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THE DESCRIPTION OF READINESS OF ORGANIZATION CULTURE OF ORGANIZATIONS IN INDONESIA TO SUPPORT THE IMPLEMENTATION OF APPRECIATIVE INQUIRY

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ABSTRACT

Changes at business environment continue happening, at one time of period it is a gradual change, and at another time of period it is a drastic change. Not all corporate executives are ready to find an answer to adapt with this constant change, most of the time they also need ideas, feedback, and support from organization members. Hence, organizations need as many as possible innovative, motivated, responsible, and customer-focused organization members that can help organizations to adapt with the changing business environment.
Among various methods that are able to improve the participation and support of organization members, the authors choose Dr. David Cooperaider and Dr. Suresh Srivastra's Appreciative Inquiry (1987). The reason for this is because many organizations have used Appreciative Inquiry with positive outcomes. Furthermore, Appreciative Inquiry is not limited to specific organizations. A survey is conducted to depict the readiness of organizations in Indonesia to adopt and implement Appreciative Inquiry.

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1. Introduction.

The presence of computer and wide band internet technology enable astute entrepreneurs to create small organizations that can compete directly with medium or giant organizations. These small start-up organizations, which some grow very fast to be giant corporations, offer better value, ease, comfort, and flexibility to customers and these service characteristics have actually been expected by customers. A software based organization, for example, may do a partnership with home owners and compete with well-established hotel chains because customers are offered cheaper price. Another software based organization may compete with well-established supermarkets or department stores

because they offer convenience to customers for having the goods they ordered without living their homes. It is not a surprise that these start-up organizations may not only become big organizations in just a few years, but also become tough competitors.

The traditional organizations may realize that their market share is taken away by the "yesterday" organizations with a new way of doing business. However, the strategy and decision makers may not understand how they should counter-attack, improve their product or service to better meet customer satisfaction, or offer conveniences that are not offered by their competitors. To jump and copy-paste the new definition of services or doing business, the traditional organizations may also either have difficulty to understand what they should do or are caught with bureaucracy.

The business environment may add another suffers. The covid-19 pandemic has drastically changed the business environment. Organizations are forced to stop the operation for some time, regular customers cannot consume the service, or customers suddenly change their priority or preference.

Theoretically, during the turbulent business environment, an organization needs to have capability to adapt with the business environment. Unfortunately, the strategy and decision makers may have difficulty how they can adapt to the drastic change. Even if they have the concept, will organization members give a support to implement the idea?

In other words, organizations need to have goals to improve their operational efficiency in providing the product or service, to have better understanding of what are their customer expectations, and to have better flexibility in adapting to business environment. Unfortunately, most of these goals cannot be achieved by only having advanced technology or machine, but also by having organization members that are creative, motivated, responsible, and willingness to satisfy customers in the organizations.

The next question is there any methods available to help organizations to be sustainable to face the presence of competitors, to face the change of customer expectations, and to face turbulent environment. This method should be able to improve the creativity, motivation, commitment, and willingness to satisfy customers in the organizations of the organization members. With the improvement of the organization member quality, these organization members will be able to help op management with ideas to redefine strategy of success or to better implement the suitable strategy.

Among many methods that are claimed to be able to improve organization member productivity, commitment, and willingness to satisfy customers, the authors choose Appreciative Inquiry which is introduced by Dr. David Cooperaider and Dr. Suresh Srivastra. The reason is because there are many organizations that have applied Appreciative Inquiry and have satisfactory result. Furthermore, Appreciative Inquiry does not depend on the type of the organizations.

Jex (2002) states that organization culture plays a major role at the implementation of a strategy or method. Appreciative Inquiry as an intervention method to improve organization performance (Bushe, 2001) also needs suitable organization culture in order to perform well. In other words, when management decides to adopt Appreciative Inquiry, a suitable organization culture has to be prepared to support the success of the method. A decision to implement Appreciative Inquiry at a not suitable environment will make Appreciative Inquiry does not work effectively.

The authors believe that management should assess their organization culture before they decide to implement Appreciative Inquiry. If their organization culture is "ready" (align with Appreciative Inquiry principles) then they can apply Appreciative Inquiry. If not, then management have two options: find other more suitable method, or adjust the corporate culture.

1.1 Purpose.

The purpose of writing this paper is to understand if top managements of organizations in Indonesia have ever heard about Appreciative Inquiry and if they need management system that can improve organization members to participate in supporting organization performance. Then, the top management will be assessed for their values and how far their values will align with suitable corporate culture required by Appreciative Inquiry. There is no point top management state that they need Appreciative Inquiry, but their values (which heavily color the corporate culture) are not suitable with corporate culture required by Appreciative Inquiry. Finally, a more detailed questionnaire is given to managers, which will assess again the organization culture based on the managers' point of view. This is to cross check the assessment filled by top management. Based on the assessment scores, management can decide either implement Appreciative Inquiry, adapt their own values with Appreciative Inquiry,

focus on adjusting the corporate culture to be more align with Appreciative Inquiry, or find another method that is more suitable with the existing corporate culture.

1.2 Research Question.

Based on the above explanation, there are four questions that can be raised at this research:

1. How far top management of surveyed organizations in Indonesia have ever heard about Appreciative Inquiry?
2. How bad top management of surveyed organizations in Indonesia need management system that can improve organization member participation to support organization performance?
3. How far the values of top management of surveyed organizations in Indonesia align with the corporate culture dimensions required by Appreciative Inquiry?
4. What is the readiness of corporate culture of the surveyed organizations in Indonesia to apply Appreciative Inquiry from the perspective of middle management?

2. Materials.

2.1. Appreciative Inquiry.

The theory of Appreciative Inquiry was introduced by Dr. David Cooperaider and Dr. Suresh Srivastva from Case Western Reserve University, Cleveland, United States through their publication in 1987. Appreciative Inquiry is further developed by management scholars (including Dr. Cooperaider) and has been applied at various kinds of different organizations. Busche (2001) even stated that Appreciative Inquiry has developed into one of intervention methods in the field of Organization Development.

2.1.1. Definition.

Cooperrider and Whitney define Appreciative Inquiry as:

"The cooperative search for the best in people, their organizations, and the world around them. It involves systematic discovery of what gives "life" when it is most effective and capable in economic, ecological, and human terms." (1999, p.10)

Appreciative Inquiry involves a technique of storytelling and asking positive questions to organization members that can open their potential. This technique of asking positive questions may involve hundreds or even thousands organization members. (Whitney & Trosten-Bloom, 2007).

2.1.2. Model.

Appreciative Inquiry is described by a model with four cycles or five cycles. However, at this paper the authors are going to choose the four cycle model (4-D) as shown at Figure 1. The model with four processes (Discover, Dream, Design, Destiny) is a cycle. This means after Destiny has been successfully completed in one area, the cycle can begin with the first process again (Discover) to further improve the challenge or pick up another area.

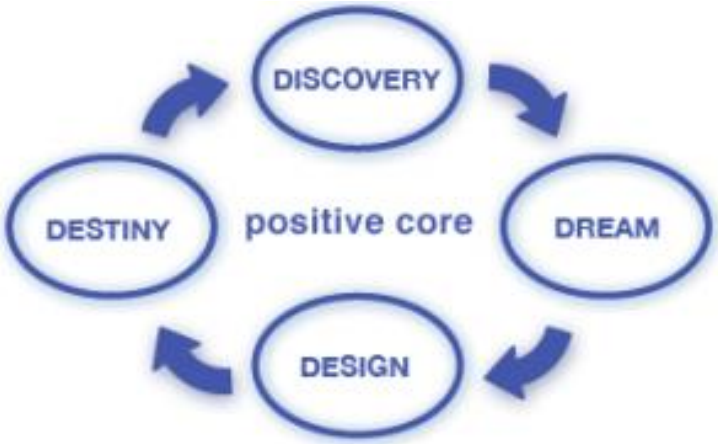

Fig. 1 Appreciative Inquiry 4 – D Model
(https://positivechange.org/how-the-4-d-process-works/)

Discover: find and identify factors in the organizations that can give them energy that enable them to give their best performance. Organization members are asked to remember and tell their story

about when they can give their best performance. They are also asked to identify what factors are present so that they can give their best performance.

Dream: create an imagination what will happen to the organization if the organization members can give their best performance. Based on this imagination they will define what is the ideal organization will look like and what they can get from the ideal organization.

Design: plan and list priority steps that have to be done to bring their imagination into reality. This process will involve a lot of dialog, discussion, and debate to come up with an agreement and commitment of the dreamed future.

Destiny: this process executes and implements the plan that has been formulated. The dreamed future is asked to be put into reality through innovation and real action. The organization members are challenged to put steps than enable them to have reality as close as possible to the dreamed future, so that they have self-confidence to make it happens. (Ludema et al, 2003).

2.1.3. Principles.

Appreciative Inquiry has principles that become beliefs and values of how to manage people and change. These principles give a foundation or guideline about how people should be involved and treated in managing change. Disregarding these principles can make a failure to the implementation of Appreciative Inquiry or ineffectiveness of its function. Cooperaider and Whitney (2001) give five principles. The first principle is constructionist principle, which states that human knowledge and organizational destiny is interwoven. Through communication and everyday interaction organization members construct the organization that becomes their home. Through positive questions raised by management, organization members are involved to give ideas what will their ideal home look like or how things can be done differently. The second principle is simultaneity principle, which states that inquiry and change are simultaneous, not a separate moments. People think, talk, learn, discover, image the future all start with the first question asked. In other word, without a question, there will not be any further actions that will promote change. The third principle is poetic principle, which state that human organizations are more like an open book than a machine. Organization members keep authoring and talking about their inspiration or interpretation about what have happened in the past, is happening now, and will happen in the future in the organization. Therefore, it can be easily observed at what level is the organization members' enthusiasm, morale, and inclusiveness from organization members' daily conversation. The fourth principle is anticipatory principle, which states that what generates constructive organization change is the collective imagination of the future. The current behavior of organization members is actually the projection of their image or expectation of the future. Therefore, the way to inquire to create a positive future collective image will affect current organization member behavior. The fifth principle is positive principle, which states that the momentum of sustaining change requires large amount of positive affect and social bonding. This positive sentiment can be in the form of hope, inspiration, excitement for new ideas, camaraderie, joy in creating something meaningful together, and openness toward new ideas or new people. The stronger is this principle the more tolerant the organization members toward differences in organization activities. Whitney and Trosten-Bloom (2007) add three more principles to the five principles initiated by Cooperaider and Whitney. The sixth principle is the wholeness principle, which states that the experience of wholeness will bring positive effect into oneself, into relationship with others, into community, and into organization. The experience of wholeness is to understand a story as a whole. This can only happen when organization members are willing to listen each another, to observe together, to understand each another point of view, and to settle differences by understanding different kind of perspective. The seventh principle is the enactment principle, which states that change will happen when in the way of living current life based on the most desired future life. A positive change will happen if imaginations and visions about desired future life can inspire real actions at present. The eighth principle is the free choice principle, which states organization members (and the organization) will grow fast if every organization member is given a free choice of what and how he or she will contribute to the organization. This principle believes that over regulate the organization members of what and the way they can contribute will actually contra productive and reduce their creativity and productivity.

2.1.4. Advantages to Organization.

Anderson et al (2004) give several advantages that an organization can have if applying Appreciative Inquiry method. The first advantage is innovation, when different point of views and opinions can be freely expressed in an organization, then rational thinking become imminent, the

intersection of these rational thinking is the creative thinking which produce ideas. The second advantage is flexibility, through dialog and exchanging of information organization members become more flexible in accepting differences and adapting to new situation. The third advantage is integration, when views and opinions (which may be different among organization members) flow freely in the organization and can be well managed by the organization members, then decision making will include these views or opinion will likely to happen. The fourth advantage is collaboration, when organization members respect each other views, interests, and limitations, then organization members will get used to collaborate in making a decision. The fifth advantage is affiliation, when an organization member success is perceived as the success of other organization members too, then there will not be exclusivity in making an organization story. The sixth advantage is engagement, when organization members feel being involved to share their vision and values, then they will feel their presence in the organization are appreciated. The seventh advantage is coordination with the outside world, when organization members are involved in a dialog of what will be the effect of changing environment to their jobs, then the boundary between the organization and outside world become less rigid.

2.1.5. View about Human Being.

Whitney and Trosten-Bloom (2007) states how Appreciative Inquiry views about human being. This view will color how Appreciative Inquiry approaches organization and its members. Appreciative Inquiry has positive view toward human being. Human being (as individual or collective) is perceived as having talents, skills, and unique ability to give contribution. In addition, organization is viewed as a social system for human being, source of unlimited relational capacity, which is enabled by language. Then, imagination of the future that human being has will be socially constructed and will guide their action at present individually and collectively. Finally, through communication and dialog, human being can be asked to change their focus from problem analysis focus to idea generating focus for the future.

2.2. Organization Culture.

The discussion of organization culture has just started only the last several decades ago after organization climate and group norm have been popularized by social psychology. Organization scholars have studied organization culture, because they need an explanation about how an organization is functioning and how organization climate and group norm vary in an organization (French, Bell & Zawacki, 2000).

2.2.1. Definitions.

There are many definitions of organization culture. One scholar may give a different definition that the other scholars. Robbins & Judge (2019), for example, gives a definition of organization culture as "a system of shared meaning held by members that distinguishes the organization from other organizations". Bedeian (1993), on the other hand, defines as "the common set of beliefs and expectations shared by members of an organization". While Schein gives a long and detail definition. Organization culture is defined as: "a pattern of basic assumptions – invented, discovered, or developed by a given group as it learns to cope with its problems or external adaptation – that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems." Although the definitions are different, they have similarities in term of sharing the same meaning, expectation and perception among organization members.

2.2.2. Functions.

There are several organization scholars that give different organization culture functions. Robbins and Judge (2019), for example, give several functions of organization culture: gives a boundary that differentiates one organization with another organization, gives an identity to the organization members, facilitate commitment and common goal becomes a social bonding that bring social system stability, and become a control mechanism to guide how organization member behave. While Schein (1989) explains that organization culture enables an organization to adapt with its environment through settling and integrating internal issues. Kreitner dan Kinicki (2003) give four functions, they are: to give an identity to organization members, to facilitate common commitment, to stabilize social system in the organization, and to shape organization members common behavior that enable them to have meaning toward their environment. Reviewing those functions, the authors conclude that organization culture creates a peer pressure to enable organization members to accept common norms that make them behave uniformly, to have "we" identity, to strengthen social bonding. These functions become the glue for organization members when they face challenges from the environment or when they are challenged to

have common commitment or goal. A strong organization culture with such functions is important to enable a method that requires teamwork, extensive two-way communication, and strong commitment to run effectively.

2.2.3. Dimensions.

Using the statement from Hofstede et al (2019), Robbin and Judge explain that there are ten dimensions that can describe what is the culture of an organization. These dimensions will give a color of what organization culture look like will. The first dimension is organization member identity, which is the degree of how organization members will identify themselves, will they consider themselves as part of an organization as a whole or just as part of a department and a job. The second dimension is group emphasis, which is the management tendency either to depend more on group or on individual, either important job will be given to a group or an individual. The third dimension is people focus, which is the tendency if management prioritizes people or task. The fourth dimension is unit integration, which is the degree how units in the organization are encouraged to operate, either units are viewed as integrated or independent, either they are communicating closely among themselves or they operate without coordinating among themselves. The fifth dimension is control, which is the degree of how strict the management put rules, regulations, and supervision to control organization member behavior. The management control can be tight or loose. The sixth dimension is risk tolerance, which is the degree of how far organization members are encouraged or allowed to take calculated business risk while they are making decisions or doing their job. The tolerance can be high or low. The seventh dimension is reward criteria, which is the tendency toward which management will be in favor to allocate rewards (such as: promotion and salary increase) either toward job performance or toward other criteria (such as: seniority and favoritism). The eighth dimension is conflict tolerance, which is management tolerance to see organization members express their disagreement, transparency with conflict, and raise criticism; either organization can speak out what is their opinion and feeling or not. The tolerance can be high or low. The ninth dimension is means-ends orientation, which is the management preference either prioritizing on the right process while the result itself is less important or prioritizing more on the result while the process to get the result is less important. The tenth dimension is open-system focus, which is the tendency either an organization is actively monitoring and willing to adapt to its changing environment or just focus on internal issues.

2.2.4. Influencing Factors.

When organization culture has already been put in place and perhaps has been successfully shaped organization member behavior, organization culture may not be the same for eternity. Organization culture may change, either by design or without notice. Robbins and Judge (2019) explains that there are several factors affect organization culture sustainability. The first factor is the selection process of new organization members. The selection process of new organization members is a good opportunity to introduce organization culture and to predict if the applicants can fit to the existing organization culture. For the applicants the selection process is also a good opportunity to predict if they can accept and adjust with the existing organization culture. An accurate selection, therefore, is very important, so that non adaptable applicants are not admitted to become new organization members and ruin the existing organization culture. The second factor is the behavior and actions of top management. The actions and behavior of top management as a role model can have a big impact to the organization culture. Through the decisions that are given to the subordinates, telling the subordinates what they should do, and daily activities, top management can give new norms that may contradict to the existing organization culture. The third factor is socialization. Socialization needs to be done so that organization members are constantly reminded of how to behave in the organization. Organization members that get less constant socialization will be less reminded of how to behave and, therefore, may behave differently in the organization. Schein (1989) add another factor, which is organization open system. An organization that adopts open system will constantly interact with its environment. An organization may have an effect due to the changing environment and, hence, its organization will also be affected.

3. Method.

3.1. Definition of Operational Variable.

This research will only use one variable: organization culture. A conducive organization culture is believed to be able to support the implementation of Appreciative Inquiry to support organization performance. Without breaking down what is organization culture, it will look like an abstract object

and impossible to be measured if the existing organization culture is conducive or not. Hofstede et al break down organization culture into ten dimensions, which now enable organization culture to be measured. The ten dimensions are: organization member identity, group emphasis, people focus, unit integration, control, risk tolerance, reward criteria, conflict tolerance, means-ends orientation, and open-system focus (Robbins and Judge, 2019). These dimensions are part of the organization culture and will give a color to it, therefore, these dimensions have also to be conducive to support the implementation of Appreciative Inquiry.

3.1.1. Organization Member Identity.

This dimension is defined as the tendency of how organization members will identify themselves, either as part of an organization as a whole or as part of a department and a job. The integration advantage (Anderson et al, 2004) and the wholeness principle (Whitney and Trosten-Bloom, 2007) explain that Appreciative Inquiry requires organization culture that shapes organization members identify themselves more as part of an organization rather than part of a department or a job. This dimension will be considered as conducive if organization members identify themselves more as part of an organization as a whole, put higher priority on organization goal, see their contribution at organization context; there is socialization from management that they should put higher priority to organization goal rather than department or personal goal; and there is consistency from top management action and decision to always prioritize organization goal rather than department or group goal.

3.1.2. Group Emphasis.

This dimension is defined as the management tendency either to depend more on group or on individual, either important job will be given to a group or to an individual. The step of Design at Appreciative Inquiry cycle (Ludema et al, 2003) and the wholeness principle (Whitney & Trosten-Bloom, 2007) explain that Appreciative Inquiry inclines toward depending more on group rather than individual. This dimension will be considered as conducive if all organization members feel more comfortable to work in a group, prioritize group goal rather than personal goal, willing to share success with other group member, and have tolerance; management gives socialization that working in a group is encouraged; and there is top management consistency in action and decision to assign important job and to give reward to a group.

3.1.3. People Focus.

This dimension is defined as the tendency if management prioritizes people or task, the degree of consideration the management has either toward the people who do the task or toward the completion of the task. The step of Dream at Appreciative Inquiry cycle (Ludema et al, 2003) and constructionist principle (Cooperrider & Whitney, 2001) explain that Appreciative Inquiry views organization members as subject (not object), so that it requires an organization culture that supports a policy or a decision that also consider also how the organization members feel. This dimension will be considered as conducive if organization members respect each other; management gives socialization that organization and job performance are important, but empathy for other organization members who do the job are more important; and top management consistency in action and decision not to view organization members as cost, machine, or computer.

3.1.4. Unit Integration.

This dimension is defined as the degree how units in the organization are encouraged to operate, either each unit is viewed as integrated or independent, either each unit is communicating closely with other units and work in harmony or each unit operates without any coordination with other units. The integration advantage (Anderson et al, 2004) and the step of Design from Appreciative Inquiry cycle (Ludema et al, 2003) explain that Appreciative Inquiry support all units to be able to settle the differences and go along to reach organization goal, so that Appreciative Inquiry requires organization culture that put integration, support each other, and harmony as higher preference rather than working independently. This dimension will be considered as conducive if organization members get used to coordinate, communicate, and work together closely among themselves, to see themselves as an integrated part of the organization; management gives socialization to always view a job or department as an integrated part of the organization; and top management consistency in action and decision not to build walls among departments or apply favoritism to certain departments.

3.1.5. Control.

This dimension is defined as the degree of how strict the management put rules, regulations, and supervision to control organization member behavior. The management control can be tight or loose.

The step of Discover from the Appreciative Inquiry (Ludema et al, 2003) and the free choice principle (Whitney & Trosten-Bloom, 2007) explain that Appreciative Inquiry perceives organization members can be trusted and can give their best performance even without supervision, so that Appreciative Inquiry needs an organization culture that puts less strict control to supervise organization members. This dimension is considered to be conducive if organization members can work without being dependent to other people, be responsible, able to show job motivation even with minimum supervision from the superior; management gives socialization that organization members can be trusted if they show themselves can be trusted; and top management consistency in action and decision to show trust to organization members.

3.1.6. Risk Tolerance.

This dimension is defined as the degree of how far organization members are encouraged or allowed to take calculated business risk while they are making decisions or doing their job. The tolerance can be high or low. The anticipatory principle (Cooperrider & Whitney, 2001) and the innovation advantage (Anderson et al, 2004) explains that Appreciative Inquiry support organization members to be innovative and take calculated risk, so that Appreciative Inquiry needs organization culture that can give tolerance to failure due to innovation or taking calculated risk. This dimension is considered to be conducive if organization members do not feel afraid to have imagination, to have creativity, and propose their ideas to their superior; management gives socialization that they will not give any punishment for innovation that does not give positive result; and top management consistency for not blaming or giving punishment of failure due to innovation.

3.1.7. Reward Criteria.

This dimension is defined as the tendency toward which management will be in favor to allocate rewards (such as: promotion and salary increase) either toward job performance or toward other criteria (such as: seniority and favoritism). The step of Discover from Appreciative Inquiry cycle (Ludema et al, 2003) gives information that Appreciative Inquiry gives an attention to job performance, so that Appreciative Inquiry requires an organization culture that provides reward to job performance, not seniority or favoritism. This dimension can be considered to be conducive if organization members feel being rewarded (monetary and non-monetary) for showing good performance; management gives socialization that job performance is important and will be rewarded; and top management consistency for giving a reward or promotion to organization members who show job performance.

3.1.8. Conflict Tolerance.

This dimension is defined as tolerance to see organization members express their disagreement, transparency with conflict, and raise criticism; either organization can speak out what is their opinion and feeling or not. The tolerance can be high or low. The flexibility advantage (Anderson et al, 2004) and the positive principle (Cooperrider & Whitney, 2001) explain that Appreciative Inquiry requires organization culture that give tolerance to conflict, in other words organization members can express their disagreement as long as it is communicated in good and constructive manner. This dimension can be considered as conducive if organization members can discuss disagreement without any hesitation, feeling being intimidated, and able to see from different perspectives; management gives socialization that it is natural to have a disagreement as long as those who have different opinion will look for an acceptable solution; and top management consistency in honoring different opinions as long as they do not contradict with organization goal.

3.1.9. Means-Ends Orientation.

This dimension is defined as the management preference either prioritizing on the right process while the result itself is less important, or prioritizing more on the result while the process to get the result is less important. The first cycle of Appreciative Inquiry model (see Figure 1) shows that Appreciative Inquiry requires organization culture that prioritize more on the right process than on the end result. This dimension is considered as conducive if organization members realize that having the right process is more important than having a result but through a short-cut; management gives socialization that doing a right process is more important than the result itself; and top management consistency not to encourage a short cut just to get a result that may bring disadvantages in the future.

3.1.10. Open-System Focus.

This dimension is defined as the tendency either an organization is actively monitoring and willing to adapt to its changing environment or just focus on internal issues. The ability to adapt with the environment is one of the advantages of applying Appreciative Inquiry (Anderson et al, 2004),

therefore, Appreciative Inquiry needs organization culture that enable an organization to adapt with its environment. This dimension is considered as conducive if organization members are willing to seek information from changes at environments that may affect the organization, willing to do benchmarking, and willing to accept facts what are the changes at the environment; management gives socialization that the ability to adapt to the changing environment is the key surviving; and top management consistency to accept feedback of changes at the environment. Figure 2 summarizes the ten organization culture dimensions introduced by Hofstede et al. The range of characteristics is also identified. The favorable characteristics to support Appreciative Inquiry implementation has also been indicated by mentioning "Appreciative Inquiry" below one of the characteristics.

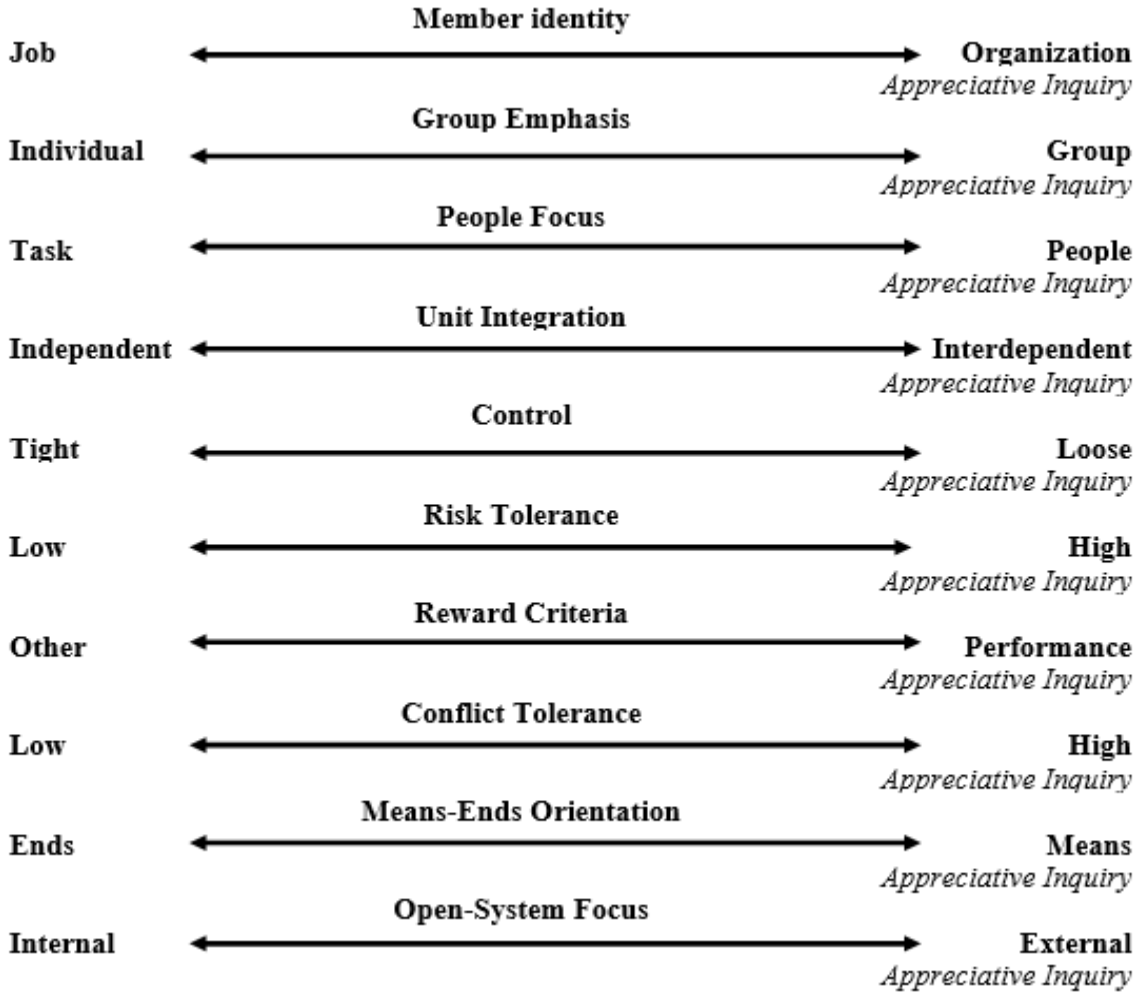

Fig. 2 Organization Culture Dimensions

3.2. Respondents.

The purpose of implementing Appreciative Inquiry is to improve organization performance through better organization member participation. However, to get this positive result, organization members are expected not only to have enthusiasm, but also skill, knowhow, and information. Unfortunately, information will not be shared to all organization members, only trusted organization members (usually senior management) have this confidential information. This is to avoid any confidential information leakage to competitors. This is maybe the constraint of implementing Appreciative Inquiry by involving all organization members. Without any classified information, it will be difficult to involve all organization members in shaping the organization. Perhaps Appreciative Inquiry will only involve two – three layers below top management. Furthermore, the further organization members from top management, the less informed they are about the organization culture. Therefore, this study uses purposive sampling technique, which is to choose respondent based on sample criteria that have been set. This is the reason why the authors will only involve top management and managers.

3.3. Validity.

Questionnaire has gone through face validity, where questionnaire is given to reviewers who have similar background with respondents. The reviewers are asked to give comments if the statements at questionnaire are clear, not ambiguous, do not have double meaning, and able to give firm answer. Questionnaire then go thought expert validity, where questionnaire is reviewed by faculty members to review the statements. Statements that are not clear, ambiguous, use incorrect words will be revised.

3.4. Data Collection.

Data are collected through questionnaire that is distributed to respondents. There are two types of questionnaires. The first type of questionnaire is prepared for top management. This type has four parts. The first part is an introductory question of how far top management has heard about Appreciative Inquiry and (if they do) and are interested in applying Appreciative Inquiry. The second part is to find out how bad they need Appreciative Inquiry. The third part is a short form of questionnaire to measure the values of top management and to find out how much their values align with corporate culture that is suitable to support the implementation of Appreciative Inquiry. The fourth part is questions that comprise of the ten dimensions that are in questionnaire at the third part. This is to recheck the consistency of the values of top management. The second type of questionnaire is prepared for the managers, a layer below top management. This type has only one part with a detailed questionnaire to measure the readiness of the organization culture based on the perception of the managers. This type of questionnaire will be distributed only to managers.

3.5. Data Interpretation.

This survey research uses qualitative descriptive research methods. Descriptive research is merely describing a situation or event. This study does not seek or explain relationships, do not test hypotheses or make predictions. Data characteristics are obtained by measuring central tendency or size of distribution. This research is not intended to test certain hypotheses, but only describe "as is" a variable, symptom or condition. Questionnaire that will measure the organization culture will be divided into ten sections in line with ten dimensions of organization culture initiated by Hofstede et al. Each dimension of organization culture will have the same weight. For top managements each dimension will be represented by one statement. For managers each dimension will be represented by three statements. For top management respondents, the answer will have a scale from one to five. Favourable answer (support the implementation of Appreciative Inquiry) for each statement will have maximum five points. On the other hand, respondents that give unfavourable answer (do not support the implementation of Appreciative Inquiry) will have minimum one point. The score for each dimension will be summed. The summed score for each dimension will be averaged and divided by five (the scale) which will give a description how far top management values align with the suitable corporate values to implement Appreciative Inquiry. For managers favourable answer (support the implementation of Appreciative Inquiry) for each statement will have 1 point. On the other hand, respondents that give unfavourable answer (do not support the implementation of Appreciative Inquiry) will have 0 point. The score for each dimension will be summed. The summed score will be averaged which will give a description how far top management values align with the suitable corporate values to implement Appreciative Inquiry. An average score for a particular score of 0.00 – 0.19 can be considered as absolutely not ready to implement Appreciative Inquiry, average score of 0.20 – 0.39 can be considered as not ready, average score of 0.40 – 0.59 can be considered as almost ready, average score 0.60 – 0.79 can be considered as ready, and average score of 0.80 – 1.00 can be considered as very ready.

4. Results And Discussion.

4.1. Research Question #1.

The first research question tries to find out how far top management of surveyed organizations in Indonesia have ever heard about Appreciative Inquiry. The result is that 86.7% of the thirty organizations surveyed mention that they have heard or been exposed to Appreciative Method. From this 86.7% o the surveyed organizations, 93.3% have been implemented or are interested to implement Appreciative Inquiry.

4.2. Research Question #2.

The second research question tries to find out how bad top management of surveyed organizations in Indonesia need management system that can improve organization member participation to support organization performance. The result is 20% of the thirty surveyed organizations believe that they have almost no issues with apathetic and passive organization members, 23.3% believe that they have little issues, 23.3% believe that they have medium issues, 30% believe that they have big issues, and only 3.3% state that they have critical issues with apathetic and passive organization members

4.3. Research Questions #3.

The third research question tries to find out how far the values of top management of surveyed organizations in Indonesia align with the corporate culture dimensions required by Appreciative Inquiry. The result shows that on average the score is 0.68184, which lies on the interval of 0.60 – 0.79 or "ready".

A verification by asking six questions which comprise of the ten dimensions of corporate culture show an average score of 0.812267, which lies on the interval of 0.80 – 1.00 or "very ready", even a better result.

4.4. Research Questions #4.

The fourth research question tries to find out what is the readiness of corporate culture of the surveyed organizations in Indonesia to apply Appreciative Inquiry from the perspective of middle management. There are thirty six respondents from the same thirty organizations that participate at the survey. On average the score is 0.862033, which lies on the interval of 0.80 – 1.00 or "very ready".

5.1. Conclusions

The following are the findings of study and data analysis on appreciative inquiry from Top Management and Manager:

1. The responses to the survey show that the majority (86.7%) of the respondents have heard about Appreciative Inquiry and 93.3% of the exposed to Appreciative Inquiry respondents have been implemented or are interested to implement Appreciative Inquiry.
2. The responses to the survey shown that only 33.3% of the respondents have big and critical issues with apathetic and passive organization members. The majority (67.7%) of respondents have no issues or smaller issues with apathetic and passive organization members.
3. The response from top management of the organizations sampled in this study showed that their organization cultures are in line with Appreciative Inquiry and "ready" to support the implementation of Appreciative Inquiry.
4. The response from middle management of the organizations sampled in this study showed that their organization cultures are in line with Appreciative Inquiry and "very ready" to support the implementation of Appreciative Inquiry.

5.2 Suggestions.

It is advised that other researchers be able to conduct research again based on the results of this study with the same research method on a unit of analysis and samples that are more varied and with bigger number of samples in order to increase the confidence of the research and being able to be replicated.

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