



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

Johannes Buntoro Darmasetiawan^{1*} , Rapina Rapina² 
^{1,2} Maranatha Christian University, Indonesia

Received : July 4, 2023

Revised : September 28, 2023

Accepted : September 29, 2023

Online : September 30, 2023

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.

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 for a very long time (Laszlo & Zhexembayeva, 2017). There are two major factors why cutting-throat competition happens: First, the number of competitors has grown significantly, and second, the market is becoming relatively borderless.

Lucrative markets or easy capital funding have attracted many entrepreneurs to open business organizations until the 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 business.

The innovation of the internet creates the flow of information to become very fast, cheap, and unlimited (Komninos, 2019). Customers can find information about products or services they want within a few seconds, at a very low cost, and borderless. Customers are not limited anymore to a certain geographical area. Hence, the market becomes global and borderless. Unlike several decades ago when competitors could 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 the cutting-throat competition (Komninos, 2019). They create a path to adapt to the changing environment and customer demands based on their competitive advantage. These winning strategies are well crafted and well thought out. However, crafting a winning strategy is not enough. Business organizations also need to implement the strategy. The strategy implementation processes that involve more

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 Corresponding author's email: 10johannesjohannes@gmail.com

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activities, more organization members, and longer time actually are much more complex to manage. A better performance (than competitors) due to a well-crafted strategy and well-executed strategy will make the organization 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 design of how to reach a destination and an adapted path to respond to the changing environment (Prideaux & Pabel, 2020). Creating a map of the 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 a strategy will involve a limited number of higher-level position organization members in the organization, implementing the strategy will involve all organization members in various activities (Bryson, 2018). These organization members need to be coordinated, have the same rhythm, and be expected to give the same response to issues they have. This enables them to work as a team and support each other.

In reality, these organization members come from different family backgrounds, cultures, educational levels, and attitudes; hence, they may have different behaviors, ways of thinking, and degrees of motivation. Organizations may have two options to control the organization members' 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 glasses to take a close look and to ensure their subordinates follow the rules. This option will not only make the organization rigid and inflexible but also very expensive. A significant highly paid organization members (who are the superiors) time and focus are not used to perform as leaders, but to perform as police.

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

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 (Papagiannakis & Lioukas, 2018). The corporate culture itself is an abstract form; it is difficult to explain 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 affect organizational dynamics and outcomes (Yorio et al., 2019; Plank, 2019 & Keesler, 2020).

The focus of this paper 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 ways of thinking may

have to incorporate these corporate culture dimensions and ensure that they can work in parallel and not contradict 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, relying on people?

The more dimensions are created, the more detailed the description of the corporate culture. However, the more dimensions are created, the more impractical it is to create peer pressure and manage the behaviors and thinking ways. It is relatively easy for Top management to orchestrate 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 the 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 organizational culture as "a system of shared meaning held by members that distinguish 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 the turbulent environment and to reach its goal. Organizational culture, fortunately, has many functions to adapt to 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, enhances 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 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 the strategy can be an obstruction to the strategy implementation process. Organization members are faced with a dilemma: (1) try to reach the goal with depleted motivation because they 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 to be 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 organizational member behaviors.

On the other hand, corporate culture can also be said to be 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 organizational 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 standards. 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 shapes 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 as members 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.

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 a wider horizon of view, better job satisfaction, and, in some cases, faster due to more support in the implementation. A person who believes in togetherness usually does not narrow down the scope of 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 departments, different job descriptions, genders, and 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 an organization (organization member identity), work in a group with various kinds of people (group emphasis), and 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 discussed – as long as it is conveyed in a mutual respect mode (conflict tolerance).

On the contrary, top Management may also have a belief in an Individual Star Performer. The Top Management may brief and expect that the star performer will do the job by him/herself without the intervention of other people. In other words, Top Management will brief that the door should be closed to other persons, other groups, or other departments. Since the door is closed, there is no need for discussion or communication. Hence, the Top Management will brief that organization members as an individual or part of an elite group (organization member identity), work individually as stars (group emphasis), there will be 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 to treat 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. In the same thing, it would be difficult for a Top Manager who believes in an Individual Star Performer to only treat some of these four dimensions according to what he/ she believes and treats the rest differently. In other words, these four dimensions will be treated uniformly to what he/ she believes.

In another case, Top Management may believe 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 a beautiful building, expensive computers, and sophisticated machinery, who help create a winning strategy, help product design, or help solve problems. Again, it is the highly performed people that help the organization win the competition. Top Management, therefore, focuses more on people, especially their skill development and job satisfaction, so that they can give high job performance. Top Management also expects his/ her people to think out of the box in problem-solving, reaching higher performance, and proposing ideas. Thinking creatively (out of the box) will require the organization members to think and implement a new way or method that has never been tried before. Hence, the risk of failure is there. Top Management understands that a bigger tolerance for the failure risk due to this thinking out of the box needs to be given. Consequently, the Top Management will also give reward criteria based on job performance so that highly performed organization members feel that they are being appreciated.

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

It would be difficult for a Top Management who believes in Teamwork to treat 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 an Individual Star Performer to only treat some of these four dimensions according to what he/ she believes and treat the rest differently. In other words, 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 to treat some of these three dimensions (people focus, risk tolerance, reward criteria) according to what he/ she believes and treat the rest differently. The same thing would be difficult for a Top Management who believes in a non-human asset and only treats some of these four dimensions according to what he/ she believes and treats the rest differently. In other words, 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 that Top Management may impose tight control and yet still rely on his/ her organization members.

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

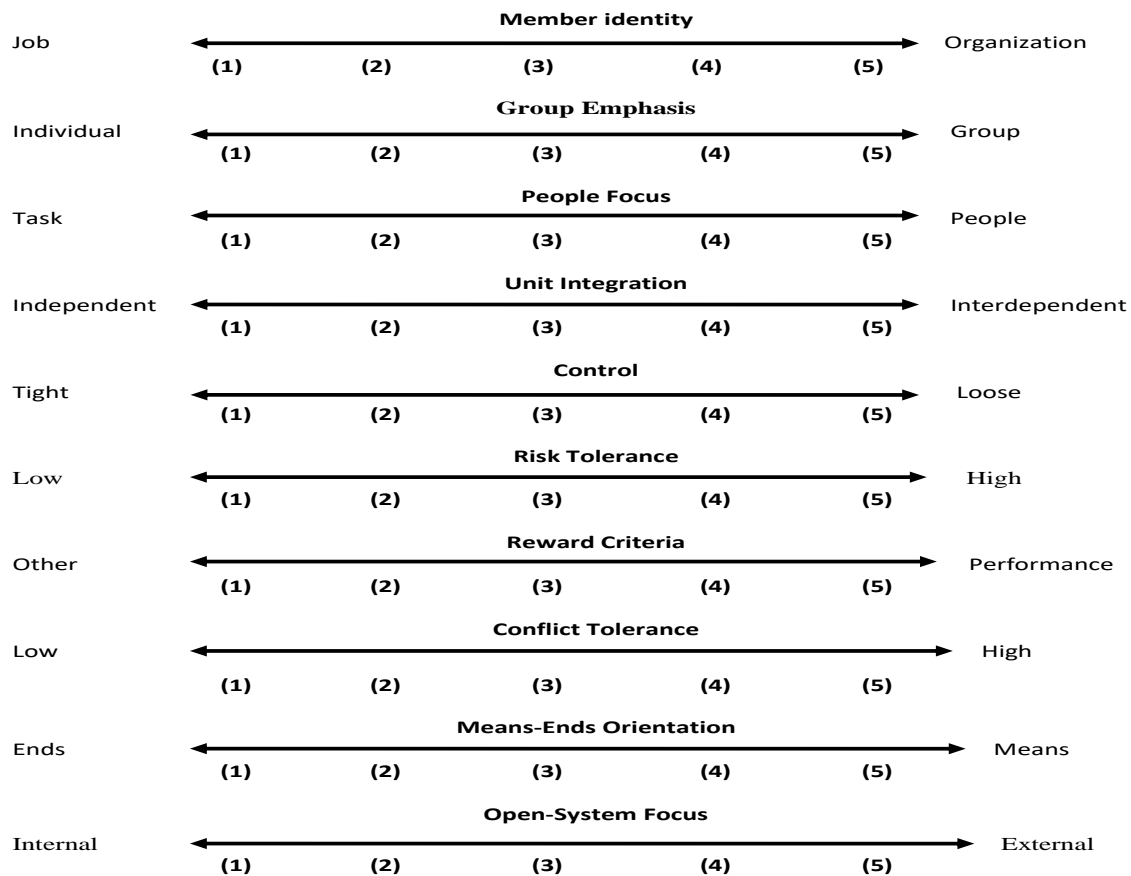


Figure 1. The Dimensions of Organizational Culture

RESEARCH METHOD

Since assumptions, meaning, beliefs, expectations, and perceptions are abstract, corporate culture is also considered an abstract variable (Miroshnik, 2013). Consequently, corporate culture cannot be measured by an instrument or run under regression. If an organization wants to modify

corporate culture and measure the changes, the 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 on corporate culture, either directly through his speech, guidance, direction, and presence in the organization or indirectly through the recruitment system, ethical standards, 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 is directed to Top Management and will be filled by Top Management as well.

Data are collected through a questionnaire that is distributed to respondents, who are the Top Managements of organizations. The Questionnaire is attached in Attachment 1. Top Management is requested to fill in their preference (based on a 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 the tendency of Top Management, while scale 3 indicates indifference.

There are ten questions, each representing 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 the significance level can be interpreted as the level of error tolerated by the researcher due to the possibility of sampling error.

The responses are collected and regressed to find out if some of the 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 a 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 a 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 to 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's degree, and 18 respondents had a master's degree.

Based on a 95% confidence level, the significant threshold value is ≥ 0.05 . A correlation value less than 0.05 among the variables will indicate that the variables have no correlation. Likewise, a correlation value more than or equal to 0.05 among the variables will indicate that the variables have a correlation.

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	-

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.

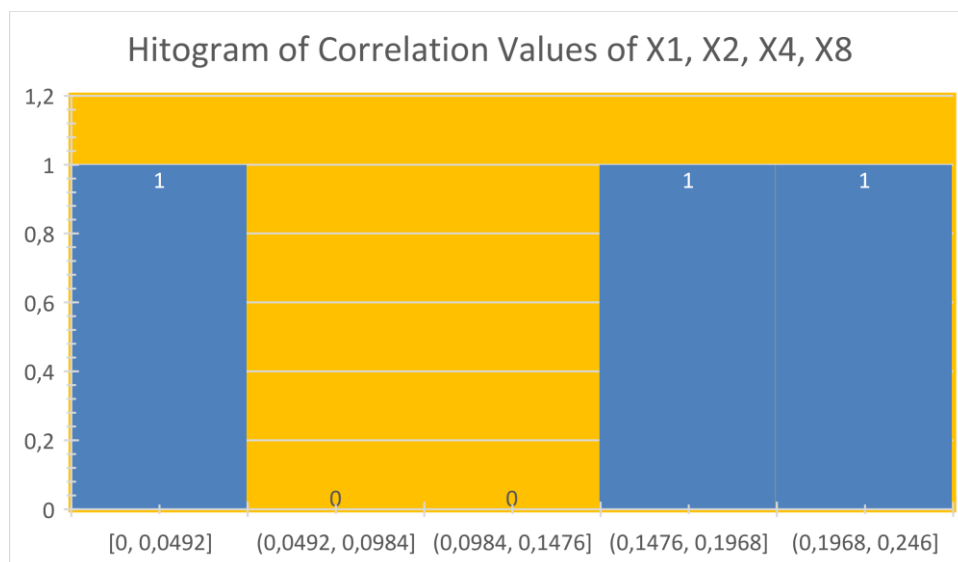


Figure 2. Histogram of Correlation Values of X1, X2, X4, X8

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 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	-

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

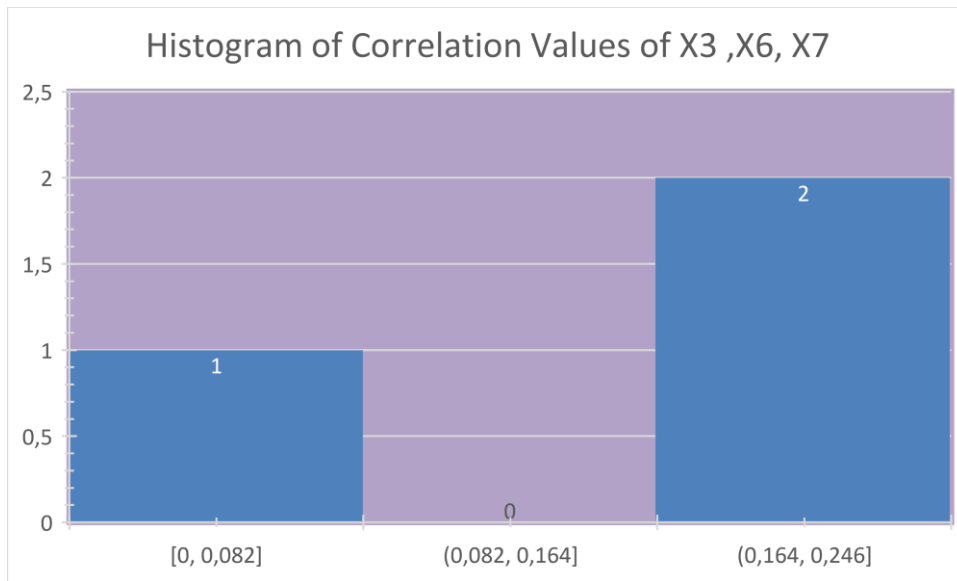


Figure 3. Histogram of Correlation Values of X3, X6, X7

A person's identity can influence 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, maybe 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

X_1 (organization member identity), X_2 (group emphasis), X_4 (unit integration), and X_8 (conflict tolerance) have correlations with 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

"squeezes" these four dimensions into one dimension and gives a new name to the new dimension: **Teamwork**.

X_3 (people focus), X_6 (risk tolerance), and X_7 (reward criteria) have a correlation with 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 "squeezes" these three dimensions into one dimension and gives a new name to the new dimension: **Rely on People**.

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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