Characteristic corporate culture of the Telkom way 135

To cite this article: D A Utami and Noviyanti 2018 J. Phys.: Conf. Ser. 953 012163

View the article online for updates and enhancements.
Characteristic corporate culture of the Telkom way 135

D A Utami1, Noviyanti1
1 Public Administration Department, Faculty of Social Sciences and Law, Universitas Negeri Surabaya, Ketintang Road 60231 Surabaya, East Java, Indonesia
dianarlupi@unesa.ac.id

Abstract The corporate globalization brought an attention consequence related to the global perspective balancing against local flexibility. It also made local organizations to keeps aware to both continuously and fast global changing and development in order to maintain its existences. One of the things need to be strengthened was the strong corporate culture, which is acceptable, understood and applied culture by every single member of the corporate. This study was aimed to describe characteristics of The Telkom Way 135 corporate culture and its implementation in PT. Telekomunikasi Indonesia Tbk., Regional Division V East Java. It was descriptive research with a qualitative approach and conducted it by observation, documentation, and documentation techniques. Data validity was conducted using credibility, transmittable, dependable and special criteria. Results of the study are as follows; the characteristic of The Telkom Way 135 corporate culture is an integral corporate culture. Also, by combination of this characteristic, corporate culture could classify into the strong and adaptive corporate culture so that it able to supports PT. Telkom to win the external adaptation and reached its internal integration if there is a harmonization between the corporate culture’s characteristics with the managerial practices.

1. Introduction
Globalization leads management, roles and challenges of managers to change in carrying out their duties and roles. For a corporation, globalization brings the consequences of the balance of global perspective with local flexibility. Globalization also enables local organizations to remain aware of the rapid global change and developments in order to maintain their existence and to achieve their organizational aims. In order to possess the balance of global perspective with local flexibility in line with those changes and demands, one that must be strengthened is a strong organizational culture that is an accepted, understood and operated culture by all members of the organization. The construction project organization can be defined as an organization, as such, an adaptation of the existing knowledge of organizational culture is justifiable in defining the project organizational culture [1].

This should be recognized because according to Schein in Hatch [2], the importance of organizational culture becomes enormous for the existence of organization especially when it is associated with organizational efforts to overcome various problems in adaptation upon the external developments and changes and integration of internal forces. Harvey and Bowin in Moeljono [3] argue that there is progressively evidence that only companies with effective organizational culture can create productivity improvements, increase ownership of employees, and ultimately increase corporate profits. Research conducted by John P. Kotter and James L. Heskett [4] indicates that there are four factors that determine a company's management behavior there are corporate or organizational culture; formal structure, system, plan and policy, leadership; and a well-organized and competitive
environment according to Moeljono. Today organization try to achieve fast growth, continuum improvement, profitability, preparation for future, and top situation in their activities in global spectrum according to Nikpour [5]. Organizational culture is a set of trait and behavior of internal stakeholders through which they can not only perceive and think about their internal environment but also can cope with the externally interconnected issues.

Current organizational culture must be transferred to new entrants, so that they will be able to follow organizational philosophy according to Schein [6]. Culture idea must be learned and shared in the organizations (Titiev, 1959 in Shahzad [7]. While many culture researchers have devoted numerous articles to the nature and definitions of culture, relatively fewer articles have contributed toward culture and performance research according Lee, Kelvin Yyu [8]. TTW 135 is the organizational culture of TELKOM which is a fusion of the cultures that thrive in the Divre. Generally, TTW 135 includes three levels of elements as follows: The first is the Basic Assumption, the basic response or view that determines how we perceive, think and feel. This assumption is accepted without questioning the truth.

TELKOM's cultural essence lies on this basic assumption. Second, Values are something that considered as important, best and valuable. And the third is Artifact and Behavior; include objects, symbols, ceremonies and ceremonies, behavior according to Kartajaya [9]. The formulation of problem in this research is: How are the characteristics of organizational culture The Telkom Way 135 at PT. Telekomunikasi Indonesia Tbk, DIVRE V JATIM. William M. Mercer in Dessler [10] defines organizational culture as "an expression of a combination of influences from certain basic organizational beliefs, values, expectations and patterns of action". According to Goldstein in Dessler, the organizational culture is "the totality of behavior patterns and thought pattern’s characteristic of the organization’s employees, beliefs, services, behavior and actions of employees".

2. Methods

This study was aimed to describe characteristics of The Telkom Way 135 corporate culture and its implementation in PT. Telekomunikasi Indonesia Tbk., Regional Division V East Java. This research takes place at PT. Telekomunikasi Indonesia Tbk, DIVRE V JATIM, Jl. Ketintang 156 Surabaya. The focus of this research is The Culture Characteristics of The Telkom Way 135 organization based on the basic assumptions Organizational culture mentioned by Schein: The environmental relevance of the organization, The nature of reality and truth, The nature of human characteristic, The nature of human activity, the nature of human relations.

It was descriptive research with a qualitative approach and conducted it by observation, documentation, and documentation techniques. Data validity was conducted using credibility, transmittable, dependable and special criteria, analyzing this research data refers to the model proposed by Miles and Huberman in Moleong [11].

3. Results and Discussion

Characteristics of organizational culture The TELKOM Way 135The current global environment is influenced by rapid changes in social, economic and technological and political aspects. The global world can not underestimate the progress of the telecommunications and electronics field as stated by Young [12].

While the internal environment with some influencing factors such as competitors, producers, customers, government policies, decision makers, today's culture are generally described not only to threaten the changing presence of organizations, but also for the sustainability of competitors such as innovation, aggressiveness and flexibility.

In order to possess the balance of global perspective with local flexibility one that must be strengthened by the organization is its organizational culture, as Schein in Hatch [3] suggests that organizational culture is so important for the organization's sustainability. Similarly as PT.
Telekomunikasi Indonesia, Tbk, for the existence and sustainability of DIVRE V JATIM in the middle of business competition in telecommunication that strengthened is organizational culture of The TELKOM Way 135. Likewise, with PT. Telecommunications Indonesia Tbk, DIVRE V EAST JAVA can exist and survive in the middle of the business competition in telecommunication field that is strengthened by the culture of the organization of The TELKOM Way 135. To describe what and how the culture of the organization of The Telkom Way 135 on PT. Telkom is knowing the characteristics of the culture based on 5 basic assumptions such as mentioned by Schein in Hatch [2]. According to Schein, the assumption is the beliefs on the organization members that is not spoken regarding their own and about their relationship with other people and as well as the characteristic of community organization and its relationship with the another world according to Tika [13]:

- The relevance of the organization's environment
- The fact of reality and truth
- The fact of human characteristic
- The fact of the human activity
- The fact of the human relationship

In the basic assumption, the instructions should be observed by members of the organization regarding the real behavior, include, explaining to the members of the group about the sense, considering about all the things related with the problem of the culture of the organization and the solution. Moreover, 5 basic assumptions are:

First, the assumption of the employees about the relevance of the organization's environment. The results of the study showed that PT. TELKOM organization affects and influences by outside several parties of the organization. TELKOM is influenced and affected by the environment or parties outside the organization which outside parties are not just ignored. They are as customers, shareholders, employees, government, and business partners TELKOM. The sustainability of TELKOM or the success of TELKOM does not escape from the ties with outside of the organization. "Customer, stakeholders obtain the products and services with high quality and competitive price. Shareholders, interested with the rate of return on investment that they invest, the growth of the company and the value of the shares increased. Employees, interested with the compensation compete, self-development and the expression self. The government, interested with the national telecommunication implementation, tax revenues, employment, and efficient company operations. Business Partners, which covers the creditors, distributor supplier, partners KSO, alliance partners business, consultants. They wished be able to share the same benefits. The employees are very aware that thus the customers the most important part in their work.

Second, about the views of the employees about how things were viewed as fact or not (the criteria of reality) and how things were determined as true or not (the criteria of truth). They determine the correct one according their try and take decisions based on the consideration that they could receive.

Third, about the views of the employees regarding the fact of human nature. TELKOM employees have characteristics that basically good, namely industrious, are concerned about working time (go and work on time), ready to help the work of other employees.

Fourth, on the assumption of the employees about the fact of human activity. The Research Results through interview technique shows that human activity personally biases in line/go together. Recently, TELKOM is able to compete with its competitors in the same business namely telecommunication. It can be seen from many emerging companies in telecommunication business, however Telkom still be at the forefront and remain with the service products that compete with other operator products. It can be known that the willingness of employees to work hard as a manifestation of the view of harmony over the fact of human activity produces the achievements of the organization in the form of the ability to compete with the other telecommunications company.

Fifth, it is regarding the assumption of the fact of human relationship. The relationship between the employees more kinship. The relationship of the attitude of mutual understanding that they need each
other. This condition can mean firmly therewith the commitment of activity and decision-making. With the base on the explanation of the characteristics of TELKOM culture organization, the culture organization The TELKOM Way 135 can be categorized as the culture organization that are adaptive and capable to support PT. TELKOM win global competition as a form of external adaptation. In fact, The TELKOM Way 135 has really like the owner with employees and apply in revising the work activities in the day over 80%. Characteristics of the culture organization of The TELKOM Way 135 is the strong organization culture and adaptive, so its capable to support PT. TELKOM win global competition as a form of external adaptation showing in the form of direct involvement in the implementation process.

4. Conclusion
The characteristic of The Telkom Way 135 corporate culture is an integral corporate culture. Also, by combination of this characteristic, corporate culture could classify into the strong and adaptive corporate culture so that it able to supports PT. Telkom to win the external adaptation and reached its internal integration if there is a harmonization between the corporate culture’s characteristics with the managerial practices.

5. References
[1] Nguyen L and Watanabe T 2017 Sustainability 9 781
[2] Hatch M 1997 Organization Theory Modern Symbolic and Postmodern Perspectives (Published by Oxford University Press) 3-20
[3] Moeljono D 2004 Organizational Culture and Corporat Supremacy (Jakarta: Gramedia)
[4] Kotter J and Heskett J 1992 Corporate Culture and Performance Business Review 83-93
[5] Nikpour A 2017 The impact of organizational culture on organizational performance: The mediating role of employee’s organizational commitment. International Journal of Organizational Leadership 6 65-72
[6] Schein E H 1991 Organizational Culture and Leadership (California Jossey – Bass Inc. Publisher and Jossey Bass Limited)
[7] Shahzad F 2012 Impact of Organizational Culture on Organizational Performance: An Overview Interdisciplinmary Journal of Contemporary Research in Business January 9 976
[8] Lee J K and Siew Y K 2004 Corporate Culture and Organizational Journal of Managerial Psychology 9 340
[9] Kartajaya H 2004 On Becoming A Customer-Centric Company: Transformation TELKOM (Jakarta: Gramedia)
[10] Dessler G 1996 Management Human Resource (Jakarta: Gramedia)
[11] Moleong L J 1992 Qualitative Methods Reseach (Bandung: Ramijan Rosdakarya)
[12] Young F C 1999 Organization Development The Consultant’s Handbook (Jakarta:IPWI Publishing Company)
[13] Tika M P 2006 Organisational Culture and Performance Enhance Corporation (Jakarta: Bumi Aksara)

Acknowledgment
The author would like to be thankful to Universitas Negeri Surabaya and Faculty of Social Sciences and Law for this manuscript.