clear vision and mission or direction where the organization will be taken, so that the leader is expected to create a culture that is conducive in his organization.



DuBrin (2005) argues that leadership is an effort to influence many people through communication to achieve goals, how to influence people with instructions or commands, actions that cause others to act or respond and cause positive change, important dynamic forces that motivate and coordinate organizations in order achieve goals, the ability to create confidence and support among subordinates so that organizational goals can be achieved.

Leadership is defined as "the ability to influence a group towards achieving goals" and in this dynamic world, we need leaders to challenge the status quo, to create a vision of the future, and inspiration to members of the organization who want to achieve the vision (Robbins, 2003)

### 3. Research Methodology

#### 3.1. Types of research

This research is a type of descriptive research because it aims to provide an overview of the organizational culture changes Be Like a Bee that occurred in PT. ILF, what values are instilled, how the process of internalizing these values and the role of leaders in socializing it. The approach used for this research is a qualitative approach to the type of interpretive approach.

#### 3.2. Data source

Sources of data in this study are people / actors that include owner, management level to employees in the production department. The data source will be adjusted to the existing organizational structure, with the aim to be more representative of each part in the organization so that the results will better describe the organization as a whole and not subjective. Observations will be made by looking at the activities carried out by the owner to the employee in the production department. Sources of documents such as organizational structure, job descriptions, relevant regulations and operating procedures.

#### 3.3. Method of collecting data

Data collection methods are a bridge that connects researchers with the social phenomena they study. Through the method chosen, researchers can collect various data needed to answer existing research questions. (Efferin et al., 2008, 316). The data collection methods used in this study are:

- 1) Interview
- 2) Observation
- 3) Document Analysis

#### 3.4. Data Processing and Data Analysis

The data analysis method used in this study is the grounded theory method. According to Strauss and Corbin grounded theory is a theory that is built from data collected and analyzed during the research process. This method is an analytical method that combines scientific thinking and art (In Efferin et al, 2008)

### 4. Results and Discussion

#### 4.1. Embedded Cultural Values

##### a. Description of Bees

The picture of the bee taken from the article Secrets of bee flight revealed told by Helen Phillips, 2005. For hundreds of years, bees have been a mystery. No one, not even the most caliber scientist, is able to explain the phenomenon of bee wing flapping. So this little insect soon became a symbol of the failure of science in uncovering the universe. With small wings, bees can fly. The pattern of life of bees, bees only perch in places of choice. Bees will only come to flowers or fruits or other clean places that contain honey or nectar ingredients. He is productive with kindness, namely bees produce honey which has properties for human health. Bees are hard workers. When it first appeared from the cubicle (when "hatched"), worker bees clean their nest chambers for new eggs and after three days of age feed the larvae, bringing honey pollen. Bees always live in large colonies, never alone. They also work collectively, and each has their own duties. (MiChan, 2009)

Through bees it can be learned that do not look at the circumstances and the reality that is around us as if it is limited and impossible to run, because it will make us unable to develop. Learning from bees with all its limitations, he is able to productively produce honey that is useful for human health, work hard, work together to collect honey and face enemies.





## b. Why Culture Be Like a Bee

The results of interviews conducted with Mr. LT (sister of the owner of PT. ILF and the originator of Be Like a Bee Culture), regarding why this change was made:

*I see the current trend of cost margins (selling price - materials) that are starting to shrink due to the lack of purchasing power and rising material prices. I saw a vision that I finally conceived to Be Like a Bee. To achieve the target and satisfaction of stakeholders who experience change. The change is caused by the market that makes ILF must change, such as consumer purchasing power, market demand and very low sales margins. So as to achieve the targets set, all of us at ILF determined to change completely or die.*

Mr. LT looked at the situation in the market by looking at the diminishing margin costs and changes in the market, such as low consumer purchasing power, falling demand, so Mr LT applied the Be Like a Bee concept, so that it would change, because if it didn't change according to environmental conditions outside, then PT. ILF can not compete or even die.

### 1) Cultural Substance Be Like a Bee

Be like a bee like a bee whose wings are small, but he can fly his big body. Bees in theory should not be able to fly, but in reality bees can fly, even though their wings are small, their movements are very fast and not only in one direction but can reach up to three directions. The opinion of the LT father who chose to use Be Like a Bee because of having this unique character:

*I chose the concept of "Be Like A Bee" because Bee has a unique character that can inspire to change completely like a bee so that it can progress and develop even in a crisis like now..*

Likewise with PT. ILF with limited resources but can fly and produce something good. Organizational cultural values to be instilled include:

#### a) Hard work

PT. ILF is very anti-laziness, therefore PT. ILF encourages its human resources to work hard. Hard work can be interpreted by doing work with the maximum ability to achieve maximum results. Examples that are known from the results of observations and interviews at PT. ILF, if a machine dies, then many human resources are unemployed, sitting or talking and joking. The Head of Production is required to optimize the free time. Examples of these tasks if there are employees who are unemployed, the Head of Production told the employee to clean the machine, or look for additional work. Then from the Marketing side must try to find orders and meet delivery targets every day. This value was stated by Mr. B (Head of Production)

*..... Well that hard work, hard work to meet that target ..... with the children of the selectors do they have to work hard so that they don't rest too much, well, that. If the machine is broken they have to do other work, find what work for them, so they don't hang out much*

The same thing was expressed by Mrs. NA (part selector)

*... Yes, more self-employment, tired, what else can I do, if the engine dies, it sweeps, help others*

...

#### b) Discipline

The values instilled in PT. ILF is a work discipline that is emphasized. discipline is basically a management action to encourage members of the organization to meet various rules and regulations that apply in an organization. Examples of discipline obtained from interviews are that HR is required to arrive at work on time with a tolerance of being late for 5-10 minutes. Sanctions for HR who arrive late are quite severe, that is, if more than 10 minutes late, then the HR is discharged and the salary is not paid. If you are late more than three times a month, you are given a Warning Letter from Personnel.

The same thing was said by Mr. P (Head of Personnel Section):

*I emphasize to be disciplined indeed. Enter precisely at 06:00, come home exactly at 14.00. Exit is permitted if there is a permit to leave, for example a family dies suddenly, is sick suddenly, tolerance is 10 minutes late If more than 10 minutes go home and the salary is deducted, late more than three times given a Warning Letter ...*

The same thing was said by Ms. Yt (Warehouse Section):

*... here there are working hours, tolerance of 10 minutes, if more repatriated, the salary is deducted .....*

#### c) Productivity

This was revealed by Mr. LT:





*The value I want to instill in ILF is that "Change is needed to have progress and growth; when change is necessary, no change is destructive." and do not look at the circumstances around us that will only make us unable to develop "Our reality could be the limiter."*

This can be captured by the managers of PT.ILF, as revealed by Mr. AA (Head of Marketing):

*..... don't focus on the reality. Have to think to other ways to achieve that, do not be stuck already like this I can't do anything .....*

The same was expressed by Mr. S (from a group company with PT. ILF, namely PT. ISF):  
*Be like a bee is also expected to be implemented in companies like ISF, where there are not many resources, so it is hoped that everyone can imitate the workings of bees, so they can handle several jobs at once to keep this ISF running well.*

d) Efficiency

Save on various things, such as reducing labor, reducing electricity costs and also reducing shipping costs. By making savings, the costs calculated as fixed costs can be reduced. As revealed by Mr. LT:  
*ILF always instills the value of continuous efficiency continuously in all departments in the company, from production, marketing, warehouse, and shipping*

The same thing was expressed by Mr. P:

*..... Labor saving, labor is cut, based on performance appraisal, so what is left are the elect, but it doesn't allow their performance to not decrease, they might get bored, tired, every day just looking at plastic, yeah right ?? ..*

c. **The Process of Internalizing Be Like a Bee Culture and the Role of Leaders in Socializing it**

Change does not happen immediately without making preparations or going through internalization processes that make members of the organization feel comfortable and not afraid in the face of change.

1) Internalize to Level Manager

The internalization process carried out in applying Be Like a Bee from the LT father is to introduce the vision and mission of the organization clearly to its managers, so that they can know and understand, what is the dream of the LT father, what goals are to be achieved and the managers have the same view with it. Establish the main values that can become guidelines for members of the organization Creating an effective communication system for all members of the organization, communicating the values and culture of what is expected to be done by all managers and equalize perceptions about the culture. So there is a commitment from the manager to make these changes effective.

a) What concerns leaders to measure and operating systems and procedures

At PT. ILF on each week there is a weekly report that is named *progress reports* sent by using email to the LT father, which contains reports on the achievement of production targets, net use (comparison of the use of pure material with the results of production entering the warehouse), delivery reports in one week, and other reports that require communication to the LT father. Then monthly reports are reported in the form of achievement of results for one month, evaluation and what actions are taken. The mid-year and annual reports point more to the performance performance of PT. ILF, achievement and evaluation in one year and take action, commitments and new targets from the father of LT. Following are the results revealed by Mr. LT:

*..... Annual or semi-annual meetings between senior staff to discuss the new vision as well as what strategies are needed to achieve that vision and targets will be set. Then there are monthly or bi-monthly "meetings" that take place informally, or sometimes just by telephone or internet-conference to always remind us of the targets / missions that must be achieved every week, every month, every quarter ...*

b) How leaders react in critical events and when the organization is in crisis

Mr. LT saw that in the external environment there was a change, so Mr. LT wanted to make changes using this Be Like a Bee culture. Mr. LT gave an overview to his managers at PT. ILF, that environmental conditions are like this, and discuss that PT. ILF must change completely, then proceed with an explanation of the culture of Be Like a Bee like how, explain about bees, what are the benefits of bees and what is done by copying the behavior of these bees. As the cost of raw materials soared along with oil prices which also rose, while the price of the product remained unchanged, causing Mr. LT to find a solution so that PT. ILF can survive with these conditions.

c) Deliberately playing the role of model, teaching, meeting and training

The application of Be Like a Bee culture began with the changes arranged by LT father as pimpInan highest PT. ILF. Where the LT father held meetings, both formally and informally to his managers,





to convey changes and also convey why PT. ILF must change and the purpose of making changes. After that in the next meeting, through meetings held at the restaurant, sms that encourages to have to be like a bee in order to reach the target, as well as through emails in weekly and New Year reports. As stated by Mr. LT:

*I have a close relationship with managers both formally and informally so the delivery is done in the form of routine informal discussions. Formal is where annual or semi-annual meetings are usually held between senior staff to discuss the vision as well as what strategies are needed to achieve that vision and targets will be set. While informal is a monthly or bi-monthly meeting that is sometimes only by telephone or internet-conference to always remind us all of the targets that must be achieved every week, every month, every quarter.*

This was also conveyed by Mr. MHI:

*By regular telephone, through instructions, sometimes there are official meetings*

The same thing stated by Mr. AA:

*By telephone, sms, email and meetings at the restaurant. Reports are made weekly via email, and direct responses from the LT father are answered via email*

d) Design of physical space, the front and the building

Mr. LT made shirts that were distributed to mid-level staff members by displaying logo designs from the Be Like a Bee culture. On the right side of the shirt there is the name PT. ILF and its company logo, while the one on the left has the Be Like a Bee logo, as shown below



Fig 1. PT. ILF

Uniforms are made to form the image of consumers and represent the goals of a business.



Fig 2. Logo Be Like a Bee PT. ILF (Source: PT.ILF document)

The Be Like a Bee logo means that with wings that look big (even though the reality is small) try not to see the reality but want to try and not give up easily. Dark blue sunglasses symbolize a responsive attitude in dealing with every job and problem and act quickly. Light blue wings that symbolize a trustworthy, firm and sturdy attitude. On the body of the bee there are two lines namely yellow and black, yellow symbolizes friendship with the bee's face decorated with a smile that the employees of PT. ILF is friendly to fellow employees and external parties (such as consumers, suppliers), while black represents strength in work and it is not easy to give up.

2) Formal statements regarding philosophy, beliefs and charter



There are no formal statements regarding the culture of Be Like a Bee on the bulletin boards or communication boards. But this Be Like a Bee culture statement was delivered in writing through a presentation slide that had previously been submitted by LT father to his managers regarding the change in Be Like a Bee culture ..

There is also a slogan to always remember Step up And Fly. This slogan means to make changes we must dare to step (make changes) after it flies (to achieve the desired results).

a.) Internalization to Staff Level

The internal process that was carried out in applying the Be Like a Bee culture from Mr. MHI through books, held a meeting when discussing the results achieved and the targets given to talk about the Be Like a Bee culture and to provide guidance for other employees. It is done by coming to the administration room and conveying the culture of Be Like a Bee, and explaining to them, Be Like a Bee is like, and must run, accompanied by targets given from the father of LT, then provide books to read for yourself. The meeting was only brief, there was no special impression, only positioning itself as an explorer and hoping that his employees could read on their own and understand what they wanted through this Be Like a Bee culture.

*By the way, when gathering with employees, given a book*

This was also recognized by Mrs. M (Administrative Staff):

*Presented by Mr. MHI. Talk directly. Accepted whether you want it or not. The main thing is we work, yes we have each portion*

The same thing was said by Mr. D (Marketing Staff):

*... Yes, there is a book. He talks when he meets. Speak informally ...*

a.) Internalization to the Non Staff Level

The internal process is carried out in applying Be Like a Bee from Mr. B by conducting directions and coaching for other employees. Explanation to the non staff level was not given an explanation, only said you had to work like this, and there was a target, because in principle the lower part only followed what was said by his superiors. Submission made when giving salary is explained, not directly talking about Be Like a Beenya, but using a method by explaining that the company is in a difficult situation, employees are expected to work better, because the company needs employees and employees also need the company. And also through directions and shown that there is a reduction in employees but the number of machines and output produced remains the same. Mr. B using the method of socialization in the form of deliberately playing the role of models, teaching, meeting and training:

*...yes there is no special meeting, yes they are directed*

The same thing was said by Mr. B:

*... Yes coaching, yes knowledge so that we can work well to achieve that target, there are no meetings, We talked during payday, delivered by the way. If you're told wrong, you do something like this.*

## 5. Conclusion

1) The values instilled by the father of LT with the Be Like a Bee culture, which is to expect that the employees of PT. ILF wants to be and imitate the behavior of bees that are in a limited state (where the bee with small wings, but he can fly a large body) but is able to provide goodness and prove to be able to fly. The values instilled include:

- a) Hard work,
- b) Work discipline
- c) Productivity
- d) Efficiency

2) The internalization process is carried out in applying Be Like a Bee by introducing Be Like a Bee cultural values which are carried out in three stages and carried out in different ways, namely

a) Internalization at manager level

The internalization process delivered at the manager level, was directly given by the LT father. By holding formal and informal meetings in communicating the cultural change Be Bees a Bee conducted, introducing the vision and mission of the organization clearly to its managers, so that they could know what their dreams were. Mr. LT, what goals are to be achieved and the





managers have the same views as him. Establish the main values that can become guidelines for members of the organization, create effective communication systems for all members of the organization, communicate the values and culture what is expected to be done by all managers and equalize perceptions about the culture.

b. Internalization at the staff level and non staff level

The socialization at the staff level and non staff level is not as clear as that at the manager level, at the staff level and non staff level, there is no formal delivery or special training conducted, the delivery is only to provide a book to be read by yourself, only to provide an explanation and a brief description in conveying the culture of Be Like a Bee. So that the socialization process at the lower level is very lacking and does not feel the nuances of Be Like a Bee.

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