BUKTI KORESPONDENSI

ARTIKEL JURNAL INTERNASIONAL

Judul Artikel: What are the key dimensions of organizational culture? Evidence from Indonesia
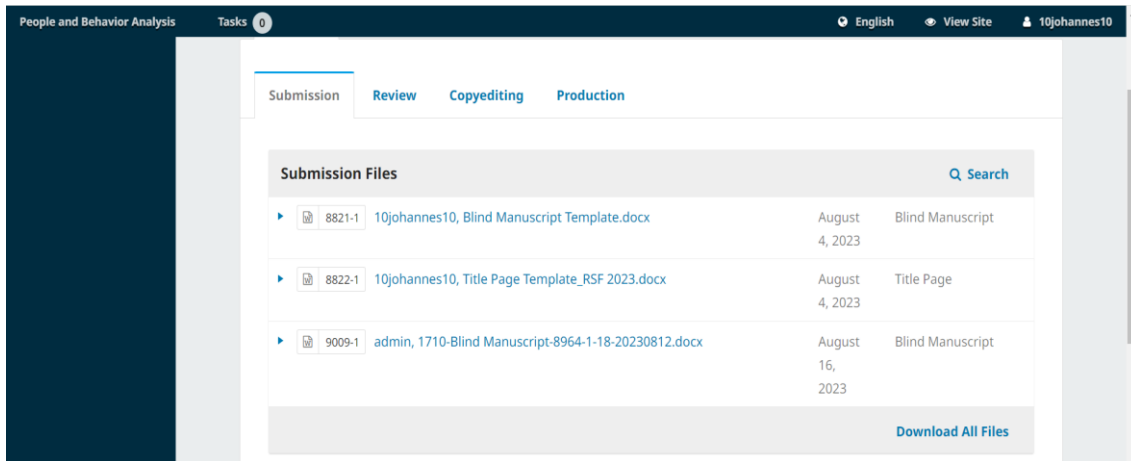
Jurnal: People and Behavior Analysis

Penulis: Johannes Buntoro Darmasetiawan, Rapina Rapina

No	Perihal	Tanggal
1	Bukti konfirmasi submit artikel dan artikel yang disubmit	04 Ags 2023
2	Bukti konfirmasi review dan hasil review pertama	05 Ags 2023
3	Bukti konfirmasi submit hasil revisi untuk author guideline	12 Ags 2023
4	Bukti konfirmasi review dan hasil review kedua	07 Sep 2023
5	Bukti konfirmasi submit hasil revisi kedua	11 Sep 2023
6	Bukti konfirmasi artikel accepted	31 Okt 2023
7	Bukti konfirmasi artikel published	31 Okt 2023

1. Bukti konfirmasi submit artikel dan artikel yang disubmit (04 Ags 2023)

The Dimensions of Organizations Culture Surveyed Organizations in Indonesia

Abstract

Corporate culture will create a peer pressure that will guide the behavior of organization members, so that they will work with the same rhythm. The corporate culture is usually influenced by Top Management or by charismatic founder, who the Top Management still decides to use his/ her ideas. The corporate culture itself is an abstract form, it is difficult to be explained what king of characteristics (colors) it has. Luckily, the "colors" of corporate culture can be described by its dimension.

Hofstede, et al introduce ten dimensions which can describe the "color" of corporate culture. The authors of this paper believe that Top Management may have a certain belief or tendency that is explained by several dimensions. This means some of the dimensions are correlated to a certain Top Management's belief. Hence, the ten dimensions can actually be squeezed into less number of dimensions.

Keywords *Culture; Corporate; Corporate Culture Dimension*

:

INTRODUCTION

Competition has become very fierce in the past few decades It is not only very fierce, but also cutting throat. Business organizations that cannot provide competitive values will be forced to close their business in not a very long time (Lazzlo & Zhexembayeva, 2017). There are two major factors why cutting throat competition happens: First, the number of competitors has grown significantly and second, market becoming relatively borderless.

Lucrative market or easy capital funding have attracted many entrepreneurs to open business organizations until market is not attractive anymore (Skidelsky, 2018). Too many players in the limited market will force the non-competitive and unfit (to the market) players to go out of the business.

The innovation of internet creates the flow of information become very fast, cheap, and unlimited (Komninos, 2019). Customers can find information about products or services they want within a few seconds, very low cost, and borderless. Customers are not limited anymore to a certain geographical area. Hence, market becomes global and borderless. Unlike several decades ago when competitors can only come from the neighborhood area, nowadays competitors can come from a different country or even a different continent. Again, a business organization from a different continent can kill our business.

Business organizations, then, create winning strategies to survive from the cutting throat competition (Komninos, 2019). They crate path to adapt with the changing environment and customer demands based on their competitive advantage. These winning strategies are well crafted and well thought. However crafting winning strategy only is not enough. Business organizations need also to implement the strategy. A better performance (than competitors) due to well-crafted strategy and well executed strategy will make the organizations able to survive, but also to grow.

Strategy is created as a path to reach the dream or long-term goal (Vision – Mission), as well to show the path to adapt with the changing environment. In short, strategy is a designed on how to reach a destination and an adapted path to respond with the changing environment (Prideaux & Pabel, 2020). Creating a map of path for a safer journey and toward the destination is very important, but

the behavior, motivation, and way of thinking while walking (read: implementing) the path is as important

While crafting strategy will involve on limited number at higher level position organization members in the organization, implementing strategy will involve all organization members (Bryson, 2018). These organization members need to be coordinated, have the same rhythm, and expected to give the same respond to issues they have. This enables them to work as a team and support each other.

In reality these organizations members come from different backgrounds and cultures, hence, they may have different behaviors, way of thinking, and degree of motivation. Organizations may have two options to control the organization member behaviors and responses: implementing tight procedures and policies or implementing peer pressure (Khanagha et al., 2022).

Implementing procedures and policies will make the organizations becoming rigid (Kerzner, 2018). Everything is guarded by procedures and policies. A significant effort of controls is required by the superiors to ensure their subordinates follow the rules. This option will not only make the organization as rigid and inflexible, but also very expensive. A significant highly paid organization members (who are the superiors) time and focus is not used to perform as leaders, but to perform as police.

Implementing peer pressure will require a corporate culture that develops the peer pressure. The peer pressure, once has been developed, can give a pressure to organization members to behave "correctly" in the organization and response "correctly" to the issues they face during their destiny. However, appropriate peer pressure does not pop up of nowhere, but it is the result of corporate culture which is influenced ("colored") by Top Management or founder. It is the focus of this paper, actually, of the dimension of corporate culture that can give specific color to peer pressure.

The corporate culture is usually influenced by Top Management or by charismatic founder, who the Top Management still decides to use his/ her ideas (Papagiannakis & Lioukas, 2018). The corporate culture itself is an abstract form, it is difficult to be explained what kind of characteristics (colors) it has. Luckily, the "colors" of corporate culture can be described by its dimension.

Among so many dimensions of corporate culture dimensions introduced by different authors, the authors of this paper will choose the ten dimensions of corporate culture introduced by Hofstede, Neuijen, Ohayv and Sanders (Robbins & Judge, 2018). We are not going to argue with the ten dimension of corporate culture, the authors are just questioning ourselves, can we group some of these ten dimensions, so that there will only be five or six dimensions instead of ten dimensions, without reducing the richness of explanation area.

LITERATURE REVIEW

Using the statement from Hofstede et al. (1990), Robbin explains that there are ten dimensions that can describe what is the culture of an organization. These dimensions will give a colour 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 favour 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.

A Top Management may have a belief in teamwork. The Top Management may believe that a piece of work should be better done together. "Better" in this case means wider horizon of view, better job satisfaction, and in some cases also faster due to more support in the implementation. A person who believe in togetherness usually do not narrow down the scope or togetherness. Instead, this person will brief organization members to open the door as wide as possible to other organization members who are also affected by the same issues. Different department, different job description, gender, different opinions may not become a handicap for these people to discuss an issue and find the best solution. Organization members (without being segmented) are expected to discuss openly: listen attentively, express their disagreement (of course with respect), and humbly introduce their proposed ideas. Hence, the Top Management will brief that organization members should consider themselves as part of organization (organization member identity), work in a group with various kind of people (group emphasis), there will almost no wall among departments that inhibit them from working together (unit integration), and disagreement due to different point of views may be openly discusses – as long as it is conveyed in a mutual respect mode (conflict tolerance).

To the contrary, a top Management may also have a belief in Individual Star Performer. The Top Management may brief and expect that the star performer will do the job by him/ her-self without the intervention of other people. In other words, Top Management will brief that door should be closed to other persons, other groups, or other departments. Since door is closed, then there is no need of discussion or communication. Hence, the Top Management will brief that organization members as individual or a part of an elite group (organization member identity), work individual as stars (group emphasis), there will a thick wall among departments that inhibit them from working together (unit integration), and consequently communication or conflict is minimized (conflict tolerance).

It would be difficult for a Top Management who believes in Teamwork only treats some of these four dimensions (organization member identity, group emphasis, unit integration, and conflict tolerance) according to what he/ she believes and treats the rest differently. The same thing, it would be difficult for a Top Management who believes in Individual Star Performer only treats some of these four dimensions according to what he/ she believes and treats the rest differently. In other word, these four dimensions will be treated uniformly to what he/ she believes.

Another case, a Top Management may belief in relying on people. Top Management sees that trustworthy, creative, and motivated people are the biggest asset of his/ her organization to achieve high performance. It is the people; not beautiful building, expensive computer, and sophisticated machineries; who helps creating a winning strategy, helps product design, or helps solving problems. Again, it is the highly performed people that help the organization win the competition. Top Management, therefore, focus more on people, especially their skill development and job satisfaction, so that they can give high job performance. Top Management also expects that his/ her people to think out of the box in problem solving, reaching higher performance, and propose ideas. Thinking creatively (out of the box) will require the organization members to think and implement in a new way or method that is never tried before, hence, the risk of failure is there. Top Management understands that a bigger tolerance on the failure risk due to this thinking out of the box needs to be given. Consequently, the Top Management will also give a reward criteria based on the job performance, so that highly performed organization members feel that they are being appreciated.
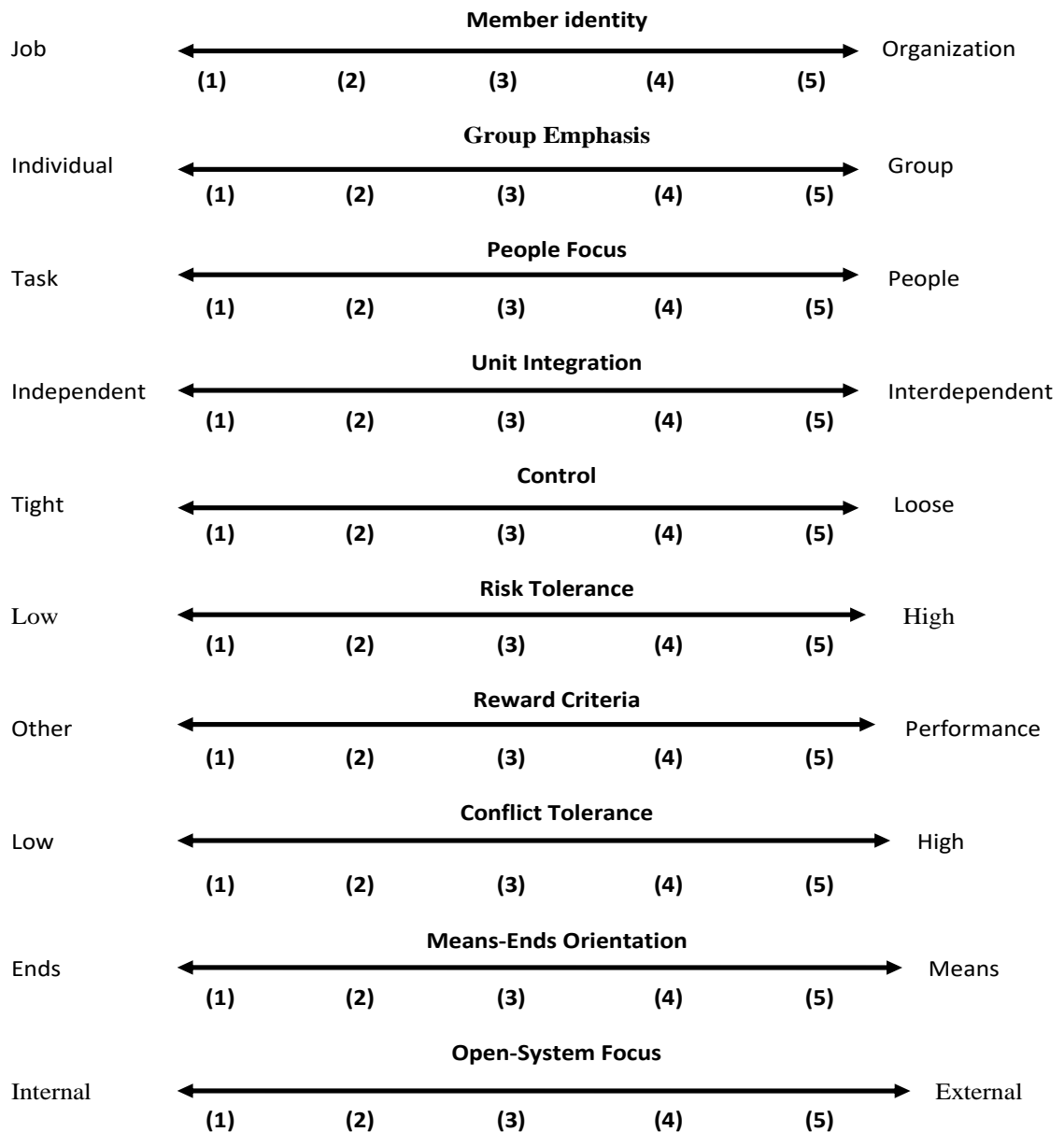
To the contrary, a Top Management may value more in non-human asset. The people are considered not more than tools or operators, because machineries and computers cannot run by themselves. People are never considered as valuable asset and, therefore, never appreciated. Top Management has no need to focus on people. People are expected to work monotonous and no need to find a better way of doing it. Hence, tolerance on risk of failure will not considered necessary to be given. Consequently, the Top Management will also give a reward criteria based on the other criteria outside the job performance.

It would be difficult for a Top Management who believes in Teamwork only treats some of these four dimensions (organization member identity, group emphasis, unit integration, and conflict tolerance) according to what he/ she believes and treats the rest differently. The same thing, it would be difficult for a Top Management who believes in Individual Star Performer only treats some of these four dimensions according to what he/ she believes and treats the rest differently. In other word, these four dimensions will be treated uniformly to what he/ she believes.

It would be difficult for a Top Management who believes in relying on people only treats some of these three dimensions (people focus, risk tolerance, reward criteria) according to what he/ she believes and treats the rest differently. The same thing, it would be difficult for a Top Management who believes in non-human asset only treats some of these four dimensions according to what he/ she believes and treats the rest differently. In other word, these three dimensions will be treated uniformly to what he/ she believes.

The dimension of "Control" has the possibility to be grouped as one characteristic of Relying on People. When Top Management relies on his/ her organization members, he/ she has a strong tendency to develop trust and, hence, he/ she will not impose tight control. However, the authors of this paper also believe there is a possibility and Top Management may impose tight control and yet still rely on his/ her organization members.

The Authors of this paper also believe that the dimension of "means-ends orientation" and "open-system focus" cannot be grouped under Teamwork or Rely on People or Control.

Member identity

Job ←———————————————————————→ Organization

    (1)   **(2)**   **(3)**   **(4)**   **(5)**

Group Emphasis

Individual ←———————————————————————→ Group

    (1)   **(2)**   **(3)**   **(4)**   **(5)**

People Focus

Task ←———————————————————————→ People

    (1)   **(2)**   **(3)**   **(4)**   **(5)**

Unit Integration

Independent ←———————————————————————→ Interdependent

    (1)   **(2)**   **(3)**   **(4)**   **(5)**

Control

Tight ←———————————————————————→ Loose

    (1)   **(2)**   **(3)**   **(4)**   **(5)**

Risk Tolerance

Low ←———————————————————————→ High

    (1)   **(2)**   **(3)**   **(4)**   **(5)**

Reward Criteria

Other ←———————————————————————→ Performance

    (1)   **(2)**   **(3)**   **(4)**   **(5)**

Conflict Tolerance

Low ←———————————————————————→ High

    (1)   **(2)**   **(3)**   **(4)**   **(5)**

Means-Ends Orientation

Ends ←———————————————————————→ Means

    (1)   **(2)**   **(3)**   **(4)**   **(5)**

Open-System Focus

Internal ←———————————————————————→ External

    (1)   **(2)**   **(3)**   **(4)**   **(5)**

RESEARCH METHOD

Data are collected through questionnaire that is distributed to respondents, who are the Top Managements of organizations. The Questionnaire is attached at Attachment 1. Top Management is requested to fill in their preference (based on five point scale). The dimension of organization member identity, for example, has two extremes: "job" (indicated by scale 1) and "organization" (indicated by scale 5). The scale, therefore indicates toward which the tendency of Top Management, while scale 3 indicates indifferentce.

There are ten questions, each represents the corporate culture dimension introduced by Hofstede et al. The questionnaire was completed by 52 people from various organizations in Indonesia, and the results were successfully processed further

The data was analyzed using IBM SPSS Statistics 25 and each dimension of corporate culture was correlated using Pearson's r correlation. The bivariate analysis of correlation establishes the degree of association and the axis of relationship between two variables. The decision to declare the existence of a correlation is based on a significance level of ≥ 0.05, where significance level can be interpreted as the level of error tolerated by the researcher due to the possibility of sampling error.

The response are collected and regressed to find out if some of selected dimensions are significantly correlated. X1 (organization member identity), X2 (group emphasis), X4 (unit integration), and X8 (conflict tolerance) are grouped together and regressed to find out if these dimensions have significant correlation. Likewise, X3 (people focus), X6 (risk tolerance), and X7 (reward criteria) are grouped together and regressed to find out if these dimensions have significant correlation.

X5 (control), X9 (means-ends orientation), and X10 (open-system focus) are left alone and are not grouped because their unique characteristic dimension are not similar with other dimensions.

FINDINGS AND DISCUSSION

This study included 52 respondents in total. There were 28 respondents from service companies, 19 from trading companies, and 5 from manufacturing companies. The organizations have various sizes: 11 organizations with 5 – 19 employees, 14 with less than 5 employees, and 13 with less than 5 employees. There were also 13 organizations with more than 99 employees. As additional information on the educational background of the respondents, 15 respondents had a high school education, 19 respondents had a bachelor degree, and 18 respondents had a master degree.

Based on 95% confidence level, the significant threshold value is ≥ 0.05. Correlation value less than 0.05 among the variables will indicate that the variables have no correlation. Likewise, correlation value more than or equal to 0.05 among the variables will indicate that the variables have correlation. Table 1 shows the correlation values among the four variables: X1 (organization member identity), X2 (group emphasis), X4 (unit integration), and X8 (conflict tolerance) have correlation values more than 0.05. while Table 2 shows the correlation values among the three variables: X3 (people focus), X6 (risk tolerance), and X7 (reward criteria) have correlation values more than 0.05.

Table 1. Correlation Values of X1, X2, X4, X8

	X1	X2	X4	X8
X1 (organization member identity)	-	0.569	0.594	0.127
X2 (group emphasis)	0.569	-	0.235	0.353
X4 (unit integration)	0.594	0.235	-	0.277
X8 (conflict tolerance)	0.127	0.353	0.277	-

Under 95% confidence level and with correlation values bigger than 0.05, these four variables (dimensions) can be said to be correlated to each other.

Table 2. Correlation Values of X3, X6, X7

	X3	X6	X7
X3 (people focus)	-	0.246	0.175
X6 (risk tolerance)	0.246	-	0.502
X7 (reward criteria)	0.175	0.502	-

CONCLUSIONS

1. X1 (organization member identity), X2 (group emphasis), X4 (unit integration), and X8 (conflict tolerance) have correlation among each other. The author "squeeze" these four dimensions into one dimension and give a new name to the new dimension: **Teamwork**.
2. X3 (people focus), X6 (risk tolerance), and X7 (reward criteria) have correlation among each other. The author "squeeze" these three dimensions into one dimension and give a new name to the new dimension: **Rely on People**.
3. Therefore, the ten dimensions can be squeezed into five dimensions without sacrificing the ability to describe the "color" of corporate culture.

LIMITATION & FURTHER RESEARCH

The authors of this paper suggest that a further study can be done on the dimension of "Control". Can Top Management who relies on people always have a big trust on the organization members, so that he/ she will adopt loose control? Or Top Management who relies on people and have a big trust on the organization members can also adopt tight control

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2. Bukti konfirmasi review dan hasil review pertama (05 Ags 2023)

Author Guidelines Revision Required Inbox ×

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3.Bukti konfirmasi submit hasil revisi untuk author guideline (12 Ags 2023)

▶ Dear

PBA Editorial Team

Attached below are the revisions that have been made in accordance with what was requested by the PBA Editorial Team

Best Regards

Johannes B Darmasetiawan

10johannes10
2023-08-12
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Dear Johannes B Darmasetiawan,

Your revised manuscript is well received. We will proceed the manuscript to the review stage.

Best regards,
PBA Editorial Teams

admin
2023-08-16
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4.Bukti konfirmasi review dan hasil review kedua (07 Sep 2023)

10 of 41

Revision Required Inbox x

People and Behavior Analysis Editorial Teams <pba@researchsynergypress.com>   Thu, Sep 7, 4:36 PM

to me, rapinacen ▾

Johannes Buntoro Darmasetiawan, Rapina Rapina:

We have reached a decision regarding your submission to People and Behavior Analysis, "The Dimensions of Organizations Culture Surveyed Organizations in Indonesia: -".

Our decision is: Revisions Required

Editor's Comments:

1. Please send title page document within your revised manuscript. The template can be downloaded here: https://journals. researchsynergypress.com/index.php/pba/article_template
2. Please add/complete the doi link of your reference
3. Please add minimum 5 references and citations from reputable indexed journal indexed by Scopus within aim and scope of your manuscript.
4. Please add minimum 3 references and citations from this journal (title journal which proceed the article) and minimum 1 reference and citation from journal published by Research Synergy Press https://journals.researchsynergypress.com/ within aim and scope of your manuscript.

Kindly upload the revision through the website or by replying this email at the latest on **September 18, 2023**. We are looking forward to hearing from you whether you want to revise the article. Thank you.

Warmest Regards,

PBA Editorial Team

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Section	Key Point of Review
Paper Title	- Normally 15 words - Is the title appropriate for the data presented and descriptive of the work performed? The title should be a brief phrase describing/reflecting the content of the paper - Concise and informative - Avoid abbreviations, prepositions, and formulae where possible - Avoid stating the detailed location of the research
Abstract	- Average 100-250 words - Contains: Introductory statement, objective, scope/methodology, findings, conclusion - Add keywords that represent the article adequately - Written in past tenses (if the research is already done)
Introduction	- Is the study significantly contribute to the existing of knowledge? It should provide insights into the current or past problem - The research question is clear and appropriate - The objective must appear in the last paragraph
Literature Review	- Provide a comprehensive literature review - References cited are dominated by scientific work/ scientific articles from Scientific journals.
Methodology	- Provide details of methodology and administration - Explain the methodology in systematic way, clear, accurate, and replicable - The study design and methods are appropriate for the research question - Use references and supplementary materials for previously published procedures
Findings/ Analysis/ Discussion	- Provide scientific impact through discussion and analysis. - Provide clear and accurate data result and analysis - Logically explain the findings based on the analysis result - Provide comparing with the published result (if any) and convincing that the result of the research is better/ correct
Conclusion	- Follow logically from the work done - Most fulfill the study objectives

	- Including theoretical and practical implications based on the findings
Limitations and Future Research Recommendations	- Explain the limitation of the study to encourage further study - Provide potential applications/recommendations for future work
References	- References are pertinent to the contents of the paper - References dominated by Scientific article from scientific journals - 75% of references journals should take from the past 10 years - All citations must be mentioned in the text and included in the references list - Avoid excessive self-citation
Tables and Figures (*if applicable*)	- Data presented in a clear, concise, and appropriate manner - All tables and figures mentioned in the text and introduced in proper sequence - The form and arrangement of tables and figures are satisfactory - Tables and figures can be understood by titles and captions without referring to the text. In other words, are self-explanatory - The technical quality of photographs and graphs is adequate - The illustrations show what they meant to show

I.   GENERAL INFORMATION

Title	The Dimensions of Organizations Culture Surveyed Organizations in Indonesia
Date received	2023-08-19
Deadline Review	2023-08-26
Response to the Script	Suggest to be modified the title become more attractive for readers, e.g. What are the key dimensions of organizational culture? Evidence from Indonesia Please check again the format and author guideline for all part in the article; English proofreading is required; grammatically errors and structure; body note citation and references format. Please add more recent reference papers, especially article from highly reputable journal for the past five years related with the topic. For further detail, see in the attached review file!

II.   MANUSCRIPT REVIEW FORM (fill up with √ and comment)

Section	Excellent	Good	Fair	Comment
Paper Title			√	See in the attached review file
Abstract			√	
Introduction		√		
Literature Review			√	
Methodology			√	
Findings/ Discussion			√	
Conclusion		√		

Limitations and Future Research Recommendations			√	
References			√	
Tables and Figures (*if applicable*)		√		

III.   REVIEW DECISION

No.	Conclusion	Decision*
1.	Accepted submission	
2.	Revisions required	V
3.	Resubmit for review	
4.	Decline submission	

*) Marked the check (v) on your answer

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Section	Key Point of Review
Paper Title	- Normally 15 words - Is the title appropriate for the data presented and descriptive of the work performed? The title should be a brief phrase describing/reflecting the content of the paper - **Concise and informative.**
Abstract	- **In Abstract it need to be rewrite by focusing introductory statement, objective, scope/methodology, findings, conclusion.**
Introduction	- Is the study significantly contribute to the existing of knowledge? It should provide insights into the current or past problem - **In Introduction it need to be added background, statement of the problem and significance of the study.**
Literature Review	- **Provide a comprehensive literature review with recent published articles/evidences.** - References cited are dominated by scientific work/ scientific articles from Scientific journals.
Methodology	- Provide details of methodology and administration - **The study design and methods are appropriate for the research question but it should have provide the justification of the study and ethical consideration.** -
Findings/ Analysis/ Discussion	- **Provide scientific impact through discussion and analysis.** - **Provide clear and accurate data result and analysis**
Conclusion	- **Need to include theoretical and practical implications based on the findings**
Limitations and Future Research Recommendations	- **Provide potential applications/recommendations for future work**
References	- **References are pertinent to the contents of the paper but should use most relevant and recent references.**
Tables and Figures (if applicable)	- **Data presented in a clear, concise, and appropriate manner** -

I.   GENERAL INFORMATION

Title	The Dimensions of Organizations Culture Surveyed Organizations in Indonesia
Date received	August 16, 2023
Deadline Review	August 31, 2023
Response to the Script	yes

II.   MANUSCRIPT REVIEW FORM (fill up with √ and comment)

Section	Excellent	Good	Fair	Comment
Paper Title		√		
Abstract			√	
Introduction		√		
Literature Review	√			
Methodology			√	
Findings/ Discussion		√		
Conclusion		√		
Limitations and Future Research Recommendations		√		
References			√	
Tables and Figures (if applicable)		√		

III.   REVIEW DECISION

No.	Conclusion	Decision*
1.	Accepted submission	
2.	Revisions required	√
3.	Resubmit for review	
4.	Decline submission	

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What are the key dimensions of organizational culture? Evidence from Indonesia

Abstract

Corporate culture will create a peer pressure that will guide the behavior of organization members, so that they will work with the same rhythm. The corporate culture is usually influenced by Top Management or by charismatic founder, who the Top Management still decides to use his/ her ideas. The corporate culture itself is an abstract form, it is difficult to be explained what kind of characteristics (colors) it has. Luckily, the "colors" of corporate culture can be described by its dimension. In this research introduce ten dimensions which can describe the "color" of corporate culture. This study had 52 participants, and after data processing, it can be stated that Top Management may have a certain belief or tendency that is explained by several dimensions. This means some of the dimensions are correlated to a certain Top Management's belief. Hence, the ten dimensions can actually be squeezed into less number of dimensions.

Keywords *Culture; Organizational Culture; Top Management*

INTRODUCTION

Individuals frequently suffer greater social anxiety, behavioral changes, and challenges to these competencies during times of unprecedented challenge (Bocar & Rachmawati, 2023). Competition has become very fierce in the past few decades It is not only very fierce, but also cutting throat. Business organizations that cannot provide competitive values will be forced to close their business in not a very long time (Lazzlo & Zhexembayeva, 2017). There are two major factors why cutting throat competition happens: First, the number of competitors has grown significantly and second, market becoming relatively borderless.

Lucrative market or easy capital funding have attracted many entrepreneurs to open business organizations until market is not attractive anymore (Skidelsky, 2018). With the additional players and relatively unchanged market size, the competition will go up and drive down the market attractiveness. New players will keep coming even though market attractiveness is diminishing. The new players will stop coming until the market becomes unattractive anymore. Eventually, too many players in the limited market will force the non-competitive and unfit (to the market) players to go out of the business.

The innovation of internet creates the flow of information become very fast, cheap, and unlimited (Komninos, 2019). Customers can find information about products or services they want within a few seconds, very low cost, and borderless. Customers are not limited anymore to a certain geographical area. Hence, market becomes global and borderless. Unlike several decades ago when competitors can only come from the neighborhood area, nowadays competitors can come from a different country or even a different continent. Again, a business organization from a different continent can kill our business.

Business organizations, then, create winning strategies to survive from the cutting throat competition (Komninos, 2019). They create path to adapt with the changing environment and customer demands based on their competitive advantage. These winning strategies are well crafted and well thought. However crafting winning strategy only is not enough. Business organizations need also to implement the strategy. The strategy implementation processes that involve more activities, more organization members, and longer time actually are much more complex to be managed. A better performance (than competitors) due to well-crafted strategy and well executed strategy will make the organizations able to survive, but also to grow.

Strategy is developed to illustrate the way to achieving a dream or long-term objective (Vision - Mission), as well as to adapt to a changing environment. In short, strategy is a designed on how to reach a destination and an adapted path to respond with the changing environment (Prideaux & Pabel, 2020).

Creating a map of path for a safer journey and toward the destination is very important, but the behavior, motivation, and way of thinking while walking (read: implementing) the path is as important

While crafting strategy will involve on limited number at higher level position organization members in the organization, implementing strategy will involve all organization members in various activities (Bryson, 2018). These organization members need to be coordinated, have the same rhythm, and expected to give the same respond to issues they have. This enables them to work as a team and support each other.

In reality these organizations members come from different family backgrounds, cultures, educational levels, attitudes, hence, they may have different behaviors, way of thinking, and degree of motivation. Organizations may have two options to control the organization member behaviors and responses: (1) implementing tight procedures, policies, and controls or (2) implementing peer pressure (Khanagha et al., 2022).

Implementing procedures and policies will make the organizations becoming rigid (Kerzner, 2018). Everything is guarded by procedures and policies. Superiors are using gigantic magnifying glass to take a close look and to ensure their subordinates follow the rules. This option will not only make the organization as rigid and inflexible, but also very expensive. A significant highly paid organization members (who are the superiors) time and focus is not used to perform as leaders, but to perform as police.

Implementing peer pressure will require a strong corporate culture that develops the peer pressure. The peer pressure, once has been developed, can give a pressure to organization members to behave "correctly" in the organization and response "correctly" to the issues they face during their destiny. However, appropriate peer pressure does not pop up of nowhere, but it is the result of a strong corporate culture which is especially designed, influenced ("colored"), and implemented by Top Management or founder.

The corporate culture is usually influenced by Top Management or by charismatic founder, who the Top Management still decides to use his/ her ideas (Papagiannakis & Lioukas, 2018). The corporate culture itself is an abstract form, it is difficult to be explained what kind of characteristics (colors) it has (Akaah, 1993). Since Corporate Culture is abstract, the number of dimensions and the definition of the dimension may differ from one scholar to another scholar.

While there is a substantial corpus of research on corporate culture, there is a considerable gap in the literature surrounding the identification and analysis of certain dimensions or elements within corporate culture that exhibit distinctive qualities or characteristics. This study seeks to fill that void by going deeper into the subtle parts of corporate culture, putting light on its distinguishing characteristics, and offering a more comprehensive knowledge of how these specific dimensions effect organizational dynamics and outcomes (Yorio et al, 2019; Plank, 2019 & Keesler, 2020).

The focus of this paper, actually, is to discuss the dimensions of corporate culture that show specific colors to Corporate Culture. Each dimension may focus on representing a specific area and each goal may require several appropriate behaviors or thinking ways in several areas to support reaching the goal. Hence, Top Management that wants to use corporate culture dimensions to create peer pressures in several areas to control multiple aspects of behaviors and way of thinking, may have to orchestra these corporate culture dimensions and ensure that they can work in parallel and not contradicting each other. Which of the ten proposed dimensions can correlate to produce a new dimension, called teamwork? Which aspects, then, can correlate to produce a new dimension, namely rely on people?

The more dimensions are created, the more detailed is the description of the corporate culture. However, the more dimension are created, the more impractical it is to create the peer pressure and manage the behaviors and thinking ways. It is relatively easy for Top management to orchestra a few corporate culture dimensions, but it will be troublesome to manage a huge number of corporate culture dimensions.

It is much easier to describe what the function of the corporate culture is than to describe what the "color" of the corporate culture is. However, the authors believe that the "color" of the corporate culture can be described by its dimension. Since Corporate Culture is abstract, the number of dimensions and the

definition of the dimension may differ from one scholar to another scholar. Among so many dimensions of corporate culture dimensions introduced by different scholars, the authors of this paper will choose the ten dimensions of corporate culture introduced by Hofstede, Neuijen, Ohayv and Sanders (Robbins & Judge, 2018). The 10 characteristics of corporate culture identified by Hofstede are significant because they provide a formal framework for understanding and managing cultural differences in various parts of life, from business to interpersonal interactions. This understanding is useful for fostering inclusiveness, developing effective cross-cultural interactions, and enhancing organizational performance in a global context.

LITERATURE REVIEW

Corporate culture is defined as "the common set of beliefs and expectations shared by members of an organization" by Bedeian (1993). Robbins & Judge (2018) gives a definition of organization culture as "a system of shared meaning held by members that distinguishes the organization from other organizations". Thompson, et al (2020) define corporate culture as "the shared values, ingrained attitudes, core beliefs, and company traditions that determine norms of behavior, accepted work practices, and styles of operating". Corporate culture is a set of underlying attitudes and behaviors that a group develops or refines in order to overcome issues or adapt to changing circumstances. It is accepted as the correct method to tackle difficulties and emotions in specific situations and is passed down to new members (Olan et al, 2019).

Corporate cultures usually share common assumptions, meanings, beliefs, expectations, and perceptions among their members. Scholars investigate how these elements are acquired and used in organizations. Corporate culture is seen as an abstract variable because these features are abstract (Brown et al, 2021). Consequently, corporate culture cannot be measured by an instrument or run under regression.

Every organization has a strategy to survive from the turbulent environment and to reach its goal. Organizational culture, fortunately has many functions to adapt with its external environment and to coordinate its internal systems and processes (Champoux, 2020). According to Wegner et al (2019), Corporate culture serves four key functions in organizations: identity and commitment because it fosters a sense of belonging and commitment among members, enhancing their connection to the organization, sense making because it helps members make sense of their roles and responsibilities within the organization, facilitating clarity and understanding, and sense making because it helps members make sense of their roles and responsibilities within the organization, facilitating clarity and understanding. Corporate culture supports the organization's basic values and ideals, promoting alignment with its mission and goals. It also works as a mechanism for guiding and influencing employee behavior in conformity with the organization's beliefs and expectations.

A company culture that is in line with the selected strategy becomes a great asset in strategy execution, according to Thompson et al. (2020). This culture promotes the strategy-congruent attitudes, behaviors, and practices. Three major ways the culture supports the implementation of a strategy: Employee behavior and decision-making are influenced by the culture, which reduces the need for direct management. Peer pressure is encouraged, fostering actions that improve plan implementation. Peer influence works better when there is a strong culture. Employee motivation is increased by a matching culture, increasing commitment to perfect plan execution and promoting productivity. In essence, successfully executing a plan is greatly influenced by a company culture that is well-matched.

On the other hand, a corporate culture that does not match with the strategy can be an obstruction to the strategy implementation process. Organization members are faced into a dilemma: (1) try to reach the goal with depleted motivation, because do not enjoy the work climate, or (2) follow the way of working they enjoy, but deviate from the goal they are supposed to reach.

Corporate cultures can be said as strong if it has a big impact on a company's practices and behavioral norms. In this case, the culture is able to develop a strong peer pressure that can shape the behaviors according to the way the culture wants to be (Thompson, et al, 2020). It can be said a strong culture is an effective method to shape organization member behaviors.

On the other hands, corporate culture can also be said as being weak if it has little influence on company operations and behavior norms. The peer pressure developed, if any, has little power to shape the behaviors according to the way the culture wants to be. It can be said a weak culture is an ineffective way to shape organization member behaviors.

Thompson et al (2020) provide two factors that shape the corporate culture: core values and ethical standards. The authors, however, argue that it is the Top Management that designs the core values and ethical standard. It is also the Top Management that decides what is accepted behavior, work behaviors, and styles of operating. Hence, eventually, it is the Top Management that shape the corporate culture.

Using data from Hofstede et al. (1990), Robbins & Judge (2018) explore 10 elements that characterize organizational culture. These factors influence how an organization's culture shows up: Identification of Members: This factor measures how much employees see themselves to be a member of the company as a whole or of certain divisions. Examines whether management places more value on groups than people when determining who will fill important jobs and duties. People Focus: This variable represents management's propensity to give priority to certain persons or tasks. Unit Integration: It evaluates whether various organizational units are encouraged to work together or independently. Control: This factor gauges how strictly management imposes rules and regulations. Risk Tolerance: It takes into account how much freedom employees have to take reasonable business risks in their jobs. Reward Criteria: This dimension investigates whether rewards are determined by job performance or by other variables, such as seniority. Conflict Tolerance: It measures management's tolerance for conflict, criticism, and open communication among team members. Means-Ends Orientation: The degree to which management emphasizes end outcomes above the steps necessary to get there is indicated by this component. Open-System Focus: It takes into account the organization's propensity to either focus just on internal issues or adapt to its surroundings. These factors work together to shed light on how corporate culture develops and affects behavior and operations.

A Top Management may have a belief in teamwork. The Top Management may believe that a piece of work should be better done together. "Better" in this case means wider horizon of view, better job satisfaction, and in some cases also faster due to more support in the implementation. A person who believe in togetherness usually do not narrow down the scope or togetherness. Instead, this person will brief organization members to open the door as wide as possible to other organization members who are also affected by the same issues. Different department, different job description, gender, different opinions may not become a handicap for these people to discuss an issue and find the best solution. Organization members (without being segmented) are expected to discuss openly: listen attentively, express their disagreement (of course with respect), and humbly introduce their proposed ideas. Hence, the Top Management will brief that organization members should consider themselves as part of organization (organization member identity), work in a group with various kind of people (group emphasis), there will almost no wall among departments that inhibit them from working together (unit integration), and disagreement due to different point of views may be openly discusses – as long as it is conveyed in a mutual respect mode (conflict tolerance).

To the contrary, a top Management may also have a belief in Individual Star Performer. The Top Management may brief and expect that the star performer will do the job by him/ her-self without the intervention of other people. In other words, Top Management will brief that door should be closed to other persons, other groups, or other departments. Since door is closed, then there is no need of discussion or communication. Hence, the Top Management will brief that organization members as individual or a part of an elite group (organization member identity), work individual as stars (group

emphasis), there will a thick wall among departments that inhibit them from working together (unit integration), and consequently communication or conflict is minimized (conflict tolerance).

It would be difficult for a Top Management who believes in Teamwork only treats some of these four dimensions (organization member identity, group emphasis, unit integration, and conflict tolerance) according to what he/ she believes and treats the rest differently. The same thing, it would be difficult for a Top Management who believes in Individual Star Performer only treats some of these four dimensions according to what he/ she believes and treats the rest differently. In other word, these four dimensions will be treated uniformly to what he/ she believes.

Another case, a Top Management may belief in relying on people. Top Management sees that trustworthy, creative, and motivated people are the biggest asset of his/ her organization to achieve high performance. It is the people; not beautiful building, expensive computer, and sophisticated machineries; who helps creating a winning strategy, helps product design, or helps solving problems. Again, it is the highly performed people that help the organization win the competition. Top Management, therefore, focus more on people, especially their skill development and job satisfaction, so that they can give high job performance. Top Management also expects that his/ her people to think out of the box in problem solving, reaching higher performance, and propose ideas. Thinking creatively (out of the box) will require the organization members to think and implement in a new way or method that is never tried before, hence, the risk of failure is there. Top Management understands that a bigger tolerance on the failure risk due to this thinking out of the box needs to be given. Consequently, the Top Management will also give a reward criteria based on the job performance, so that highly performed organization members feel that they are being appreciated.

To the contrary, a Top Management may value more in non-human asset. The people are considered not more than tools or operators, because machineries and computers cannot run by themselves. People are never considered as valuable asset and, therefore, never appreciated. Top Management has no need to focus on people. People are expected to work monotonous and no need to find a better way of doing it. Hence, tolerance on risk of failure will not considered necessary to be given. Consequently, the Top Management will also give a reward criteria based on the other criteria outside the job performance.

It would be difficult for a Top Management who believes in Teamwork only treats some of these four dimensions (organization member identity, group emphasis, unit integration, and conflict tolerance) according to what he/ she believes and treats the rest differently. The same thing, it would be difficult for a Top Management who believes in Individual Star Performer only treats some of these four dimensions according to what he/ she believes and treats the rest differently. In other word, these four dimensions will be treated uniformly to what he/ she believes.

It would be difficult for a Top Management who believes in relying on people only treats some of these three dimensions (people focus, risk tolerance, reward criteria) according to what he/ she believes and treats the rest differently. The same thing, it would be difficult for a Top Management who believes in non-human asset only treats some of these four dimensions according to what he/ she believes and treats the rest differently. In other word, these three dimensions will be treated uniformly to what he/ she believes.

The dimension of "Control" has the possibility to be grouped as one characteristic of Relying on People. When Top Management relies on his/ her organization members, he/ she has a strong tendency to develop trust and, hence, he/ she will not impose tight control. However, the authors of this paper also believe there is a possibility and Top Management may impose tight control and yet still rely on his/ her organization members.

The Authors of this paper also believe that the dimension of "means-ends orientation" and "open-system focus" can not be grouped under Teamwork or Rely on People or Control.
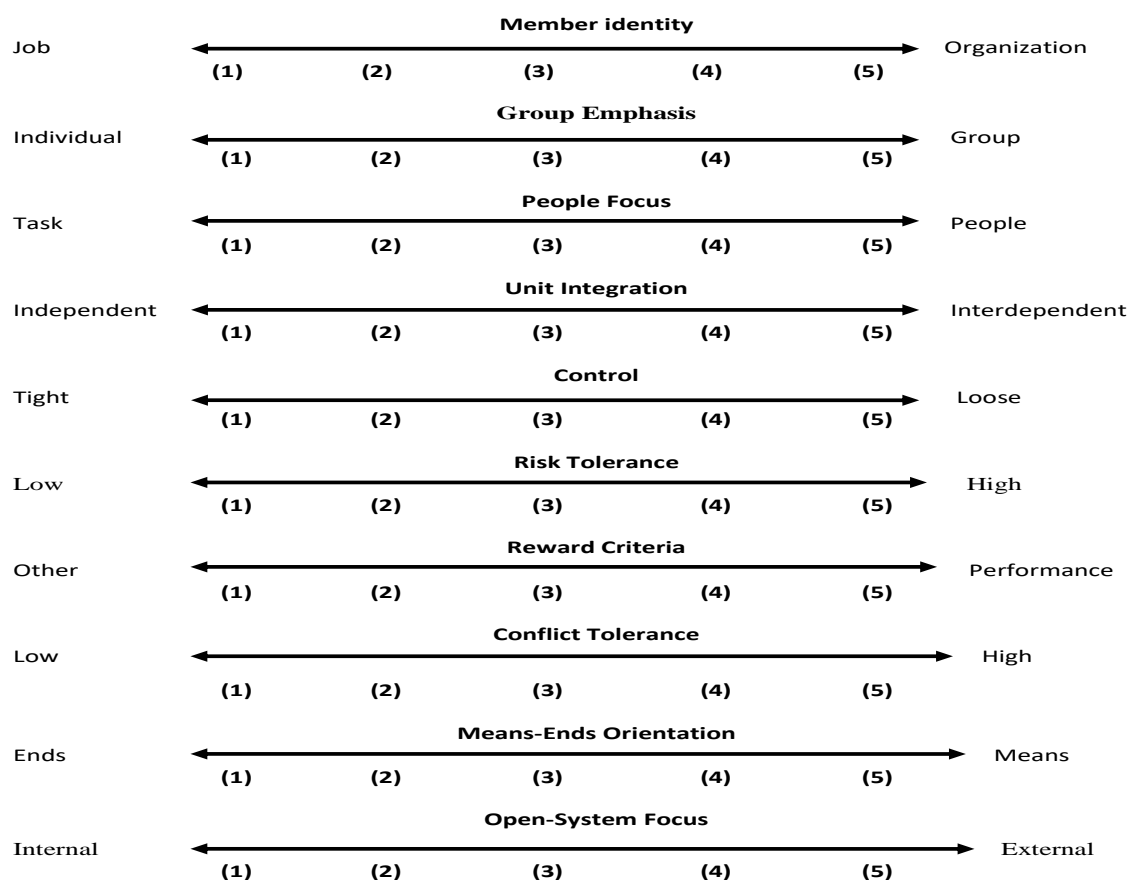
			Member identity			
Job	(1)	(2)	(3)	(4)	(5)	Organization
			Group Emphasis			
Individual	(1)	(2)	(3)	(4)	(5)	Group
			People Focus			
Task	(1)	(2)	(3)	(4)	(5)	People
			Unit Integration			
Independent	(1)	(2)	(3)	(4)	(5)	Interdependent
			Control			
Tight	(1)	(2)	(3)	(4)	(5)	Loose
			Risk Tolerance			
Low	(1)	(2)	(3)	(4)	(5)	High
			Reward Criteria			
Other	(1)	(2)	(3)	(4)	(5)	Performance
			Conflict Tolerance			
Low	(1)	(2)	(3)	(4)	(5)	High
			Means-Ends Orientation			
Ends	(1)	(2)	(3)	(4)	(5)	Means
			Open-System Focus			
Internal	(1)	(2)	(3)	(4)	(5)	External

Figure 1. The Dimensions of Organizational Culture

RESEARCH METHOD

Since assumptions, meaning, beliefs, expectations, and perceptions are abstract, corporate culture is also considered as an abstract variable (Miroshinik, 2013). Consequently, corporate culture cannot be measured by an instrument or run under regression. If organization wants to modify corporate culture and measure the changes, organization may do so by measuring the dimensions of corporate culture (Akaah, 1993). The researcher chose snowball sampling, a sample approach employed in research when the desired group is difficult to reach or poorly structured. On this occasion, questionnaires were given to 80 selected organizations via socializing by the author's numerous collaborators. Only 52 respondents from roughly 35 organizations could be further processed after numerous conversations with them. Snowball sampling has the advantage of allowing researchers to reach out to difficult-to-reach or poorly structured communities, allowing them to locate responders with in-depth knowledge of the research topic. This strategy, however, has a downside in that it can result in a biased sample because the initial participants may have similar social networks, and not everyone in the population may be represented. As a result, the snowball sampling data must be evaluated with caution.

Top Management has an influence to corporate culture, either directly through his speech, guidance, direction and presence in the organization or indirectly through the recruitment system, ethical standard, values, and policies that are set up by the Top Management. In this study, top management refers to the owners or directors of large, medium, and small organizations in Indonesia, such as banks, trading firms,

pharmacies, textile companies, and micro, small, and medium-sized enterprises (UMKM). It can be concluded that the corporate culture will be colored by Top Management (Jamali et al, 2022). Hence, it will be more accurate if the questionnaire about the dimension (color) of corporate culture will be directed to Top Management and will be filled by Top Management as well.

Data are collected through questionnaire that is distributed to respondents, who are the Top Managements of organizations. The Questionnaire is attached at Attachment 1. Top Management is requested to fill in their preference (based on five-point scale). The dimension of organization member identity, for example, has two extremes: "job" (indicated by scale 1) and "organization" (indicated by scale 5). The scale, therefore indicates toward which the tendency of Top Management, while scale 3 indicates indifference.

There are ten questions, each represents the corporate culture dimension introduced by Hofstede et al. The questionnaire was completed by 52 people from various organizations in Indonesia, and the results were successfully processed further

The data was analyzed using IBM SPSS Statistics 25 and each dimension of corporate culture was correlated using Pearson's r correlation. The bivariate analysis of correlation establishes the degree of association and the axis of relationship between two variables. The decision to declare the existence of a correlation is based on a significance level of ≥ 0.05, where significance level can be interpreted as the level of error tolerated by the researcher due to the possibility of sampling error.

The response are collected and regressed to find out if some of selected dimensions are significantly correlated. X1 (organization member identity), X2 (group emphasis), X4 (unit integration), and X8 (conflict tolerance) are grouped together and regressed to find out if these dimensions have significant correlation. Likewise, X3 (people focus), X6 (risk tolerance), and X7 (reward criteria) are grouped together and regressed to find out if these dimensions have significant correlation.

X5 (control), X9 (means-ends orientation), and X10 (open-system focus) are left alone and are not grouped because their unique characteristic dimension are not similar with other dimensions.

FINDINGS AND DISCUSSION

This study included 52 respondents in total. There were 28 respondents from service companies, 19 from trading companies, and 5 from manufacturing companies. The organizations have various sizes: 11 organizations with 5 – 19 employees, 14 with less than 5 employees, and 13 with less than 5 employees. There were also 13 organizations with more than 99 employees. As additional information on the educational background of the respondents, 15 respondents had a high school education, 19 respondents had a bachelor degree, and 18 respondents had a master degree.

Based on 95% confidence level, the significant threshold value is ≥ 0.05. Correlation value less than 0.05 among the variables will indicate that the variables have no correlation. Likewise, correlation value more than or equal to 0.05 among the variables will indicate that the variables have correlation. Table 1 shows the correlation values among the four variables: X1 (organization member identity), X2 (group emphasis), X4 (unit integration), and X8 (conflict tolerance) have correlation values more than 0.05. while Table 2 shows the correlation values among the three variables: X3 (people focus), X6 (risk tolerance), and X7 (reward criteria) have correlation values more than 0.05.

Table 1. Correlation Values of X1, X2, X4, X8

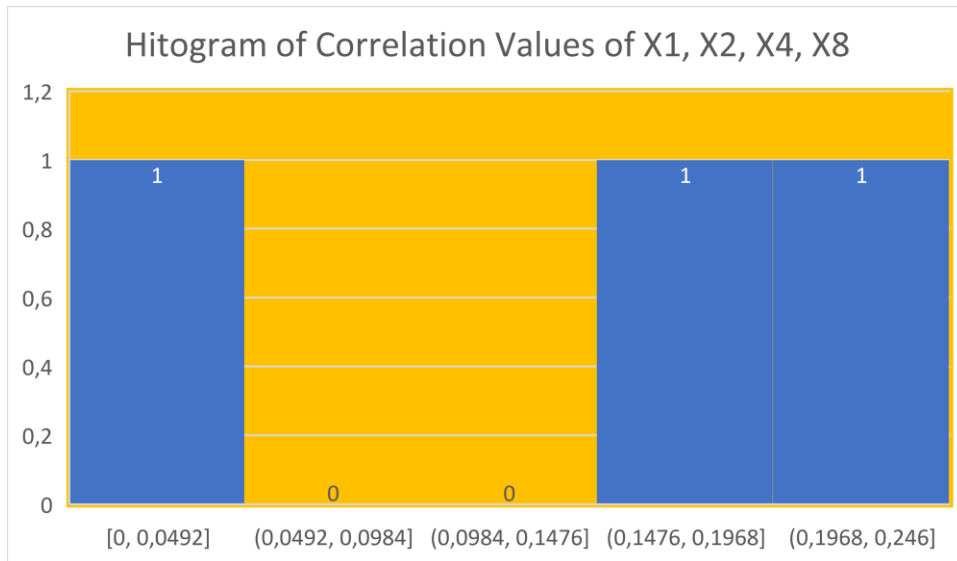|	X1	X2	X4	X8
X1 (organization member identity)	-	0.569	0.594	0.127
X2 (group emphasis)	0.569	-	0.235	0.353
X4 (unit integration)	0.594	0.235	-	0.277
X8 (conflict tolerance)	0.127	0.353	0.277	-

Figure 2. Hitogram of Correlation Values of X1, X2, X4, X8

Under 95% confidence level and with correlation values bigger than 0.05, these four variables (dimensions) can be said to be correlated to each other.

Table 2. Correlation Values of X3, X6, X7

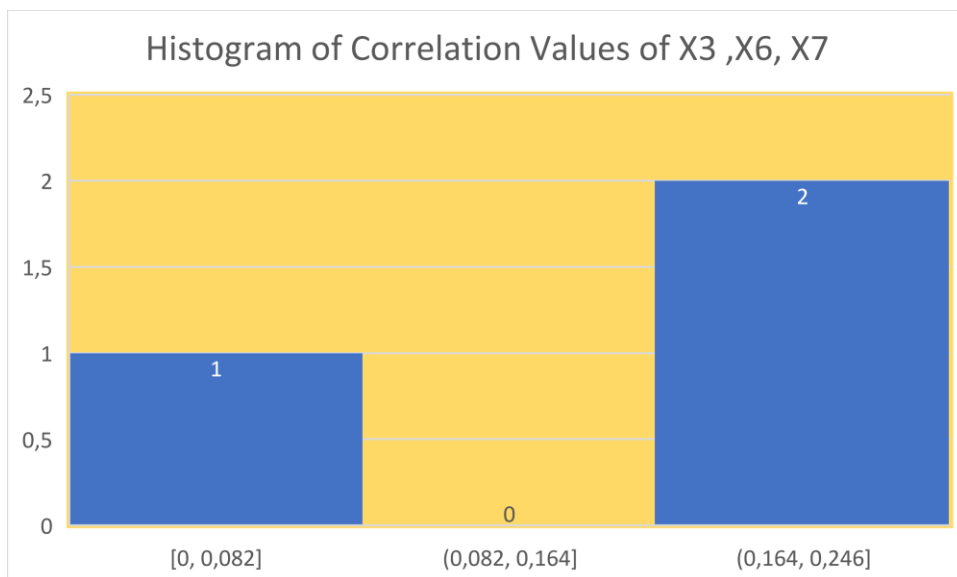|	X3	X6	X7
X3 (people focus)	-	0.246	0.175
X6 (risk tolerance)	0.246	-	0.502
X7 (reward criteria)	0.175	0.502	-

Figure 3. Histogram of Correlation Values of X3,X6,X7

A person's identity can influences the priorities and values of the organization they belong to. Gender, ethnicity, culture, role within the organization, and personal beliefs are all examples of identity (Brown, 2019). These factors can, in fact, influence a group's emphasis and values. The emphasis placed on

diversity, equity, and inclusion can be significantly influenced by the identities of the people who make up an organization. When an organization has a diverse membership, there is usually a greater emphasis on creating an inclusive environment where different viewpoints are not only respected but also celebrated. As a result, this frequently results in the creation of policies, the beginning of programs, and the establishment of guiding principles that place a premium on the achievement of equality of opportunity and the encouragement of full representation (Papagiannakis & Lioukas, 2018).

The organization's identity members may show a relationship with unit integration. When members' individual identities align with the organization's overall goals, values, and culture, it often results in a more cohesive and integrated unit (Calhoun, 2019). There is a natural alignment that promotes cohesion and collaboration when group members' identities are in line with the group's values and mission. The unit's members may become more cohesive as a result of their shared sense of purpose. The ability for people to feel at ease in their roles and interactions, which in turn increases their capacity for effective collaboration and communication—a synergy that is fostered by a cultural fit—tends to be facilitated when members' identities match the culture of the organization.

Individuals' identities, which include a variety of factors including personal experiences, cultural background, beliefs, and values, can affect how they perceive and handle conflicts. People from different cultural backgrounds may communicate differently and handle conflict in different ways. People from particular cultures may have more direct or indirect communication styles, which can affect how they handle conflicts. People who identify with the organization's dominant communication norms may be more tolerant of conflict. Communication is concerned with the exchange of information regardless of tone, message composition, verbal and nonverbal communication, and so on. To resolve issues, disseminate information, and exchange expertise, communication supports proper, sincere, positive, and timely communication (Samala, 2023).

The correlation between group emphasis and unit integration within an organization can be intricate and multifaceted. A more unified and integrated approach across units is frequently the result of a group emphasis that is in line with the organization's fundamental goals and values. All units are more likely to collaborate well and work toward common goals when they all have a common goal and direction. Units may be motivated to collaborate closely if the organization's group emphasis includes particular priorities or initiatives that call for input from numerous units. As units pool their resources and expertise to address shared priorities, closer integration may result.

Group emphasis within an organization can be linked to conflict tolerance (Darden, 2019). The way a company emphasizes certain values, priorities, and cultural aspects can have an impact on how conflicts are perceived, managed, and resolved. Members are likely to have a higher level of trust and understanding if the group prioritizes open communication and transparency. Conflicts may be discussed more openly as a result of people feeling more at ease expressing their worries and points of view.

The acceptance of conflict can be linked to unit integration within an organization. Conflict perception, management, and resolution can be influenced by how well-integrated and cooperatively different teams or units operate. Strong unit integration frequently necessitates effective communication and a deeper understanding of each team's roles and responsibilities. When teams are well-integrated, conflicts are more likely to be approached with a willingness to listen, understand different points of view, and find common ground.

Focus and risk tolerance are related concepts that describe how a person's cognitive and emotional tendencies, such as their tendency to concentrate on particular aspects of decision-making, may affect their willingness to take risks. People's perceptions of and reactions to risks can be influenced by a variety of cognitive and emotional factors. People process information in different ways. Some people are detail-oriented, focusing on specific facts and figures, whereas others take a more holistic approach, focusing on the big picture. Those who pay attention to details may be more risk-averse because they emphasize

potential negative outcomes. Individuals who focus on the big picture, on the other hand, may be more risk-tolerant because they see risks as part of a larger context of opportunities.

People's cognitive and emotional tendencies, as well as their own preferences and values, all influence the criteria they prioritize when evaluating potential rewards, according to research on the relationship between people's focus and reward criteria. In order to achieve quick gratification, short-term thinkers may prefer immediate and physical rewards. They may place a greater premium on rewards that address immediate demands or provide immediate benefits. People with a long-term perspective, on the other hand, may prioritize delayed or future benefits, preferring outcomes that progress their overall ambitions and aspirations.

In decision-making, risk tolerance and reward requirements are strongly associated. A person's propensity to accept risks frequently determines the types of rewards they value, and vice versa. Higher risk-takers are frequently more eager to seek possibilities with the possibility of greater rewards. They could emphasize benefits that need taking measured risks or come with some degree of uncertainty. This might apply to possibilities for major professional growth or investments with the potential for huge profits.

CONCLUSIONS

1. X_1 (organization member identity), X_2 (group emphasis), X_4 (unit integration), and X_8 (conflict tolerance) have correlation among each other. Strong organizational member identities result in greater dedication, alignment, and involvement with the organization's values. A robust group emphasis encourages cooperation and shared goals, reinforcing organizational member identity. Effective unit integration enhances communication and coordinated efforts, benefiting both group emphasis and member identification. High conflict tolerance fosters open communication, diverse viewpoints, and an innovative, problem-solving culture. The author "squeeze" these four dimensions into one dimension and give a new name to the new dimension: **Teamwork**.

2. X_3 (people focus), X_6 (risk tolerance), and X_7 (reward criteria) have correlation among each other. The relationship between people's focus, risk tolerance, and reward criterion is complex. Prioritizing workers' well-being and growth fosters a good environment, which may increase risk tolerance as employees feel supported. High risk tolerance promotes creativity and adaptation, and it can have an impact on how firms build their reward systems, which include both monetary (bonuses, increases) and non-monetary (promotions, recognition) incentives. These elements interact to shape the culture and performance of an organization. The author "squeeze" these three dimensions into one dimension and give a new name to the new dimension: **Rely on People**.

3. Therefore, the ten dimensions can be squeezed into five dimensions without sacrificing the ability to describe the "color" of corporate culture.

LIMITATION & FURTHER RESEARCH

The authors of this paper suggest that a further study can be done on the dimension of "Control". A high level of trust in the organization's members is often facilitated by Top Management who relies on people, enabling loose control to be exercised. Top Management who relies on people and has a high level of trust in the organization's members can also choose to adopt tight control measures. It is advised that other researchers do more studies based on the findings of this research, using the same research methods on different units of analysis and samples, to meet the qualities of scientific research, such as replicability and generalizability. This can demonstrate consistent results, boosting confidence in the research and increasing the research's adoption and utility in a broader context. Then, increasing the number of respondents or participants in research investigations is a frequent method for improving data reliability and consistency (Chelvarayan, 2023).

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Number : 008/LoA/PBA/IX/2023   Bandung, September 29, 2023
Attachment : -
Subject : **Letter of Acceptance**

Dear,
Johannes Buntoro Darmasetiawan[1]*, Rapina Rapina[2]
[1,2] Maranatha Christian University, Indonesia

Congratulation! We are pleased to inform you that your paper entitled "**What are the key dimensions of organizational culture? Evidence from Indonesia**" was reviewed, and got positive opinion and recommendation. This paper has been:

ACCEPTED

for publication at the peer-reviewed journal "**People and Behavior Analysis (PBA)**" and will publish in Volume 1 No 2, 2023.

Thank you for submitting your paper to our journal. We welcome your contributions in future.
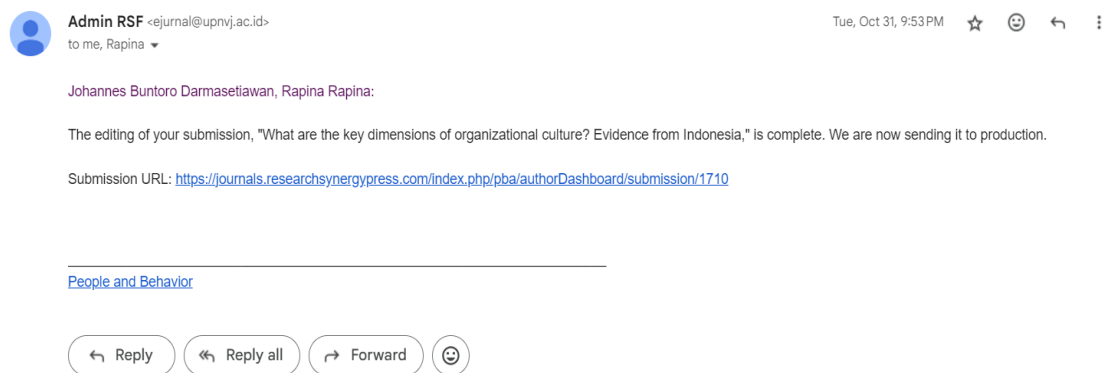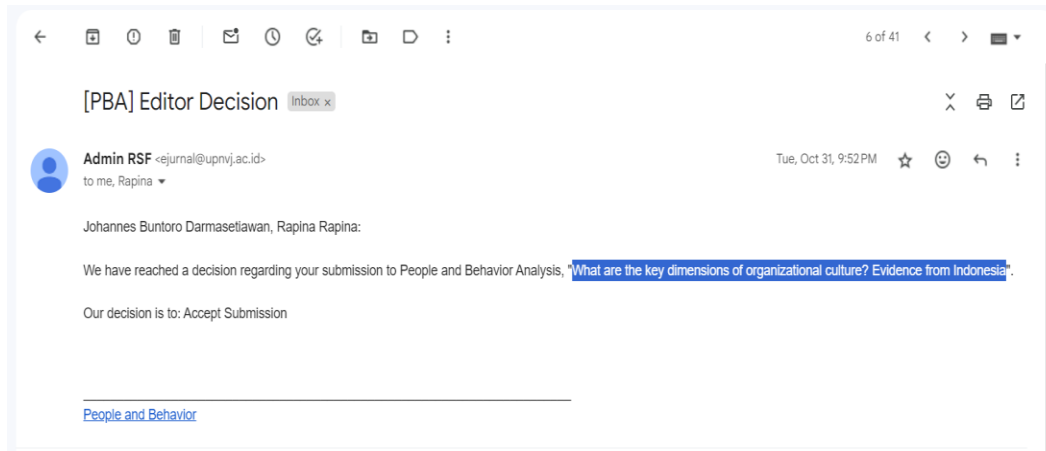
Sincerely,

Dr. Prameshwara Anggahegari
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7. Bukti konfirmasi artikel published (31 Okt 2023)

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to me, Rapina

Tue, Oct 31, 9:52 PM   6 of 41

Johannes Buntoro Darmasetiawan, Rapina Rapina:

We have reached a decision regarding your submission to People and Behavior Analysis, "What are the key dimensions of organizational culture? Evidence from Indonesia".

Our decision is to: Accept Submission

People and Behavior

Admin RSF <ejurnal@upnvj.ac.id>
to me, Rapina

Tue, Oct 31, 9:53 PM

Johannes Buntoro Darmasetiawan, Rapina Rapina:

The editing of your submission, "What are the key dimensions of organizational culture? Evidence from Indonesia," is complete. We are now sending it to production.

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What are the key dimensions of organizational culture? Evidence from Indonesia

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Abstract

Corporate culture will create peer pressure that will guide the behavior of organization members so that they will work with the same rhythm. The corporate culture is usually influenced by Top Management or by a charismatic founder, who the Top Management still decides to use his/ her ideas. The corporate culture itself is an abstract form; it is difficult to explain what kind of characteristics (colors) it has. Luckily, the "colors" of corporate culture can be described by its dimension. This research introduces ten dimensions that can describe the "color" of corporate culture. This study had 52 participants, and after data processing, it can be stated that Top Management may have a certain belief or tendency that is explained by several dimensions. This means some of the dimensions are correlated to a certain Top Management's belief. Hence, the ten dimensions can be squeezed into less number of dimensions.

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