Assessing Cultural Value Orientation through Core Values Case Study: SBM-ITB

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Abstract. The aim of this paper is to identify what factors might influence the employees' culture for unconsciously abandon the core values. People in Indonesia consist of some ethnic-groups and every ethnic-group has difference ideology those are controlling their behavior as culture. Vision, mission, and core values are three crucial statements which become the foundation of every organization. Core values are the ideology of an organization which is fundamental and it creates organization's culture. When all the employees of an organization makes the core values as their guidance in acting in their organization, the mission would be run in accordance to the plan and the vision would be realized. However, in an organization, not necessarily all the employees make the core values as the foundation of their acts. This problem occurs in one of the best educational organization in Indonesia, School of Business Management (SBM) in Bandung Institute of Technology. The approach that will be used is using value orientation method which then will be associated with the core values of SBM through projective technique and interview. As the result, the abstract standards regarding to the core values of SBM, the background, and cultural differences of the employees inflict their point of view against life, works, and relation to others.

Keywords: Cultural value orientation, core values, vision, mission

1. Introduction

Every organization certainly has its vision as the main purpose or the aspiration which wishes to be achieved. Through the vision, the human resources inside the organization will automatically cooperate in order to attain the vision and the organization will be able to develop the organization culture, which is crucial because organization culture will be the foundation for each person in doing their work. In order to assess the cultural value orientation of an organization, we can observe the harmony between the vision made by the organization with the real circumstances inside the organization. These days, many organizations might feel hampered in attaining their visions as the result of the disharmony between the vision and the reality inside the organization. This might occurs because of culture differences between the employees which then will be resulted in the differences in goals of the organization. In other words, the vision of the organization might not be attained.

School of Business and Management (SBM) is one of the faculties in Bandung Institute of Technology that focuses in the study of business and management knowledge in order to create new entrepreneurs in Indonesia. Despite the young age, SBM is capable in positioning itself as one of the best business school in Indonesia. Like any other organizations, SBM has its vision and missions in executing its faculty. To attain its vision, there are many factors needed to be noticed because they might impact in the human resources performance in SBM, which is the most significant factor in SBM in terms of executing the organization. One factor to attain the vision of SBM can be seen from its cultural values orientation. As a well-known educational organization, SBM needs to have the cultural value orientation that can make its human resources has the initiative and the desire to attain the vision that SBM has.

In this opportunity, the researcher attempts to discuss about cultural value orientation in School of Business and Management through its core values. Furthermore, the researcher will also discuss the factors connected in harmonizing the vision with the real circumstances and the problems happened inside SBM that can possibly be the obstacles for SBM to attain its vision.

2. Literature Review

Value Orientation Method were developed by anthropologists with the Harvard Value Project (Kluckhohn & Strodtbeck, 1961). The project was to differentiate culture based on five common human concerns which are useful in understanding cultural differences. The project could also respond to the

problems in at least three ways and that all cultures would express each of the three responses which then will be the rank order to give a culture its character. The responses to the five human concerns are called "value orientations." It will be modified by divided it into three aspects, which are human orientation with human, human with life, and human with work based on the data consideration that is required.

Table 1 Value Orientation Method

Concern	Value Orientation		
Human and life	Life is hard	Life is simple	Life is hard and thus we have to change it
Human and work	Work is to be undertaken	Work is to achieve a better status	Work is to intensify another work
Human and human	Life should be cooperating with other people (horizontally)	We have to follow the command if we want to do something (vertically)	Prioritize ourselves first if we can do it by ourselves

3. Methodology

The projective technique research with value orientation method approach is done by taking 17 samples that are distinguished according to the structure and function from the organization. Structural organization can be seen from the member of SBM according to the position. In this structural section, the researcher takes eleven sample taken from the dean of SBM, vice dean, head of administration, and head of some other fields. As for the functional structure, four respondents are taken from lecturers and two SBM alumni.

From fifteenth teaching staffs and employees and two alumni, there will be questionnaires distributed containing twelve questions related to three aspects of value orientation method. There will be four questions in every relation that represent the perspective of the respondents. Every question will be provided with three answers that will lead to three types of value orientation and the respondent can choose one answer according to what they believed. At the end, the data will be associated with every core values of SBM, which are integrity, excellence trust, harmony, and innovative. The conversation between researcher and the respondents done by using only two times repeatedly for avoiding other opinions because respondent thinking and connecting to other opinions for reflecting their answer.

4. Result and Discussion

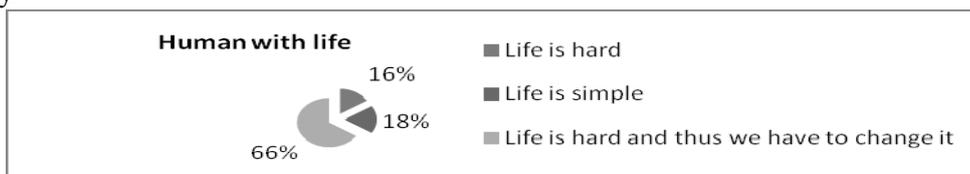### 4.1. Structural Organization

- Integrity

Figure 1 Respondents' orientation in human with life

According to Figure 1, there are differences in the perspective between one to another SBM members concerning about life. Not all SBM members implement that value in their works. This occurs because of the different perspectives in every individual in SBM about life and also because SBM itself. SBM grows rapidly and it makes the level of its diversity increases every year so that it makes SBM even harder to develop values to the members, especially for the new members.

- Excellence

Every member of SBM has a responsibility and it is expected for them to have the value of excellence, which means to be able to work with professionalism, passionate, and reliable in order to support the quality improvement of SBM.
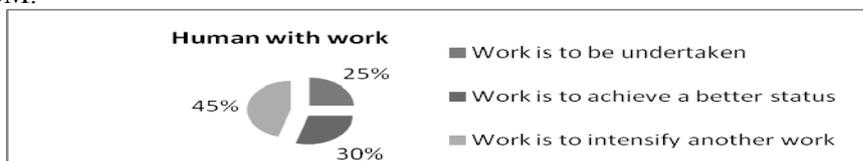
As we can see on the diagram, 45% of the sample assume that work is done to be continued to achieve success so that people will not be left behind by others whereas 30% of it assume that work is done to achieve a better status and the rest think that work is to be undertaken to get a better life.

Because of the difference perspective about works, the value of excellence also has different portion for every SBM member. These differences occur because of the different purpose from every individual related to their works. Moreover, the lack of spirit from SBM members can cause the reduction of the value. Necessarily, SBM emphasizes the member to be more productive and work more professionally to increase the level of excellence which becomes the foundation of SBM.

- Mutual Trust

SBM has the environment that requires the people to cooperate more than do works individually. To be able to cooperate, mutual trust is claimed to be needed because if there is no trust between SBM members, they will likely to do their work individually.
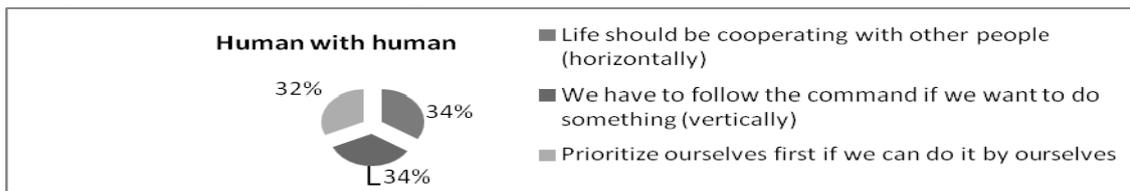

Figure 3 Respondents' orientation in human with human

There are different perspectives about the relation between SBM employees structurally. This difference is due to the culture possessed by SBM which demand the employees to cooperate so that sometimes some of them prefer to cooperate with other people horizontally rather than follow the command from the leader. If there are more employees of SBM that do not follow the command from the leader, the relation between the members horizontally will be terminated and there will be no synergy between layers.

- Innovativeness

SBM as an educational organization is the organization where the employees should be innovative in doing their works. Innovative means that they have to be able to keep thinking and find new ways, "out of the box" ways, to produce a better work than before.
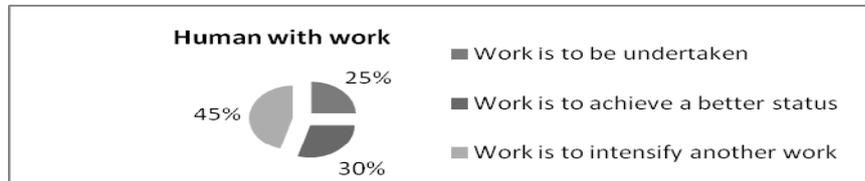

Figure 4 Respondents' orientation in human with work

Based on Figure 4, not all of respondents have the same point of view about working orientation. Although all of SBM employees feel that innovativeness is very important in doing their works as a part of SBM, some of them have not already implemented it in real works because the perspective differences and the individual priority in terms of work.

- Harmony

SBM employees come from different background and different culture resulting in high diversity. If all the employees have and apply the value of harmony, the cultural and background differences will not be a problem for SBM in daily interactions.
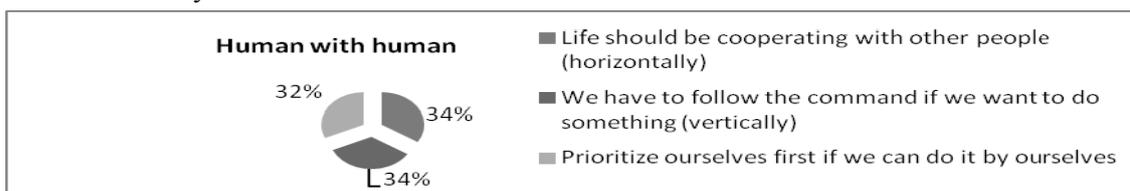

Figure 5 Respondents' orientation in human with human

Refer to Figure 5, not all of SBM employees structurally have the same perception in terms of the relation within the people and in terms of the value of harmony. This can be caused from the cultural differences and the priority from every individual because there are still some people that prioritize personal interest more than organizational interest. With this habit, it will be difficult to implement harmony to SBM employees because they do not share the same perception and priority.

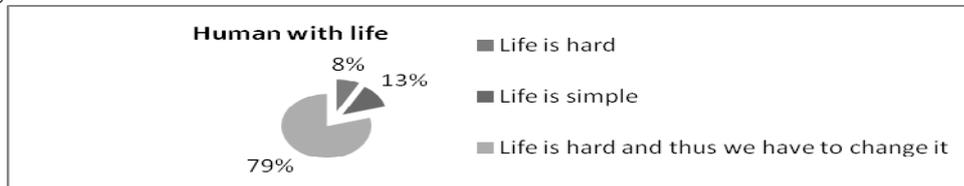## 4.2. Functional Organization

- Integrity

Figure 6 Respondents' orientation in human with life

Based on the research, not all of SBM members have high integrity. It can be seen from the people that still think if life is simple so we just have to follow it. These people tend to follow what happens around the and not having a clear principle in their life. They will not be having any commitment and will never be consistent with what they do and it can be said that they have low integrity. On the other hand, people that assume if life is hard and thus we have to change it because people are created to make efforts for their life, can be said that they have high integrity because they tend to commit to change their fate to be better and try to put forward their priorities and also consistent with their attitudes.
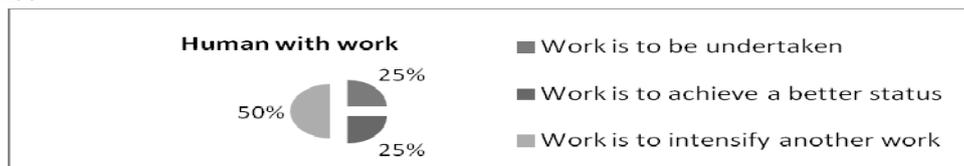
- Excellence

Figure 7 Respondents' orientation in human with work

In accordance with Figure 7, not all of SBM members have the same perspective in terms of the direction expected with the existence of excellence. This can be caused from the unavailability of clear measurement, the declining work ethic so that the people do not prioritize excellence in their work, and because of there are many new people showed up which make many different perspective about work.
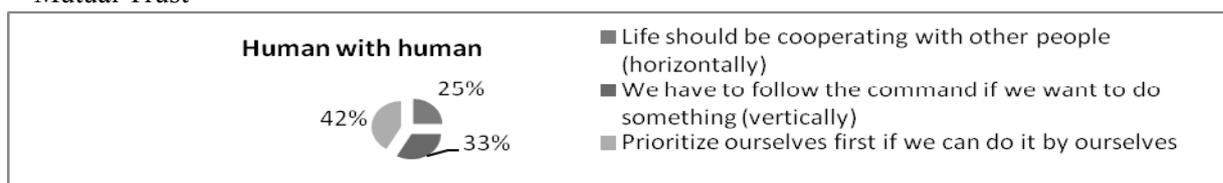
- Mutual Trust

Figure 8 Respondents' orientation in human with human

Based on the value of mutual trust, SBM members are supposed to think that life should be cooperating with other people because SBM emphasizes that value by openness with one another and respect each other. But, as seen in Figure 8, the best answer has the lowest percentage compared to another answers. The majority of SBM members prefer to prioritize their selves because the lack of trust to other members so that they tend to do their work individually. If all of SBM members are not opened to each other and are not willing to share knowledge, the value of mutual trust between them will not be applied well.

- Innovativeness

Lecturers require innovativeness in their teaching systems in order to make the system more attractive and easily understood by the students. Likewise, students demand to think creative to be able to do innovations continuously to improve their qualities as an individual.
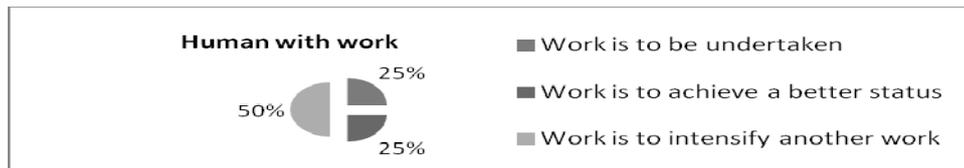
Figure 9 Respondents' orientation in human with work

Based on four questions about human perspectives about work given to SBM lecturers and alumni, 50% of the respondent consider work is done to be continued to attain success so that they can keep doing innovation whereas 25% of it think that work is done to achieve a have a better life and the rest assume that work is done to achieve a better status. It can be said that not all of SBM members have innovativeness to produce a better work and keep innovating in their work because of the lack of socialization and emphasize in that value to SBM members. Moreover, SBM members tend to continue the previous ideas and they do not make any new innovations so that innovations in SBM keep decreasing.

- Harmony

SBM members that consist from different backgrounds lead to high diversity. With the value of harmony, it is expected by SBM to make diversity become united. Furthermore, harmony is strongly needed in cooperation because there are many activities in SBM that require good teamwork.
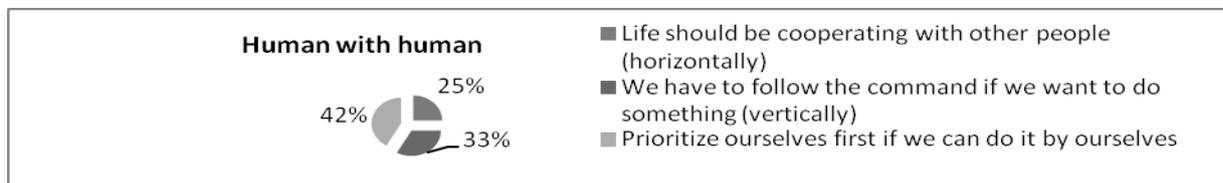

Figure 10 Respondents' orientation in human with human

According to Figure 9, there are differences in the respondents' perspectives. These differences occur from the members their selves, for example the students who do not want to cooperate with their friends and uncooperative lecturers that do not want to help the students in their teaching style. Beside that problems happen because SBM members come from different background and cultures so that every individual has different behaviors.

5. Conclusion

Core values that suppose to shape SBM members' behaviors are not fully upheld. If all the members of SBM do not make core values as the foundation, do not share the same cultural value orientation, and do not implement them in their role as a part of SBM, it will be difficult to realize the vision because a vision will be realized if all the member of the organization behave according to its core values.

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