

THE RELATION OF ORGANIZATION CULTURE AND COMPANY STRATEGY FOR SUSTAINING COMPETITIVE ADVANTAGE AT PT. DEKATAMA CENTRA

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ABSTRACT

Organizational culture is a vital part of maintaining success and competitive advantage and a good reason to be a good company. In many organisations, the reasons for ethical failure are that while leaders agree that culture is a powerful tool that can create and sustain success, very few leaders give it their attention. Organization culture decides the manner by which top management/leaders assembled data, the manner by which they see and translate the condition of the organization's assets. It also influences the manner by which they settle on key and methodology choices. Organization culture impacts system implementation by legitimizing or delegitimizing the methodology, and also influenced the consistency of social qualities and chosen procedures. The objective of the study is to propose changes corporate culture in the analysed company on making decision of their company strategy for sustaining their competitive advantage in the market for long term. The study is using internal and external respondents. It is also involves owner and managers, existing customers and suppliers and/or agency through in depth interview and also uses internal documents and data collected externally. The interview results will be analysed through theoretical frameworks, company primary data's and secondary data from various resources. The paper explored the results of the findings for the company in order to identify a corporate strategy to maintain competitive advantage and theory implications.

Keywords: Organization Culture, Company Strategy, Competitive Advantage

1. INTRODUCTION

The relationship between organization culture and strategy became important for academic researchers, but also for the executives very quickly after the development of the theory of organizational culture. It was immediately clear that there was a direct causal relation between the culture of the organization and the strategy of the business, although it was not clear which of those two was the "older" in such a relationship, i.e. the cause and the effect. Recent empirical research has shown that the business approach and its organizational culture contribute to interdependence and control. (Klein A. 2011). Organization culture consists of ideals, beliefs and norms that influence people's thinking and behaviour in businesses. We are key factors in the definition of the culture of industry. The organization culture defines how workers define where they're employed, how they understand the business and how they feel as part of the company. Culture is also guided by decision-making, behaviour and ultimately by the organization's overall performance, whether private or public. It is possible to measure the probable effect of the culture of an organisation, and it is the objective to illustrate how this will happen. Usually culture is strategic and long term. Changes are very difficult. Culture is rooted in strong convictions and values, in which people make a significant investment in the processing or analysis of organizational life information. These convictions and values generate situational standards which can be shown in observable conduct. Similarly, organization culture is expressed in its attitudes and values, its management style and its people's problems. Organizational theories and managers agree that the trade-offs between structures, systems, people and culture depend on the complex set. None of the companies will do good in competitive conditions unless they internally and consistently have a fit strategy on all the four dimensions of the organisation. Although much is known about the management of the first three dimensions – structure, systems and individuals – it is only intuitive to understand the fourth aspect of organization and therefore researcher needs to focus on corporate culture and company strategy (Howard Schwartz & Stanley M. Davis, 1981). The objective of the study is to propose changes corporate culture in the analysed company (PT. Dekatama Centra) on making decision of their company strategy for sustaining their competitive advantage in the market for long term. By doing in depth interview with respondents from internal employees of different levels and external respondent from existing clients and valuable partners/suppliers. The interviews results from all respondents will be analysed using theoretical framework and findings the gap between the previous theories/research and practices. The purpose of the study is to find out the influence of organization culture for selecting or implementing company strategy for sustaining company competitive advantage of PT. Dekatama Centra. The answer from all respondents by using semi structured questions will be optimized as an insight and will scale it up into a conceptual framework by adding literatures from previous research. The ultimate purpose of the research is to support that the organizational culture is impacting toward the sustainable competitive advantage in the market field for a long time (Kotter, J. and Heskett, J., 1992).

LITERATURE REVIEW

Strategy and Organizational Culture

Strategy is the most significant strategic decision whose effect on a company's business is crucial. It is at the heart of the strategic management theory, i.e. the concept of management by planning. Strategy is a simple way to achieve a company's objectives. (Duricin D., Janosevic S., Kalicanin D., 2012). This reveals how the organization harmonizes its capacities and resources with its ever-changing environment. Through its tactical approach, the organization seeks to make use of all resources and eliminate all hazards in the world, while also taking advantage of all strengths and mitigating market weakness. Strategy is now dynamically

viewed as an ongoing process, and it is, thus, seen as shaping rather than formulating the strategy. Organizational culture can be characterized as the framework of beliefs, principles, expectations and attitudes expressed by symbols formed and adopted by the members of an organization through shared experience, helping to decide the sense of the world around them and how to comply with this system. (Janicijevic N., 2011). The definition implies that the organizational culture consists of cognitive collective frameworks such as beliefs, principles, norms and attitudes but also of signs that materialize and expose their cognitive substance. There is consequently a social interplay of the members of the organization which results in a problem of external adaptation of a company to the environment and internal integration of the collective when it is solved. (Schein E., 2004).

The Relationship between Strategy and Organizational Culture

Recent empirical studies of the relationship between strategy and culture can be divided into two categories on background. The connections of general strategies and cultural assumptions and values are addressed in one category. The other research group focuses on cultural interactions and individual operational approaches within an organization or strategies in specific areas of business, for example human resources management, manufacturing or advertising. The most detailed empirical work on business and corporate policy ties was conducted recently in Australia. (Baird K., Harrison G., Reeve R., (2007). The researchers believe that the corporate culture and strategy are equally influenced and are even on the two sides. Therefore, the authors conclude that the relationship between organizational culture and Strategy is not dependent and independent, that is to say the first is the origin and the second the consequence. What concerns the researchers is that this mutually conditioned relationship be operationalized by demonstrating that a particular type of strategy and a certain form of organizational culture comes in, i.e. that a strong correlation is formed between these. This means that a specific organizational culture needs to be built in order to implement a particular strategy, or that a particular organizational culture leads to the selection and the implementation.

Changes in the corporate culture determine the success of any company. Sociologist and futurologist E according to the famous philosopher. Toffler: In addition, we are witnessing the arrival of a new organizational model that would challenge and eventually replace bureaucracy more and more. This is how the future is planned. Adhocracy, I call it. (Toffler A., 1971). In comparison to bureaucracy, he gave the term as an alternate way of organizing men. He outlined the three basic aspects of M. Weber stressed bureaucracy. Weber worked towards permanence as a division of labor, hierarchical hierarchy and organization. In contrast to this model, according to Toffler in the adhocratic method, a person gets freer from performing routine tasks without any thoughts in response to orders from above (Toffler A., 1971). It relates to changes in ad hoc management styles (from Latin in "particularly for this instance") where the managers are coordinators among different groups of mobile fixed-term individuals in order to solve specific problems. Dynamics, versatility, flexibility and an innovative dimension are the main characteristics of an adhocracy. Note: There are no hierarchical control in the adhocratic process, only professional expertise and knowledge accept the authority, and high level of competence differ in workers. The group's contact is largely casual in adhocratic organizations. Toffler says: Man would find it very difficult to adapt to this new style. Nonetheless, instead of being caught up in some everlasting personality-breaking niche, an outsider in a new, free-form world of dynamic organizations will find himself liberated. His position is constantly changing, dynamic and varied in this alien landscape. And his organizational relationship will be modified at a frenetic and ever-growing pace such as his ties with things, places and people (Schein E. 2004). He applies this framework to the future and emphasizes on adhocracy, which encourages accommodation, organizational adjustment to changing market demand. As previously stated, culture is formed when the founders of a group are formed. It then develops as a real experiment. It develops leaders who set fresh examples and demand new types of behavior which can influence this development. However, culture will not alter until fresh conduct outcomes and becomes accepted and eventually taken for granted. This is often a long-term, long-term method (Schein, 2009, 2010). The culture evolution takes place in various respects in the subunits of the organization in the more mature organizations of today's more complicated multinational globe. Then becomes harder the issue of cultural change, which cultural aspects have to be altered, and most of all, why? It is better to concentrate on why the organization needs change in any way when faced with such issues. Once changes in organizational performance are made, it should be indicated how this is done. In future, change would look behaviorally and only then consider how different culturally components or different subcultures would help or prevent the suggested change (Schein, 2010).

In order to comprehend business culture, first the notion of culture must be understood. In conceptualizing culture, one chronic problem is whether culture should be seen as a static property of a specific organization-shared customs, beliefs, standards, values and tacit assumptions, or as a human and dynamic sharing-significance method (Frost et al., 1985). Creation of culture is one of the distinctive features of individuals, depending on our ability to be self-aware and to see each other from the point of perspective. Culture is feasible by this reflexive ability of people. It is at the same moment the need to find significance that motivates stability of culture. Social relations are too anxious without some predictability. To develop shared meanings about perceiving, categorizing and thinking about what is happening around us, it is essential to avoid disastrous anxieties that would arise from reacting like a new phenomenon to everything (Weick, 1995; Weick and Sutcliffe, 2007).

In view of these human features, culture is then evident as a state and as a process (Schein, 2010). In new circumstances, a social learning method needs to build common significance, which helps the participants to understand their environment and thus stabilizes them and can be regarded as states. In addition to regenerating and ratifying previous meanings, the members of the group also create new meanings when new situations occur.

The anthropologist Marshall Sahlins (1985) suggests that certain social phenomena cannot really be understood without both a sense of the cultural significance and the historical occurrences ascribed by performers to these occurrences. While it is certainly true that, in continuous implementation and sense making, we generate and strengthen culture, it is also true that the participants in these same social happenings have previous meanings, stereotypes and expectations, which can only be seen in a historic context. Culture can be described as a model of fundamental common assumptions, which the group learnt when solving its external adaptation and inner integration issues, which has functioned well enough to be deemed valid and, consequently, to be

taught to the fresh employees how to perceive, believe and feel these issues properly (Schein, 2010). Three characteristics are separated from which the culture of a company must create sustainable competitive benefits. Earlier clues indicate that cultures of a few firms have these characteristics; therefore, these cultures are a source for these benefits. The normative consequences are discussed in the analyzes.

Companies that lack the required culture, cannot engage in activities that alter their cultures and create sustained higher financial results because they typically cannot be rare or un-imitable to their modified cultures. Companies with cultures with the necessary attributes can achieve a continuously superior financial performance from its cultures. Recent research, tries to explain how companies such as IBM, Hewlett-Packard, Proctor and Gamble and Mc- Donald's continuous economic performance has concentrated on their corporate values and beliefs in the culture of organizing these enterprises (Corporate Culture, 1980; Deal & Kennedy, 1983). Those explanations show that companies with sustainable higher financial performance typically have a clear set of core management values that define how business is done. These core values (in terms of treating employees, clients, suppliers and others), encourage innovation and flexibility in businesses, and are thought to lead to sustained financial performance if they are linked to management control. Many of these reasons are strongly regulated. Companies of strong cultures are mentioned as examples of good management (Peters & Waterman, 1982); mechanism of altering cultures in other firms has been widely discussed and applied in close cooperation with the cultures of successful companies (Corporate Culture, 1980; Tichy, 1983; Quinn, 1980). This is not only seen as a way to improve staff morality or the quality of job, but also as essential to the improvement of the economic results of a company. Peters and Waterman (1982) chose companies that had a reputation not only for leadership but also were top economic performers in the last two centuries (Peters & Waterman, 1982, pp. 22-23).

The Important of Culture

Several companies have agreed in the recent past to do business, with growing questions about how this is achieved. The culture of organization as a leadership theory has been described as one of the many component's leaders can use to build a competitive business. Leadership of organizations, by their beliefs and perceptions of members, starts with the process of culture creation. Schein, (2004) states that, as organizations stabilize as a result of the accomplishment of their primary tasks, leadership expectations are shared and those ideas are integrated in a more socializing phase. Organizational leaders excel in transmitting clear signals about their goals, values and beliefs. After culture has been developed and embraced, it is a strong tool to convey the beliefs and values of the leader to organization, especially new participants. When leaders foster ethical culture, they excel in preserving corporate development, the good services that society demands, the ability to tackle challenges before they become disasters and thus compete against competitors. Several research claims tried to link strength and/or type of culture with economic performance (Davis 1984, Deal & Kennedy 1982; Denison et al, 2012; Kotter & Heskett 1992; Collins & Porras 1994) in various types of research. The issue is that distinct types of cultural dimensions are not completely predictable in separate settings. Therefore, the best way to summarize is to say that culture definitely affects financial efficiency, but the way this happens remains a variable way. A very functional culture can become dysfunctional in a given environment or at some stage in the evolution of a company, causing the same company to fail. Culture needs analysis, and understanding, but it cannot be generalized until much more study is completed. The idea of organizing or corporate culture was identified as a key aspect of organizational behavior and as a concept that helps us to understand the workings of organizations (Kristof, 1996)

Culture is the Reflection of the Past

Recent study by Richard F. Vancil, designed to understand the behaviors of decentralized profit center executives, indicates that their organizational conduct is primarily influenced by top management behavior, which, in turn, represents their philosophies of leadership and management style. Although top management tasks in most decentralized companies can be similar, their approach to these tasks can vary widely. The decisions made by senior executives regarding their attitude to managerial duties, how they spent their time and how their relationships are structured and with their subordinates "are obviously distinct for-profit center executives in distinct companies. Such decisions have been found to be the main determinant of the perception of a profit center manager's autonomy. Anthropologist C. S. Ford described culture as consisting of acceptable answers because the decisions made by top management reflect the values, beliefs and standards which served them and the enterprise well in their own authority. They represent their own perspective of reality. These are the decisions which constantly reaffirm the culture of the company and strengthen the anticipated behavior.

RESEARCH METHODOLOGY

Research Design

The paper uses a single case study design as an empirical study to explore the relationship between the culture of the organization and business strategy in the real-life context, and to see the relationship and to identify the explanation of the relationship (Yin, 2018). The case study is selected as a technique for this study because it provides a close link to the complexity and exercise of the individual circumstances, for example, how the relationship is influenced for competitive benefit (Miles, 2015). The case study uses a case-based design with common case rationale in which it aims to identify the conditions and the states of the culture and company strategy through observing relationship in a daily situation (Yin, 2018). The degree of researcher interference with the study is minimal since the study is conducted in the natural environment of the organization to capture the actual conditions of the observed events during normal flow or work (Sekaran & Bougie, 2010). The single-case design uses embedded type of study since it involves units of analysis at more than one level (Yin, 2018). The unit of analysis in this study involved individual subject matter expert, owner, director and managerial level at PT. Dekatama Centra (DC) and external insights from existing customer and supplier from different angle. The selected single case in a single case study is the sampling case and its importance is explained in the Data Collection section on the relevance of the sampling (Patton, 2015). For

the case study, information is obtained from interviews and literature, so as to make the results relevant and applicable by investigators (Denzin & Lincoln, 2018). The results of the single exploratory case report come from direct interviews and external literature review to ensure that the documentation is produced and that the case study is valid (Erickson 2012; Maxwell 2012; Miles & Huberman 1994). A case study review and a survey of external literatures provides validity by connecting data source with theory and technique (Denzin & Lincoln, 2018; Patton, 2015; Yin, 2018). Obvious explication of the study's operations, such as data collection, data collectiveness and data interpretation, provides the reliability of single case study studies (Yin, 2018).

Interviewing

Observation, even if necessary, is not enough for application of critical theory. Individuals who are certain citizens experience their lives in a certain way. Spatial constraints may, for instance, not only be seen as spatial limits but also as social and cultural limits. Scientists can only understand the meaning of experiences by looking for individuals. The practical application of justification by the researcher is free to ask people what they believe. The interview process also opens up the interviewees' future practice of justification. The act and substance of criticism is critical at this stage. Interviewees can be limited by instrument-such reasoning in their perceptions and interpretations of their own perceptions. Their rationale may be based on other than their own manifestations of interests.

Data Collection Setting

Data collection was collected at DC. DC is a garment manufacturing which is located in Bandung, West Java. DC was established since 1996, as a family business DC start its business with a retail business for women workwear. After few years because the high demand of uniform corporate DC develops new segment of Uniform Division. Previously DC has three brands of their garment product, they are: Invio, Atmosphere and Omara, but recently DC has only two brands which are Invio and Omara. DC producing a premium quality product on their segment in Indonesia. By having their own manufacture with capacity of 200 thousand pieces a month with over 700 employees, the researcher selects PT. Dekatama Centra as a target study because as a garment manufacturing DC is well known for producing premium quality in their segment, but continuously doing the same organization culture since the beginning despite the high competition in the market. It will be interesting to analyze how DC sustain its competitive advantage in the long term by using hi-technology of machinery. DC is an example of family business that wants to keep the legacy as a premium brand of the premium quality on the top mind of their customers and sustain its competitive advantage along with the competition that is very tight with cheaper price and faster delivery. Each conversation was registered and transcribed to the participants with permission in order to ensure the overall reliability of information and the accuracy of the verbal accounts of participants experiences.

Semi-Structured Interview Questions

The semi-structured interview questions are divided into two, internal and external. Four research questions from the internal source are shown in Table 1 to gather the information regarding the motivation, challenges, guidelines and how to scale up the relation of organization culture and company strategy on sustaining competitive advantage. Table 2 are digging the information about the organization culture from the customers and suppliers' perspectives.

Table 1: List of Semi Structured Interview Questions (Internal)

Code	Semi Structured Questions for Internal Respondents
Q-1	How should organizational culture support the company strategy for sustaining competitive advantage at DC?
Q-2	What are the strengths of the current organizational culture?
Q-3	What are the required organizational cultures to support competitive advantage that need to be developed?
Q-4	How DC measures its competitive advantage in the long term with current organizational culture?

Table 2: List of Semi Structured Interview Questions (External)

Code	Semi-Structured questions for External Respondents
Q-1	How would you describe the organization culture of DC in term of the relation with customer?
Q-2	What are the strengths of the current organizational culture which are most related to customer?
Q-3	How would you describe the current organization culture of DC for sustaining its competitive advantage in the long term?
Q-4	What specific organizational culture should be developed by DC

Data Collection

Data collection includes interviewing internal and external respondents. The participants are: Owner, CEO, Operational Director, Head Of R&D at DC head office and one existing customer (position as a Head of Buyer) since 2014 until now as DC contract customer and one local supplier (position as a Managing Director) since 2010. As shown in Table 3, the outcome from interviews are combined with external literatures which are relevant to the relation of organization culture and company strategy. The interviews are performed according to all legal ethical requirements and the consent form for good and trustworthy research. For each interviewee, a consent form and a fact sheet are circulated with regard to the details of the research which informs about the reason for the research undertaken, what the participants expect, the expected advantages of the research, and the potential risks and the confidentiality of the research. The interviewees' information is listed in the table three.

External literatures are being searched using electronic databases key words “organization culture”, “company strategy” and “competitive advantage”.

Table 3
Interviewees’ information

Code	Designation	Length of Work
R-1	Owner	30 years
R-2	CEO	14 years
R-3	Director of Production	12 years
R-4	Head of R&D	12 years
R-5	Customer (Head of Buyer)	20 years
R-6	Supplier Agency (Managing Director)	20 years

Summary of Respondents

R-1 Emphasized on how organization culture should be aligned with the clear vision and mission of the organization. By setting the standard quality of every product that has been produced since the beginning and not lowering the standard even though on a competitive price that what the culture is keep on going for sustaining the competitive advantage of DC brand awareness. R-1 said: “We have to continue the high standard by continuous training of DC manpower and by using hi technology to keep on competitive on a highly competitive market from top management to the bottom. And the experience DC that has already been through many years as a valuable experience (the up and down situation) also our strength that keep DC survive in a highly competitive market these days. And that also was support from all the elements from DC employees for sustainable the competitive advantage”.

R-2 mentioned that the organization culture always using slogan to never delay the job. That was the first action that everyone should applied. R-2 said: “Organization culture will follow on what is happening in the market these days, and keep maintaining the existing clients to sustain the competitive advantage by reviewing customer’s feedback to improving the organization culture”.

R-3 highlighted about the organization culture that should be applied on the motto the right man on the right place based on interview or due diligent or previous experience and clear job requirements. KPI should be used on reviewing employee and not only written. Clear rules and objectives written and also organization structure has to related the company strategy to keep the organization sustain the competitive advantage. R-3 said:” The character of the brand and quality always there because of the supporting of the loyal employee since the beginning. Punishment and reward should be applied in the organization. Improving the using of hi technology such as hanger system and the efficiency on production and R&D should be continuously review systematically to sustain the competitive advantage in the long term”.

R-4 stated that by implementing organization culture, which is aligned with vision and company strategy, the company will be optimizing efficiency, effectivity and the harmonizing of workflow on facing risks and challenges to the organization. R-4 said:” Every division on the organization structure should take part on their task and working based on priority scale. Organization culture has to be systemized for sharing knowledges in every interaction on functional or even structure scale in the organization to sustain the competitive advantage in the long term”.

R-5 talked about How DC maintain the high standard quality of their product by using high technology in their line production, and also added that the company is stable and consistent with their product in garment. R-5 said:” DC should be more proactive in giving solution towards customers complaints, be more innovative to accommodate the requirement from customers”.

R-6 defined that DC as an integrated fashion provider noticed as a very competitive and very result driven company. DC is relied on the ability of its organization member to think and act as an entrepreneur. But as most developing family business, many major strategic decisions is still centralized on owner directions and policy. Trust only few people in CEO inner circle. The role, directions and influence of owner is dominant in strategic area. DC is a growth looking garment or uniform company who has ambitious level for innovation and excellence in garment industry. R-6 said:” As a nature garments industry, which has a very complex production process, the culture to complete everything in order and right procedures is a must. So, the company has culture to work in a systematic thinking. DC is able to keep its positive level competitiveness and innovative both within the internal team and among its competitor. DC must put the same level of respect and mutual win-win strategic thinking not only with customers, but other stakeholders to grow together in next business challenges. Focus more on the main advantages of future technology as synergy related to future company strategy. Organization must be able hear more from internal organization voices. Grow more its result achievement-oriented culture to stay competitive”.

FINDING AND DISCUSSION

The semi structured questions were asked to determine The Relation of Organization Culture and Company Strategy for Sustaining Competitive Advantage by the respondents and as shown on Table 4

Table 4
The Relation of Organization Culture and Company's Strategy for Sustainable Competitive Advantage

Code	Main Points	Key Values
R-1	Clear vision and mission and aligning with organizational culture, competitive price in different labor wages across nation	Standard setting, valuable experienced, continuously-training man-power, hi-technology usage
R-2	Organization culture will follow on what is happening in the market recently	Action first never delay the task, priority scale
R-3	Organization culture should be applied the motto of the Right Man on the Right Place by recruiting in a professional way. Applying minimum order on efficiency and effectiveness of production	Recruiting based on specific requirement and capability, KPI should be applied not only written, Effective and efficiency on production process, reward and punishment
R-4	Implemented organization culture aligning with vision and company strategy	Harmonizing of work flow, sharing knowledges (teaching and coaching)
R-5	Maintaining the high standard product by using hi- technology to meet customer satisfaction	Proactive on giving solution toward customer complaints, innovative
R-6	Very competitive and very result driven company, Family Business that still center on one-man decision which is the owner and the inner circle, a company with very complex production process, focus more on the main advantages	Work in a systematic thinking, same level of respect, win-win strategic thinking not only with the customer but also with another stakeholder

Clear Vision and Mission and Innovations

Mentioning a clear vision and mission of the organization was the critical statement from respondent (R-1 and R-2) and must be embedded or understood in every employee, for years the vision and mission only stated on paper. Organization culture is an important form of social control which influences decisions and actions of workers. Innovation is often considered to be one of the main mechanisms by which businesses maintain and accelerate busy growth in the competitive, globalized and changing technological world of today. Hall et al. (2005) have shown, for instance, that creativity is one of the key drivers of value creation. Corporate culture encourages development by developing new goods and finding new ways to do things, increases creativity. Most organizational cultures (see O'Reilly, 1989) promote employee expectations, and they encourage the cycle of creativity (O'Reilly, 1989). Corporate culture also encourages team teamwork and cooperation.

Allocate Resources, rewards and punishment and recruitment

As mentioned from respondent (R-3) that managing the company resources, hi-technology and quality experienced through years from the loyal and qualified employee is already embedded in company environment through Organization Culture reflection on making decision of the work flow. The way the manager allocates corporate capital to the organization's budget often shows leading principles and expectations. A balanced resource allocation enhances operational efficiency, raises corporate standards and generates customer satisfactions. Schein (2004) says the leaders believe in the degree to which it must be financially important to control the selection of goals, the extent to which they are accomplished and the method of management to be implemented. Corporate managers should give top priority to the allocation of the capital of the company. Business units with the highest potential for income and growth will lead the list of company support. (Thompson, Strickland & Gamble 2005) argue that managers should pay particular attention to the use of organizational resources and skills to improve the productivity of specific business units. Everybody in the company seems to do well if assets are fairly distributed and corporate success in high-chance areas is driven. Consequently, moral and ethical behavior develops. The effects of the behavior which is rewarded and punished will affect culture within an organization significantly. Managers can use the performance assessment process to relate the incentives and punishment to their actions. The quality evaluation as a methodology continually assesses the efficacy of transition. Creating new information and implementing current promotion more effectively. If an organization responds to new ideas by ridiculing the people involved, other workers may conclude that they do not want new ideas. When, on the other hand, the organization, punishes immoral and unethical behavior, all around us are conscious of strong principles like honesty, observance of the rule of law and order. As described by (Schein, 2004) if owners or managers are trying to make sure that they know their principles and assumptions, they have to build a rewarding, promotional and status process compatible with these assumptions. The problem of organizational effectiveness and competitive advantage is connected by moral and ethical values. (Pfau and Kay, 2002) affirms that the recruitment of the right people will lead a business to the kind of financial success that generates an appeal that attracts more stars. A leader should create a community for which his company is a great place to work. Simply put, a leader creates a culture of dedication that promotes competitive conduct by offering organizational tools, incentives and promotions

Sharing knowledge through role modelling, teaching and coaching

Emphasized on how work harmony through sharing knowledge by leaders (stated R-4) and having clear vision and mission also more important in an Organization Culture for setting Company Strategy for Sustaining Competitive Advantage for a long term. The personal experiences of a leader can send very important and powerful messages to an organization's members, particularly if those actions are ethical. Not only do people in the company listen to the manager, they always watch. Followers who agree that their leader's action is right continue to follow suit. Schein (2004) points out that founders and organizational leaders know their own noticeable behavior, especially new members, has great value for members. What leaders are behaving is how they will act. Paine (1994) puts it that Ethics is both an institutional and a social problem (p.1). Subordinates' personal ethics frequently stem from the leader's assumed ethical standards. Any organization's ethical standards emerge from its members and

infiltrates the organization. The leader in the field of education and coaching reinforces the examples helping subjects internalize the desired values. The key issue is how the company passes individual learning? In many formal and informal forms, the leader will convey his message. The positive leadership culture needs strong values, vision and coherence. Schein, (2004) claims to be the most effective teaching and coaching tool for informal interaction. The informal explanations seem to guide the subordinates more closely.

Customer Satisfaction

Providing a good quality and consistency was stated by respondents (R-5) to meet customer satisfaction. Fast respond, innovative when the customer having issues with the goods. The company understands and responds to the customer and anticipates its future needs. The organization represents how far the business is motivated by a concern to please the customer. A key factor in a productive and stable company is customer satisfaction. It was associated with increased profit margins, higher employee satisfaction, retention in custody and repeat transactions (Appiah-Adu & Singh, 1999; 6 GILLESPIE and AL). Michel et al. (1995). Berry & Parasuraman, 1992. Conrad et al., 1997. Across similar industries, companies with the same kinds of tactics, pricing strategies, etc. are increasingly looking for customer satisfaction to create a competitive advantage (Koch-Laabs 2001). Organizations must find customer satisfaction as a primary lever to differentiate themselves from others. Customer loyalty may indeed constitute a strategic imperative on current service markets (Ganesh, Arnold, & Reynolds, 2000).

Result Driven Company, Owner Decision Making and Win-win Strategic Thinking

As a valuable partner in the organization (R-6) emphasized that the way of thinking of the leaders will affected Organization Culture which is reflecting the behavior on how anticipating the stressful environment in the Organization. A strategic thinking and fully innovative had to be delivered on setting Company Strategy for Sustaining Competitive Advantage in the long term. Crises attract everyone's attention by their very existence. The reaction of a leader to a crisis situation speaks a lot about the ideals, expectations and culture of organizations. Organizational crisis conditions tend to show core values of organizations. Schein (2004) argues that the way leaders and others deal with them creates new expectations, principles and processes when an institution experiences challenges and exposes essential underlying assumptions. Organizational crises generate a large amount of attention and emotional involvement for those concerned, particularly if crises threaten the organization's survival. Due to the intensity of the emotional involvement, these periods increase the intensity of the organization's training. The deeper values of people are exposed in crises. Each reaction is visible because the focus is on the situation. Throughout crisis situations, the importance of the deeper levels of culture objects (the level where culture is clear and immediate emotional impact), the spoused meaning (with the values of the company) and its essential hypotheses (the hypotheses taken for granted) are really revealed.

CONCLUSION

Organizational culture affects the formulation of policy by forming the interpretation plans and meanings that strategic policymakers assign to events within the business and outside the business. Culture determines how top management gathers data, how they perceive and interpret the environment and corporate resources, but it also influences the way they take strategic decisions, i.e. select strategies. The implementation of strategy is influenced by the legitimization or delegitimization of the strategy depending on the consistency of cultural and selected strategies. When culture legitimizes strategy, it makes strategy execution significant and when culture delegitimizes strategy, it makes the execution of the chosen policy almost impossible for staff and executives. Strategy affects organizing culture, based on conformity with cultural values and standards, by institutionalizing or deinstitutionalizing culture (Miles, R.E., & Snow, C.C. (1978). If activities that operate and implement the selected strategy are consistent with cultural values and standards, the strategy will institutionalize and enhance the existing culture. In contrast, the lengthy and coherent application of the chosen approach will de-institutionalize the organizational culture, which initiates the process of its change. The organizational culture is one of the components that are essential to sustain efficiency, to retain competitiveness and to be a great organization. The ethical background helps create a strong culture of corporate learning, which can then build people with the same values, confidence and team cohesion to achieve critical success in the business. (Kotler & Keller 2006) defines competitive advantage as the ability of an organization to operate in one or more different ways that rivals do not or cannot comply with.

The ultimate purpose on the research on regarding the relation of organization culture and company strategy is to acknowledge the management that they have to harmonized those two fundamentals for sustaining their competitive advantage in a certain way. Known as a high-quality standard in the top of mind of customers, this high standard has to be embedded also in the top mind of all employees as values and norms on their cultural minds, so these would be a key strategy to sustain in a very competitive market and becomes their competitive advantage in the long term. The managerial implication will require the Management to conduct and scan the corporate cultural profile of the company during the strategic assessment stage. In addition, management must be willing to adapt the approach to the company's current culture during the selection stage. When leadership is required to select a strategy that is incompatible with current culture, they must be prepared and willing, during strategic execution, to close the cultural gap attained by altering the current culture. Management should have skills and knowledge in the planned way to change the organizational culture.

There are several limitations to this study. First, the source of in-depth interview was relatively small and a relatively homogenous sample was collected. The sample size for the qualitative survey was only six respondents. Furthermore, these results were from the view of the small number of employees and the model should not be recognized and generalized as a model for a bigger company. Also, other factors outside of the study cannot be ignored and should be considered. The survey uses external literature review and ensure that both the interview results and the results of external searches of literatures are combined for a robust finding. In the future the research should be conducted quantitatively to be able to understand the bigger picture.

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