

ORGANIZATIONAL CULTURE IN THE SUCCESSFUL GLOBAL BUSINESS

Anis Eliyana

Lecturer of Faculty of Economics of Airlangga University,

ABSTRACT

A successful business becomes the goal of each individual who is involved in an organizational business. The capability of business organization to enter and compete in the global market is one of those ways often used by businessmen to both maintain and achieve a successful organization. With respect to the said issue, the writer would like to answer the following subject matter: How to understand the organizational culture in order to be success in global business? And does the organizational culture guarantee the achievement of success in global business?

The answer to the aforementioned issue shall be on the basis of relevant theoretical study and current empirical condition. Two conclusions are drawn from the theoretical and empirical study analysis as follows: the understanding of organizational culture can be achieved through the understanding of business partners' organizational culture by means of various culture management understanding and the existence of empirical phenomenon today that indicates how easy the nations to obtain information that is more heterogeneous and insolated along with the continuous movement toward global market.

Key Words : Organizational Culture, Cultural Variety Management, The Successful Global Business

1. INTRODUCTION

It is unavoidable for the organization that wants to maintain itself and to have a significant development for its business to be competitive in global market. The dominant issue to enter the global market is especially related to inter-organizational culture and even international culture as well. Due to certain consideration, there is an organization that set such a tight standardization in the strategy of its international marketing. In the other side, there is an organization that is flexible in adapting such strategy to be compatible with the targeted public. Their success and failure are proven to be affected by inter-cultural communication aspect.

Basically, the above development process has actually been experienced already by the human race not only in the field of business but also in all fields after the end of World War II and left a very significant trace in historical record. The progress of science is further manifested in the development of various fields. There is also a blast in the

democracy awareness of those nations that initially lived under the pressure of colonialism, communism and political feudalism that opens the opportunity for hundred of million peoples in the world to be involved, and the said development has caused those nations and other groups that had rarely had a contact with each other at the first place now is trying to start a relationship, especially in economy. In this field each party tries to obtain as many advantages as possible from their partnership. Various ideas and efforts are employed to achieve the goal such as through capital strength, technology, and positional power in the market, and sometimes through the power of diplomacy and weapon. Beyond all those efforts, there is a power which meaning has not been realized in the business yet, especially in global business during one of international processes, namely the power of culture.

International relationship does not only refer to political relationship, military diplomacy and economy. A successful international relationship in any fields will automatically require inter-cultural understanding. When political relationship, diplomacy and military is basically performed between one country to another and each country is fully represented by its government, a different condition happens to international economic relationship which is partly maintained by the government only of those matters relevant to its broad outlines. The development of informational and transportation relationship with rapid and broad technology today has caused the international economic relationship is handled more by individuals, independent social groups and classes. Those individuals, social groups and classes in each country form so many industrial organizations and trading organizations those directly operated with various organizations in other countries and societies out of the control of government. The development of this kind of relationship will require the role of culture within.

Each culture has the system of value which determines what matters considered as good and not good by the society. This system of cultural value might either be matched or different or even contradictive to each other when being compared among cultures. The similarity and difference of those cultural values in each society are grown from the experience of life, history, belief, trusted value, norms and also natural and social environment those include the neighborhood societies (Macieriello & Kirby, 1994:3). They said system of value for example is in terms of inter-personal relationship and the highest power in the universe, aggressive or tolerant attitude toward the relationship with fellowmen and so forth those basically indicate the existence of interaction between parties. The order of life focuses on group activity or individual activity.

Furthermore, in each society there is generally a life goal in certain field that is emphasized and places the goal of other fields in the supplementary position only. The main goal and supplementary goal followed by certain society penetrate through the soul of most society members, especially those prominent members in their groups respectively. The said influence then becomes the basic character of those individual members.

To create a good inter-personal, social group and inter-cultural relationship, the performers in each party are highly required to understand and appreciate the basic character of the other party along with various nuances that character may have. By referring to the dominant role of organizational culture in the global business, this study will have the following title: "Organizational Culture in the Success of Global Business".

2. THEORETICAL FRAMEWORK

This study divided into 2 sections will describe the outlined theoretical ground used by the writer as the reference of discussion in the next section, so that the discussion will have such an accurate basis that has the nuance to be a scientific discourse. Furthermore, in this section 2 will consist of two sub sections according to the title, subject matter, and objective of study, namely: organizational culture and global business success.

Organizational Culture

The Concept of Organizational Culture

The concept of organizational behavior has developed very far. It is not only a matter of self-esteem and slogan (in the old paradigm) but has 3 functions in the new paradigm (Susanto, 2000; Osborn et al., 1991:129; Robbins, 1996:509, and Kotter and Heskett, 1997:39) as follows:

- a. The tool to achieve the goal of business development
- b. Human Resources development for better quality
- c. To be the reliable competitive power.

Robins (1996:515) declare that there are many advantages if an organization has a strong, adaptive and competitive organizational culture as follows:

- a. The culture of organization highly determines the work ethics. There are many organizations that give reward to their employees who have never been late consecutively in a year of workdays. This culture then finally creates such a discipline mental and behavior.
- b. The culture of organization provides business with a direction toward development. The exploration or evaluation of vision, mission and structure has created the organizational culture that supports the clear direction of business development.
- c. The culture of organization is able to improve productivity and creativity. Such a dynamic, creative culture can guarantee the growth of creativity at all levels, so that its employees will move forward and will not be trapped in a routine activity.
- d. The culture of organization will develop the quality of goods and service. When there is a commitment then the movement of organization to emphasize on the quality matter will be well maintained.
- e. The culture of organization will motivate the employees to achieve the highest achievement, to have a sense of belonging that eventually will maintain moral

responsibility. The growth and development of organization will be collective responsibility.

The linking of organizational culture to organizational problem is very complex, so is the definition of organizational culture. The definition presented by the experts is highly varied but basically there are two important issues in the understanding of organizational culture as follows: a. Structure stability; b. Integration

The culture of organization is also closely related to the program of organizational development which is closely related to the program, intervention, and structure of organization those eventually touch the activity of Human Resources planning, development, education and training in order to provide them with such a strong cultural value that meets the challenge of business in global era.

In addition to the said structural and integral stability, there are other issues in the culture of organization, namely value, pattern, behavior, customs and manners, tradition, and so forth. To be more clearer, Lewis (1992) as quoted by Melia Jalal (2000) states that the group learned as it solved its problem of external adaptation and internal integration that has worked enough to be considered valid, and therefore, to be taught to the new members as the correct way to perceive think and feel in relation to those problems”.

Lewis (1992) as adapted by Melia Jalal (2000), and Osborn (1991:136) categorize the culture of organization into 4 levels:

- a. Symbols both in the forms of logo, slogan, ceremonies, stories told by the people in the organization, daily work method, the authorities, and criteria used by the authorities to rotate the position of employees, promote or to give reward to those employees with achievement. For certain organization, there is a symbol such as a swimming duck or a man who lifts his hands forward and backward. Does each employee know for sure that the said symbol indicates the meeting of land mode and water mode as the typical character of port business? How about the management policy in upholding the discipline and giving space to each employee to make an achievement? The jargon of employees which says that: “So long as the sea water is not withdrawn and dried, the port business will keep on running” can also be carefully noticed. This is such an extraordinary spirit, quite big optimism. However, how about the awareness to prioritize the satisfaction of customers, the speed of service and other efforts directed to improve professionalism?
- b. Process. It is the method of organization to perform its duty, such as the plot of responsibility, work design, system and procedure, management strategy in making a decision, official communication line, and meeting regulations. Has the existing system and procedure in an organization been optimally applied or does it still require a continuous evaluation? If Coca Cola Amtil Indonesia (CCAI) has a forum called general manager coffee meeting (GMCM) in which the GM and employees at lower

level are intensively and routinely met for the top managers to accommodate and listen to the employees' aspiration, how about the other organization?

- c. **Format.** These are objects those can be directly observed such as building design, space layout, furniture, official documents, speeches and other similar kind of objects. In an organization, have all designs been already designed according to the demand of business or does it precisely make people will not be reluctant to work? How about the ergonomic aspect of existing objects?
- d. **Behavior.** It is the manifestation of symbol, process and format available in the organization. The behavior can also be closely related to the value and attitude and can be also due to the external influence to create a certain pattern. In an organization, this can be seen from the issue of how the behaviors of employees, managers and top managers. This can be more carefully and cautiously observed to know about what culture that has been followed by the organization. When it has already been compatible, is it necessary to replace it with the new culture that is more adaptive, competitive and stronger to answer the demand of time development dynamics?

Alternative Understanding of Organizational Culture

Another definitive understanding that can be employed to understand, study, discuss about and design organizational culture implementation is presented by Susanto (2000) and Kotter and Heskett (1997:18-28) as the consultant at Jakarta Consulting Group who emphasizes on 2 understandings of organizational culture as follows:

- a. Organizational culture represents the values to which the Human Resources will look up in performing their duties and serves as the behavioral ground in the organization.
- b. Organizational culture represents the values those serve as the guideline for the Human Resources to face the external problem and the effort to bring integration into the organization, so that they will understand how they have to react or behave.

There are nine items of variable those can be monitored to evaluate the organizational culture:

- a. **Individual initiative.** How significant the initiative of resources in the organization that is fairly good.
- b. **Risk tolerance.** How big the tolerance of organization toward the risk in case of there is a resource that makes an innovation which turns up to be a fatal mistake.
- c. **Direction.** Whether the organization is carried on with full bureaucracy or there is not any significant obstruction to manage.
- d. **Integration.** Whether the organization has sufficient system and procedure that there will not be any overlapping between one authority to another.

- e. Management support. Do the superiors have a model or method to give motivation toward progress and smartly encourage the subordinates to be better?
- f. Identity. Whether the organization has enough typical identity that can be used as the manifestation of said organization presence and existence.
- g. Reward system. Whether the organization have sufficient model of reward for the development and achievement of its employees.
- h. Conflict tolerance. Whether the organization has enough tolerance toward any conflicts and able to manage the conflict to create a better organization.
- i. Communication pattern. How about to transport the information, the equipments to use the information media and so forth.

When it is observed more carefully, there are 5 key elements of organizational culture established by Denison et al. (2000):

- a. Organization's business environment
- b. The adhered values
- c. Heroism, the achievement standardized model
- d. Ritual ceremony or activity that becomes a tradition and is considered as quite valuable
- e. Cultural network or the culture that is often got in touch with the organization.

The making of new organizational culture, its implementation and evaluation surely are urgent activities to be performed, especially when the long-term plan (RJPP/ Corporate Plan) has already emphasized on the growth of business class to be the world class business, organization with high growth, and business organization with local growth. Organizational culture is the central issue in case of such an organization wishes to be involved in the global arena, especially when one of the sources that may impede progress is the out-of-date condition or the saying that the adhered culture is obsolete. An obsolete culture is the culture that is not competitive and adaptive.

In this context, it is necessary to carefully observe the obstruction potency of global environment as revealed by Susanto (2000) as follows:

- a. Parochialism, a belief that other people can directly follow our culture whereas there is not any guarantee that a superior culture will be able to be adopted without being socialized and monitored.
- b. Ethnocentrism, a belief that our method is the best of all and must be followed by other people whereas in fact, an adaptive culture needs to be always evaluated and monitored so that there will not be any of it that is obsolete.
- c. Resistance to change, an attitude that rejects to adapt for a fear of losing identity and power. The Human Resources may reject a transformation process when the process threatens their self-existence.

- d. Culture shock. This does not happen only to the Human Resources but also to the organization. We may not be ready to perform any organizational culture transformation due to very high trauma and anxiety.

Each organization has the culture that is unique from the other although being in the same industry. Organizational culture is not a visible thing as organization product and it has a long-term nature that cannot be simply changed such as the behavior of manager. However, this organizational culture has a very significant role in the success of organization. Maciariello and Kirby (1994:5) state that: “corporate culture consists of shared values, common perceptions, and common premises that members of organization apply to its activities and problems”. Kotter and Heskett (1997:36) imply the same thing in their statement as follows:

Organizational culture has two different levels in terms of clarity and survival against change. At the level that is deeper and unclear, the culture refers to those values collectively followed by peoples in group and tends to be survived in all times even though the group has already changed.

Organizational Success (Business)

In the general references, organization term is known more as organizational effectiveness. The success of organization has been proven difficult to be defined and even several experts say that each organization will eventually be faced to the measurement of its success.

Whether an organization is successful or not can be detected from various points of view, such as: marketing, production, operation, finance and so forth, but the organizational theory lies on: the right organizational structure. Robbins (1995:55) states that in 1960s and the early 1970s there is a study of thirty criteria about successful organization: Total effectiveness, Productivity, Efficiency, Profit, Quality, Accident, Growth, Default, employee turnover, work satisfaction, Motivation, Moral/spirit of struggle, Control, Conflict, solidarity, Flexibility/adjustment, Planning, and goal establishment, goal consensus, organization goal internalization, appropriate Norm and rule, managerial interpersonal Skill, managerial Skill, information and communication Management, Preparedness, Environmental use, external Evaluation, Stability, Human Resources Value, Participation and collectively used influence, training and development Emphasize, and performance emphasize.

Robbins (1995:58-84) states that to measure how success an organization is, there are four usable approaches:

1. The Goal Achievement Approach. This approach states that the success of organization must be evaluated from the established goal.
2. The System Approach. This approach states that the success of organization must be evaluated by virtue of its ability to obtain feedback, channel its output and to

maintain its stability and equilibrium. The system approach should not focus on the final goal but the method required achieving the goal.

3. The Strategic-Constituencies Approach. This approach states that whether an organization is successful or not it will depend on its ability to meet the demand of constituent available in the said organization that is the one that supports the survival of said organization existence. This approach is similar to system approach but having a different emphasize that does not entirely observe all of the environments of organization.
4. The Competing Values Approach. This approach states that the success of organization can be achieved when all variables of success can be identified and further determined to be inter-related. The competing values approach offers such an integrative work frame.

Finally, those many criteria of successful organization then can be summarized as follows:

1. The success of organization has such a typical meaning to each person and the fact shows that there are very few organizations those employ complex criteria.
2. Due to the variety of organization being evaluated.
3. Reflecting the different interest of organization success evaluators.

Although the success of organization is difficult to be defined, Robbins (1995:85) finally defines success simply as follows: “The success of organization is the achievement level of organization of its short-term and long-term (method) goals. The selection shall reflect the strategic constituency, the interest of evaluator, and the level of organization’s life.

3. DISCUSSION

By virtue of the introduction and theoretical frame described previously, this section will do the study and analysis to answer the question proposed as the subject matter of study. As proposed already in the previous section, the subject matters of this study shall be as follows: The way to understand the culture of organization in order to be success in global business and guarantyof the culture of organization to the achievement of successful global business.

Furthermore, the study and analysis of those subject matters are not performed one by one according to the proposed issue but in an integrated package since they are quite strongly interconnected and inseparable. They can be analogized as a coin that has two pictures: the picture on the head and the picture on the tail. When it only has the picture on the head or on the tail then it cannot be categorized as the legal one and used as exchanger. Therefore, when an organization does not want to consider about any organizational culture during the process of business performance or even during the

improvement of its business with business partners then the said business will surely be threatened by its competitor who considers about the organizational culture of its business partners. On the other hand, a business that only considers about organizational culture without taking other factors into account, for example: capital, human resources, business marketing and other important factors those support the success of its business, will surely be failed.

In order to be able to create a quite sharp discussion chronology, this section will analyze several sub sections those include: the understanding of cultural variety management, cultural challenge in global management, cultural variety appreciation, and finally the result of several studies about organizational culture in which several studies related to the significant role of organizational culture in global management is discussed.

The Understanding of Cultural Variety Management

Nowadays, management has such a various culture. The character of this variety of culture has been beginning since the end-quarter of 20th century when the nations are easy to get information, more heterogeneous, and less-isolated. With the movement that is continuously directed toward global market, the more developed cross-border trading causes the establishment of various collective agreements and economic units. Due to various remarkable technological improvements in communication and transportation, world cultures are more interacted to each other. In 1990s, the counter phenomenon occurred when the big traditional politic unity fell, such as the ex-Soviet Union and East-Block countries. Small republics and ethnic groups there are struggling for bigger independence while keeping their movement to achieve democracy and avoid any socialistic system with its nature of centralized planning and control. The challenge is whether the local community will be eliminated by such a destructive ethnic competition or they will be aware of the advantage of cultural and economic synergy with the neighboring countries.

Various significant social and politic changes happening today give birth to a real opportunity for those world merchants and businessmen who are free from ideological content – to involve them selves in the world trade for the benefit of human race. Mass media globalization has showed many peoples, various available possibilities in the modern society and has incurred in them selves, the wish to have a better quality of life. Such market needs can only be met at the global scale when the new emerging class of manager and professional provide them selves with the knowledge of cultural variety. The knowledge is very significant during the transfer to enter the 21st century. This cultural variety management can be reflected in the variety of working class, organizational culture integration, and global market business to be discussed in the next sub section.

Working Class Variety

The scope of domestic work in various countries is getting more complex. Generally, the working class in any country is also having a traditional growth that also keeps on trying to achieve the stage of “not just working”. The greater opportunity to be educated and trained for peoples in such group of macro-culture has encouraged their wish to work. The announced laws, whether it is called “work opportunity equalization” or “affirmative action” is designed to guarantee non-discriminated treatment at work. Various obstacles with respect to gender discrimination are gradually abolished as well, and today there are many women occupy the positions of supervisor, management and other executive positions.

In the United States of America, the awakening of this cultural variety is clearly indicated by the increase of Asian, Hispanic, and Afro-American populations and new immigrants from various countries, while millions of foreigner illegally enters USA. Across the Atlantic Sea, the working class is getting more varied along with better facility to travel across the border, while the lack of manpower has forced several countries to import “foreign workers” from various places. Across the Pacific Sea, those who actively look for contracts or works abroad are Korean and Philippians, while the Japanese has to employ many foreigners to take over the low-level works those are not automatic yet.

In many places, work not only absorbs new foreign workers but also new foreign owners and executives. Latin America is the target of marketing and new business placement for United States, Europe and Japan. Everywhere, peoples are moving away from their homeland to look for a better life and create a working class that demand for managers with cross-cultural sensibility.

In this post-industrial information era, a new work culture is emerging. One of those norms is competence without considering any race, color, belief or place of origin. High technological zones in all over the world today employ technicians from various nations hired by virtue of their scientific skill without paying attention to their cultural background. To perform a high-technological business requires the best management of cultural variety whether it is Taiwan, Hungarian or Indian. The same cultural variety can be noticed in academic or research and development laboratory circle around the world.

Organizational Culture Integration

As said by McManus and Herbert (1996) in their book, “Surviving Mergers and Acquisitions as quoted by Mahoney, (1998)” when merger, acquisition or joint venture is established by two existing organizations, two or more different organizational cultures must be integrated. It will not be effective if an organization only tries to force its culture on another culture. The more productive effort is to look for cultural synergy between and among the existing systems. However, such an effort will require a sophisticated skill and practice of cultural variety management. There is nothing wanted more in the

management of cultural variety than consortium establishment that shall consist of a number of businesses corporate or industrial, government and university representatives. Once again, the managers must use the skill of cultural variety in such situations to create the best in various organizational culture and management system.

Even in world business corporate, peoples are facing variety among various departments, divisions, and branches. In fact, each time the project team is collected to consist of different science and skill, the project manager must perform the cultural variety management. The engineers think differently from the production or finance staff that also has different point of view from marketing or public relation officer. Each profession or special skill has a typical sub-culture and often solves problem differently from each other. When a group of officers improved as a team or task force, the management will face bigger challenges since various macro or micro cultures will take its part. Thereby, those who are experienced in cross-cultural communication and negotiation will have greater possibility to be success.

Business in Global Market

International business and professional activity require a movement beyond one specific cultural circle to enter into the trans-structural arena. Whether someone travels aboard for a short business trip or becomes a manager in foreign country for years, the sponsoring organization must have the assignment system that facilitates acculturation and duty performance of their deputies. This kind of plan is especially helpful when a worker is sent to an isolated and unfamiliar environment, such as to seashore refinery, oil facility, North Pole, South Pole research station, or scientific post in the desert or mountains. Today, the United Nations, national agents, military and various non-profit foundations and associations assign their qualified officers to do their duties within different cultures with minimum preparation or with insufficient cross-cultural preparation and knowledge about special characteristics of certain culture.

Nowadays, global industry of communication, traveling, transportation, marketing, foods, hotel and real estate employs those workers to work far from their homeland but only provide them with such narrow information about local habit, law, and native and less trained to speak in different language. Cultural variety training is not only important in various developments of management and worker. It must be demanded for certain roles. Those jobs such as customs and immigration officer, border officer, law officer, international law expert, politician, health service provider, and so forth must require the cross-cultural education.

Cultural Challenge in Global Management

In such a growing condition of global market, it is common that the business often faces new obstacles those can endanger the success of global joint-venture. The problems faced in cross-cultural business interaction are due to misunderstanding of basic culture

guideline exists in each country in the world. To do a cross-cultural business, someone must be willing to try to understand and work in such a guideline. Each culture has its own unique way to handle business and social interaction, and each person who enters into specific cultures must know about various differences they have. In this sub section, the significant point of cultural variety business management is discussed that is “cultural variety conflict”.

There are a number of situations in global management that may cause conflict among managers of different cultures. Those situations involve normal and simple matters, such as self-introduction and phone speaking. However, there are quite difficult situations such as meetings or cross-cultural business presentation in addition to the issues of training and motivation for those foreign workers. Although all of those situations have a certain level of difficulty, that is the situation that must be faced in the business and must be faced by virtue of the cultural background of each person.

Cultural Variety Appreciation

In order to have a successful relationship with another culture whether individually, in a specific organization or nationally, someone must try to find their cultural values and inherent priorities within such values and also how those values are different from his/her values. It requires a certain way to evaluate cultural dimensions in order to broaden the understanding of values and how those values are different from each other. After finding his/her own values, someone will have the ability to determine values of others along with their priorities.

Other important elements in cultural dimension are worth noticed, such as non-verbal communication, language use, time and space orientation and how those things affect the success and failure of cross-cultural communication. The reasons and cultural roots are also necessary to be explored for appropriate responds according to each individual. When someone performs a cross-cultural interaction, culture-based responds will make the interaction be more successful and pleasant.

The Result of Several Studies about Organizational Culture

Several following studies reveal the significance of organizational culture role in regional, national and international business. Chatman & Jehn (1994) analyzes the relationship of two industrial, technology and growth and organizational culture characteristics. The writer tests the said relationship by comparing the culture in organization and cross-industrial. Using 15 organizations those illustrate four industries in service sector, the writer finds out that is a stable organizational culture dimension and more variable in cross-industrial than in industry. Specific cultural values are associated with the levels of industrial technology and industrial growth. One implication found is the using of organizational culture as the competitive superiority that is more than merely obstacle as suggested by the researcher and practitioner.

Furthermore, the result of study performed by Schultz and Hatch, (1996) illustrates one new strategy for multi-paradigm study that develops inter-relationship between paradigms. The writer develops the inter-relation between the limit of functionalist and paradigm interpretation and uses the organizational culture study as one example of how inter-relation affects the relation of multi-paradigm.

4. CONCLUSION

By virtue of subject matter of study, theoretical frame and discussion those have already been described in the previous sections, the following conclusions of several things related to problem analysis are drawn as follows:

1. The understanding of organizational culture can be achieved through the understanding of cultural variety management that is: to be aware of variety in the working class, to integrate the organizational culture and try to be part in the global business. Furthermore, one other thing that is not less important is to have an understanding of organizational culture means to be aware of cultural challenge in the management of global business and to appreciate it.
2. The empirical phenomenon exists today to indicate how easy those nations to obtain information and be more heterogeneous and less-isolated along with the continuous movement toward global market. Cross-border trading that is more developed causes the establishment of various collective agreements and economic units. This condition implies a quite big role of organizational culture in the achievement of successful global business.

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