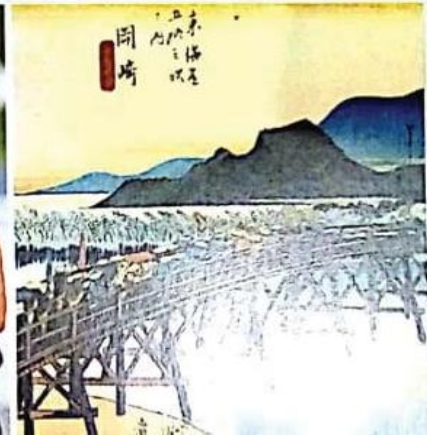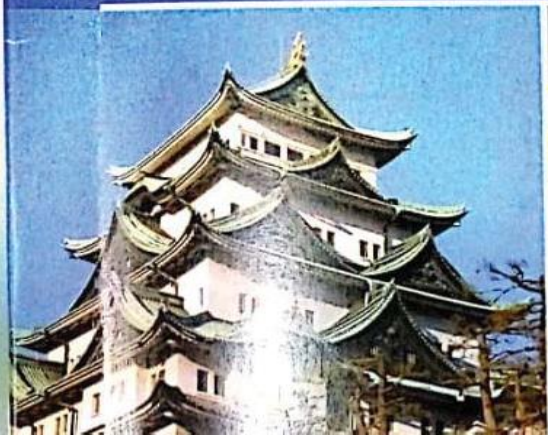# IACCP ✦

International Association for Cross-Cultural Psychology

23rd International Congress

WINC Aichi, Nagoya, Japan

Organization

Organizing Committee

Chair
Minoru Karasawa (Nagoya University)

Vice-Chairs
Jiro Takai (Nagoya University)
Tasuku Igarashi (Nagoya University)

Members
Nobuko Asai (Kyoto Bunkyo University)
Yukiko Muramoto (University of Tokyo)
Kosuke Sato (Nagoya University)
Sayaka Suga (Aichi Gakuin University)
Kosuke Takemura (Shiga University)
Hidefumi Hitokoto (Kyoto University)
Saori Tsukamoto (Nagoya University)

Scientific Committee

Chair
Masaki Yuki (Hokkaido University)

Vice-Chairs
Keiko Ishii (Kobe University)
Yukiko Uchida (Kyoto University)

Members
Sylvia Xiaohua Chen (Hong Kong Polytechnic University)
Incheol Choi (Seoul National University)
Takeshi Hamamura (Curtain University)
Steven J. Heine (University of British Columbia)
Toshie Imada (Brunel University London)
Takahiko Masuda (University of Alberta)
Yuri Miyamoto (University of Wisconsin-Madison)
Beth Morling (University of Delaware)
Vinai Norasakkunkit (Gonzaga University)
Krishna Savani (National University of Singapore)
Junko Tanaka-Matsumi (Kwansei Gakuin University)

International Advisory Board

Chi Yue Chiu (Chinese University of Hong Kong)
Ying-Yi Hong (Chinese University of Hong Kong)
Yoshi Kashima (University of Melbourne)
Heidi Keller (Osnabrück University)
Shalom Schwartz (Hebrew University of Jerusalem)
Peter Smith (University of Sussex)
Susumu Yamaguchi (Nara University)

25914
Interpersonal Segmentation: The Concept, Measurement, and Effect

Chung-Jen Chien, National Taiwan University, Taiwan
Bor-Shiuan Cheng, National Taiwan University, Taiwan

26452
Are You a Procrastinator? The Impact of Types of Procrastinators on Perceived Negative Emotions and Different Sources of Pressures

Chun-Hung Lin, National Chengchi University, Taiwan
Tzu-Ting Lin, National Chengchi University, Taiwan

28667
Evaluation of a Smart Care Cart: Acceptance and Stress Experience in Dealing with Service Robotics in Healthcare

Manfred Bornewasser, Ernst-Moritz-Arndt-University of Greifswald, Germany

28704
The Impact of Paternalistic Leadership on Meaningfulness of Work: The Mediating Effect of Work Purpose and Positive Self-Perceptions

Bing-Yi Yang, National Chengchi University, Taiwan
Tzu-Ting Lin, National Chengchi University, Taiwan

28768
## From Guyub to Professional Culture: Change Management to Increase Quality of Work Life

Verina Halim Secapramana, University of Surabaya, Indonesia
Eko Nugroho, University of Surabaya, Indonesia
V. Heru Hariyanto, University of Surabaya, Indonesia

From Guyub to Professional Culture : Change Management to Increase Quality of Work Life

Verina Halim Secapramana, Eko Nugroho,
V. Heru Hariyanto
University of Surabaya
verina@staff.ubaya.ac.id
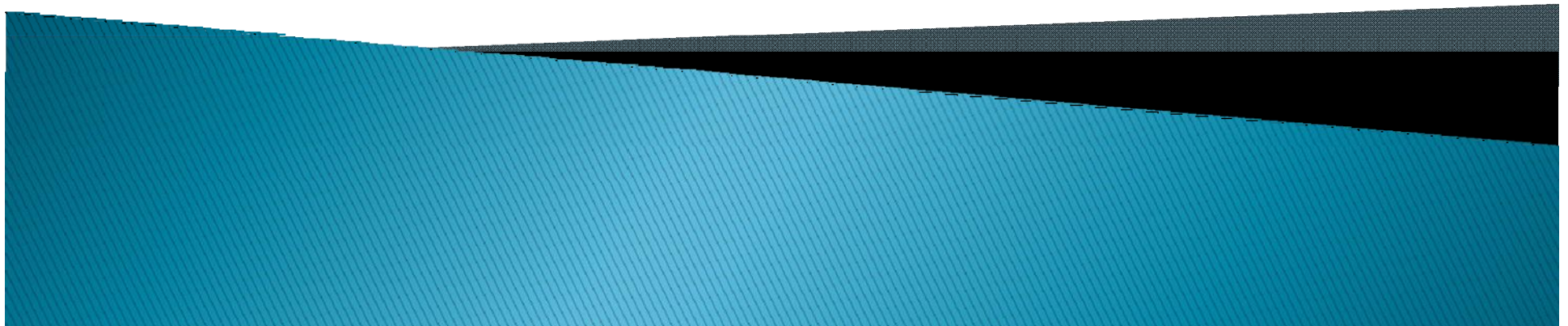
1. Research Back ground

2. Literature review

3. Methods

4. Result and discussion

Research Back ground

- In organizations, changes occur for many reasons and can take many forms such as the downsizing of workers, reorganization, new leadership or new personnel, external changes (regulation or global culture)

- Free trade era need professionalism as competitive culture, while several organizations in Indonesia are still heavily influenced by the local culture known as guyub, namely culture that emphasizes brotherhood or relationship.
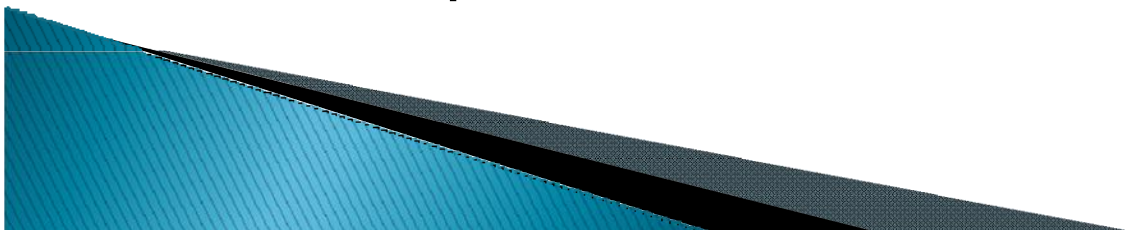
Research Back ground

- On the one hand, this culture has advantages, but sometimes also an obstacle to be able to be professional. So we need a cultural shift, from culture guyub become professional culture.

- Part of a series of research that aims to develop and implement programs based on the concept of Quality of Work Life (QWL).

- The assumption used is when the quality of working life increases, it is expected that the quality of industrial relations will also increase, which in turn will increase productivity, organizational performance, and competitiveness.

Research Back ground (cont.)

- The existence of the QWL program, will indirectly change the old situation into a new one.
- The transition from one condition to another is a change.
- Changes in an organization is not an easy thing and often causes turmoil and negative impacts.
- Therefore change management is needed

Literature Review

- Guyub Culture : the will to be together in unity. For example, there are family having something to celebrate, or they may sick or dies, without being asked people will come and give whatever assistance or aid , whether in the form of labor , materials , funds and advice. All based on sincere selfless. Even someone can't do that, then he will feel guilty
- Guyub nature rooted in Javanese culture is still exist in daily life in Indonesia , especially in the village .

Literature Review (cont.)

- In the city life guyub nature may have been eroded by urban life , but still underlie human behavior .
- RUKUN is a life without conflict . No one quarrel or disagree . If something happens everything is resolved through consultation to reach consensus. Even if needed it's still possible to reach a consensus without consultation .
- The word " Guyub " and " Rukun " can be used separately or collectively the "Guyub Rukun

Literature Review (cont.)

- **PROFESSIONALISM** the skill, good judgment, and polite behavior that is expected from a person who is trained to do a job well. A high level of *professionalism* is expected when working with clients (*learnersdictionary.com/d*)

- Professionalism is the conduct, aims or qualities that characterize or mark a profession or professional person; it implies quality of workmanship or service (Leandro Valente, Linked in, 2015)

- Professionalism : A specific style of behavior in the workplace, values and professional roles , exhibited in our behavior. Professional Boundaries : Relationships , Communications , Self disclosure, Exploitation, Breaches of Confidentiality (Shelvy L. Campbell, MS, EdS, ABD Dedriell D. Taylor, MS, EdS, 2015)

Literature Review (cont.)

▸ Why are boundaries important?
  * Communicate clearly
  * All personnel information should be kept
    strictly confidential
  * Do not discuss co-workers with others
    especially about health or health care
  * Do not feed into the office gossip

  Guyub vs profesionalisme : some values are
  contradicted

Quality of Work Life (QWL)

- is a sense of satisfaction that is owned by the employee to work, colleagues, and his organization, which will lead to growth and profit organizations (Heskett, Sasser, & Schlesinger, 1997).
- A pleasant working environment and conducive to support and enhance job satisfaction, with the availability of awards, safety at work and a good opportunity to develop (Lau et al, 2001).

Quality of Work Life/QWL (Cont.)

- QWL program aims to provide education, both for the workers and for the leadership of the company, to create a harmonious working relationship and harmony of the entire organization.
- In his book The Map and the Teritory, chairman of the Fed, Alan Greenspan said that peace is when the activity of labor demonstrations that occurred is no longer massive, so troublesome people.

QWL Dimention (European Foundation for the Improvement of Living and Working Conditions/EWON, 2002 in Rethinam and Ismail, 2008)

Kesehatan dan kesejahteraan (*health and well-being*

Pengembangan kompeteni (*competence development*

Keseimbangan antara kehidupan kerja dan kehidupan diluar pekerjaan (*the balance between work with non-work life*)

QWL

Keamanan kerja (*job security*)

kepuasan kerja (*job satisfaction*)

Previous Research

▸ Research of Ann Claire Otto andBourguet (2006) reported the experience of a college in developing QWL initiativesand surveys conducted in other medical school , it is concluded that the organizational support of the family is beneficial to improving the welfare and performance of employees.

Previous Research (cont.)

- Joseph M. Sirgy, Nora P. Relly, Jiyun Wu and David Efraty (2008) describe the QWL program undertaken to improve the Quality of Life in a way
- 1) provide resources that work in accordance with the expectations of the role of the employee's identity;
- 2) reducing the labor conflict in working life and personal (non-work);
- 3) enhance the role of dual identity;
- 4) reducing the demands of the role;
- 5) reduce the stress associated with the role of identity in the world of work and non-work; and
- 6) enhance the value of role identity.

Methods

▸ 3 years action research design, conducted on an organization with a strong culture guyub.
1st year : problem mapping and program design
2nd year : intervention (sosialization, program, evaluation)
3rd year : intervention and evaluation

▸ Five steps in conducting action research, namely: identify the problem, to consider various alternatives related solutions to these problems, carry out actions solution, an evaluation related to the action solution that has been done, and the last step is to study about the success of the solution (in O'Brien, 1983).

▸ Data collection used questionnaires, observations, interviews, and focus group discussion analyzed by SWOT analysis

▸ Interventions carried out by the training (Change Management and Organizational Development, Professionalism and Time management, Stress Management), system building (e.g HR strategic planning, reward and remuneration system, training and development program, EAP, etc).

Result and Discussion

FGD AND SWOT ANALYSIS

Table 1. Dimlension of Quality of Work Life

No	Dimensions	Category				
		Very low	Low	Sufficient	High	Very High
1	Health and Well-Being	11.3%	21.8%	25.2%	28.7%	13%
2	Job Security	3.5%	0.9%	27.8%	40.9%	27%
3	Job Satisfaction	16.5%	21.7%	25.2%	15.7%	20.9%
4	Competency Development	0.9%	2.6%	1.7%	13.9%	80.9%
5	Work and Non-Work Life Balance	20%	16.5%	27.8%	15.7%	20%

Table 2. Work and Non-Work Life Balance
Dimension

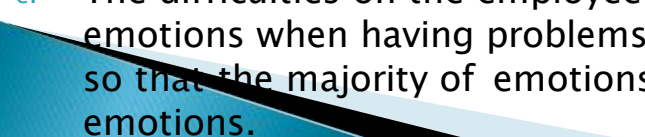| No	Category	Frequency	Percentage
1	Very Low	23	20%
2	Low	19	16.5%
3	Sufficient	32	27.8%
4	High	18	15.7%
5	Very High	23	20%

	Strengths (Kelebihan/Kekuatan)
Internal **Eksternal**	a. Adanya kesadaran dalam diri karyawan untuk bertanggung jawab terhadap seluruh proses kerja di perusahaan. b. Adanya kesadaran dalam diri karyawan untuk meningkatkan kompetensi yang dimilikinya . c. Adanya kesadaran karyawan akan pentingnya pelaksanaan proses rekrutmen yang adil dan transparan. d. Adanya kesadaran dalam diri karyawan untuk menyeimbangkan kehidupan kerja dan pribadi. e. Adanya keinginan karyawan untuk berpartisipasi memajukan perusahaan dengan menyumbangkan ide bagi perusahaan.
Opportunities(Peluang /Kesempatan)	**SO Strategies**
a. Suasana guyub dan kekeluargaan sangat kental di perusahaan sehingga munculnya *sense of belonging.* b. Adanya kesadaran dari perusahaan untuk meningkatkan kualitas kehidupan kerja karyawan. c. Adanya program dari perusahaan untuk memperbaiki sistem penilaian kinerja para karyawannya. d. Perusahaan memiliki *training & assessment center* untuk meningkatkan kompetensi *hardskill* dan *softskill* karyawan dalam be.	a. Pelatihan rutin secara berkala mengenai peningkatan *hardskill* ataupun *softskill.* b. *Share Group* karyawan setelah mendapat pelatihan . c. Adanya kebijakan perusahaan untuk mendukung aktivitas sosial diluar pekerjaan.

Strengths and Threats

	Strenghs (Kelebihan/Kekuatan)
Internal **Eksternal**	a. Adanya kesadaran dalam diri karyawan untuk bertanggung jawab terhadap seluruh proses kerja di perusahaan b. Adanya kesadaran dalam diri karyawan untuk meningkatkan kompetensi yang dimilikinya c. Adanya kesadaran karyawan akan pentingnya pelaksanaan proses rekrutmen yang adil dan transparan d. Adanya kesadaran dalam diri karyawan untuk menyeimbangkan kehidupan kerja dan pribadi e. Adanya keinginan karyawan untuk berpartisipasi memajukan perusahaan dengan menyumbangkan ide bagi perusahaan
Threats (Ancaman/Risiko)	**ST Strategies**
a. Profesionalisme kurang berkembang karena penekanan berlebihan pada sikap guyub b. Adanya ketidak harmonisan di dalam keluarga atau pun permasalahan di luar pekerjaan yang dapat memengaruhi kinerja karyawan. c. Fasilitas yang kurang terpenuhi, baik secara fisik dan non-fisik, sehingga menghambat pengembangan organisasi. d. Kurangnya parameter yg jelas mengenai penilaian kinerja. e. Kurang adanya *fairness* dalam hal pembagian bonus, pelaksanaan aturan, rekrutmen, dan promosi karyawan.	a. Adanya EAP (*Employee Assistance Program*) sebagai media pendamping karyawan dalam membantu mereka ketika mereka memiliki masalah di bidang pekerjaan atau pun pribadi) b. Adanya forum komunikasi antara perusahaan dengan keluarga, seperti dengan melakukan *gathering Share Group* karyawan setelah mendapat pelatihan a. Adanya investasi dalam aspek teknologi. c. Menambah sarana fisik untuk menunjang kinerja karyawan sehingga profit yang dihasilkan semakin meningkat dan mampu bersaing dengan para kompetitor

Description on the employee

a. The existence of a conflict of interest so that one's life should be sacrificed. It is caused by some employees lack of the communication skills to explain the situation in the company to his family.

b. Most employees lack the ability in terms of time management so that it affects their performance results.

c. Sometimes the results of the training followed by the employee is not applied in practice d

d. The presence of employees who are resistant to change, making it difficult to adjust to the system and a new company policy.

e. The difficulties on the employee in the processing of emotions when having problems at work or in private so that the majority of emotions issued is negative emotions.

Intervention (example)

- Change management, Time Management , Assertive Communicationand Skills Traininng
- Is intended to improve understanding of the importance of managing and utilizing the time available on a priority basis
- to increase understanding of the importance of assertive communication in family communication and to train these skills
- to support employees to be professional and assist them in balancing work and personal life

Results

- There is a difference between the pre-test and post-test on the implementation of the training because sig. (0000) is less than 0.05
- All participants are able to understand the importance of having time management in balancing work and personal life. They emphasized that effective time management in the work environment has a positive influence on his personal life.
- With the presence of effective time management, they can do their task in accordance with priorities so that they are able to complete the task in a timely and quality work produced results

Wilcoxon test for change management training

Test Statistics[a]

	Posttest - Pretest
Z	-3.520[b]
Asymp. Sig. (2-tailed)	.000

a. Wilcoxon Signed Ranks Test

b. Based on negative ranks.

Results (cont.)

- In terms of quantitative and qualitative analysis, there is a cognitive changes experienced by the research subjects after getting intervention in the form of training on the formation of professionalism through time management and assertive communication as a means of balancing work and personal life.

- The subject of the study is able to understand the importance of being professional with meaningful work, time management, and assertive communication; so that it can assist them in balancing work and personal life or to manage their quality of work life.

Recommendations

- For Employees
  Employees can utilize time effectively trying to make a priority so that deadlines can be met. 2.For Organizations

- Management has also an important role in shaping the professionalism culture of the organization in order to assist employees in balancing work and personal life or increasing their quality of work life. Things that can be done by management, among other things are : improving the performance appraisal system, creating a workload analysis to determine how much the workload of each employee so that it will give the impact on the time management pattern they have.