



## ***DIMENSIONS ANALYSES OF CULTURE, CULTURE STYLE, BARRIER IN COMMUNICATING, DAN TYPE OF CORPORATE CULTURE FROM CERIA STORE***

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### **ABSTRACT**

*Ceria store is a minimarket located in Tanjungpinang and has been operating since 2012, of course it has a work culture that develops in the work environment itself which can affect performance, ways of interaction, communication between employees and superiors at work. In order to improve business development, work culture also plays an important role so that an analysis will be carried out on dimensions of culture, culture style, barriers in communicating, and types of corporate culture at Ceria store using qualitative methods and data collection by direct interviews with Ceria Shop owners. Based on the results of the analysis using Hofstede's theory, Globe Taxonomies, Trompenaar's, business culture, and several other theories, it can be seen that this minimarket has an Asian work culture with some adjustments to the environment or work situation. Employees still have freedom of opinion, strong bonds between peers and superiors, gain appreciation, and gender equality in conditions where superiors still give strict directions and focus on serving consumers. Overall Ceria store has been running well, but it would be better if superiors also pay attention to the work culture that each individual has when they want to work at Ceria Shop besides their work performance because the incompatibility of work culture can cause internal problems.*

**Keywords:** Hofstede Theory, Globe Taxonomies Theory, Trompenaar's Theory, Work Culture

## INTRODUCTION

Ceria store is a minimarket that was established in August 2012 in Tanjungpinang City which provides basic daily necessities. After 10 years of operating with one-floor shop house, the increasingly promising development of Ceria store made the shop owner expand Ceria store to 2 one floor shop houses along with the recruitment of new employees to support Ceria store's operations. As employees who have become part of a work environment, one of the things that must be respected and followed by employees in the world of work is work culture.

According to Geert Hofstede (2023), in the world of work there are dimensions of culture which are one of the factors that can affect business because they directly affect the work performance of human resources, where without a good work culture, productivity will also decrease. According to Fons Trompenaars and Charles-Hampden-Turner (1998), an understanding of cultural dimensions can help individuals to work together with colleagues who come from different cultural backgrounds. However, each individual also needs to understand that each workplace has a different type of work culture or type of corporate culture.

By understanding the work culture of a company, individuals must then learn how to interact and communicate effectively with colleagues, customers and superiors. However, in fact there are various inhibiting factors or barriers in communicating, such as differences in delivery styles, differences in views, and cultural backgrounds. According to anthropologist, Edward T. Hall (1996) to achieve effective communication, it is necessary to understand that each individual has his own way of communicating which is influenced either by culture or by certain

social situations so that an understanding of communication skills is needed in order to avoid miscommunication which often triggers misunderstandings.

Based on the description above, an analysis was carried out regarding the dimensions of culture, culture style, barriers in communicating, and types of corporate culture from one of the Minimarkets in Tanjungpinang City, Ceria store.

## RESEARCH METHOD

### 3.1 Types of Research

The type of research is qualitative research, which according to Moleong (2010), data is explained descriptively from the results of the collected data sources. By examining the phenomenon in depth, the better the quality of the research.

### 3.2 Data Collection Techniques

The research uses an interview collection technique which according to Wijaya (2010) is a technique that is carried out orally with a descriptive presentation of data.

### 3.3 Data Source

In this research, data was collected by interviewing Ceria store owners as well as observing the situation directly at the location.

## RESULTS AND DISCUSSION

### 4.1 Dimensions of Cultures

#### 4.1.1 Geert Hofstede Theory

##### a. Power Distance

With the background of Indonesia being an Asian country, of course power distance is an influential aspect of Ceria store's work culture. However, the power distance at Ceria store is still relatively flexible because employees can communicate comfortably with superiors, dress casually to work, and are free to give opinions.

- b. **Uncertainty Avoidance**  
In terms of uncertainty avoidance, Ceria store is still relatively low. One simple example is that the owner dares to enter new locally made products for sale, even though the brand is rarely known in the market. This shows that Ceria store does not shy away from the uncertainty that the product will not sell.
- c. **Individualism – Collectivism**  
Ceria store's work culture is an environment with high collectivism because employees help each other in completing work. This is shown in examples such as if there is an employee with the cashier position who has not finished lunch even though it has passed the break time, then other employees will standby while waiting for the assigned employee to finish, even though the employee position who is on standby is not a cashier.
- d. **Masculinity – Femininity**  
Toko To Ceria leans more towards femininity than masculinity. This is because the relationship between owners and employees is based on feelings of tolerance, mutual understanding, and helping others. Every employee, both male and female, can try different job descriptions regardless of gender.
- e. **Long-Term Orientation – Short-Term Orientation**  
As a local store with an Asian work culture, it has become natural for Ceria store to adopt a long-term orientation work culture. One of the reasons for

implementing long-term is maintaining a good relationship or relationship with customers in order to increase the number of loyal customers.

- f. **Indulgence-Restraint**  
On the last point, Ceria store's work culture is slightly more inclined towards restraint, because even though employees are free to express their opinions, they still adhere to work ethics and discipline at work.

#### 4.1.2 Globe Taxonomies Theory

##### a. Future Orientation

Ceria store leans more towards a high future orientation which emphasizes building good relationships with consumers in order to become loyal customers because the presence of these customers is a measure of the overall success of Ceria store's performance both in the present and in the future. Problems or input related to customers can also be taken into consideration in making decisions for the store better development.

##### b. Institutional Collectivism

As a store operated in Indonesia, Ceria store has high institutional collectivism. One of the work cultures prioritized by Ceria store is helping each other for mutual pleasure, convenience and comfort rather than focusing on one's own interests.

##### c. In-Group Collectivism

Ceria store employees generally have high in-group collectivism which is found in showing a sense of pride in the

background of the hometown they live in. With employees coming from various islands and small villages, Ceria store employees don't feel small and are still proud to be part of the village community.

d. Assertiveness

On the point of assertiveness, the work culture at this point is relatively high because employees are still focused on the opinions and orders of firm business owners.

e. Gender Egalitarianism

In terms of gender egalitarianism, it is still relatively normal. Ceria store opens opportunities for anyone to work regardless of gender. Although absolute orders and decisions are in the hands of the owner who is a man, Ceria store has employees who are dominated by women

f. Human Orientation

The owner of Ceria store is an individual who upholds honesty and fairness. A simple example is, if a customer misses money or drops an item, the owner will return the item back to the customer. This is also taught to employees to be honest individuals. In addition, employees also smile more generously towards everyone who enters Ceria store. These statements show that Ceria store has a high human orientation.

g. Performance Orientation

With a high human orientation, Ceria store has a relatively high performance orientation in increasing employee morale at work because if employees succeed in working without days off in that month, they

will be given a bonus by their boss.

#### 4.1.3 Trompenaar's Theory

##### a. Universalism – Particularism

Similar to the work culture in Indonesia in general, Ceria store is also high on particularism. This is because, the high sense of kinship between employees and superiors, the entire workforce will help each other and back-up one another.

##### b. Individualism – Communitarianism

With a high sense of kinship, it is not surprising that Ceria store has high communitarianism as a work culture.

##### c. Specific – Diffuse

Ceria store has a high diffuse work culture because the entire workforce at the store respects each other's needs and values personal relationships between employees.

##### d. Neutral-affective

High affective is a natural thing that happens in Ceria store. Employees and superiors have in common that is friendly to everyone so it is easy for them to express their feelings.

##### e. Achievement – Ascription

Ceria store implements an achievement where the longer an employee works, the higher the salary they will receive and if they succeed in doing a full shift in one month without taking leave they will get an additional bonus.

##### f. Sequential time – synchronous time

Work in a mini-market shop is a type of work that focuses more on finishing gradually and quickly. A simple example of this case is the process of

ordering stock, starting from ordering to sales, checking stock completeness, entering data, to paying off product money.

#### g. Internal Direction – External Direction

Ceria store has an external direction work culture where employees listen to input or feedback from customers and superiors regarding service quality to the completion of work that has been done to be able to satisfy the surrounding environment so that goals can be achieved.

### 4.2 Business Culture

Ceria store is a minimarket that has been established in Indonesia, precisely in Tanjungpinang, with owners and employees who are Indonesian citizens. This shows that the background and culture studied is Asian culture. In addition to the cultural dimensions by Hofstede, Globe Taxonomies, and Trompenaar previously, Asian culture that is applied in Ceria store's work culture is personal relationships between individuals that help build a community, behavior that is regulated or influenced by the results of adaptation with groups or communities, as well as feelings of respect to look after each other's face.

### 4.3 Biz Communication High Context and Low Context

According to Edward T. Hall in Nishimura et al., (2009), the culture of communication is a key value for the success of a business which is divided into 2 types, namely high context and low context communication. A high context communication culture will speak

using body language, pay attention to tone, and will outline a number of points to be conveyed, while a low context communication culture will speak the opposite, namely in a straightforward and direct manner to the point to be conveyed. The communication system at Ceria store tends towards high context, which will provide an overview when explaining something. This is so that employees can easily understand what is meant by their superiors. Low context communication tends to make employees offended, because they are considered unfriendly in explaining something..

### 4.4 Barrier in Communication

According to Prasmi et al, (2019), sometimes ineffective communication can be caused by several problems, as follows:

1. The frame of mind, everyone has different experiences and backgrounds. Of course, this also happens at Ceria store, where the number of employees is not just one person.
2. Culture, includes differences in norms, habits and values adopted. Bosses and employees at Ceria store must adapt to each other and know where they come from, if the employees also come from a local area, the adaptation level will be easier.
3. Social status, includes the structure of superiors and subordinates in a company. Ceria store always takes the time to get together with employees to share and exchange stories, this will certainly make the relationship between superiors and employees closer and closer.

#### 4.5 4 Types According to Trompenaar's and Wolliam

Based on Satalaksana & Sadika (2017), 4 cultures according to Trompenaar's and Wolliam include:

1. Hierarchical system, carry out superiors orders.

This is of course very important to implement because a leader must be able to make clear decisions so that subordinates can follow them. Ceria store employees will always follow instructions from their superiors during working hours. This is done so that the operational business can run smoothly.

2. Subordinate participation to successful leadership

A leadership will fail if the subordinates do not want to follow the direction of the superiors. Ceria store has a system for employees to always comply with work rules because work rules will make employees work regularly and will affect the smooth running of the business.

3. Superiors emotions will affect everything.

The owner of Ceria store tries not to be hasty in making decisions when he is in an unstable emotional state because it can result in inappropriate decisions.

4. Employees who have high loyalty will be given more important tasks and responsibilities

This is because it can be entrusted based on the assessment of superiors. Employees at Ceria store who

want to get a higher career path must have high loyalty to the work they do.

#### 4.6 5 Types in General (Biz Practitioner)

Ceria store is a business that tends to adopt Comrade's business culture which recruits candidates based on employee performance rather than culture because work culture can be understood if both parties can adapt to each other.

However, if analyzed in depth there are also aspects of other business culture contained in Ceria store, such as

1. The Athlete Culture, hard work culture

For employees at Ceria store who want to work hard, they will be given a higher career path because they are considered comparable to employees who can make a big contribution to the company.

2. Free Spirit Culture, there is no communication distance between superiors and employees.

Ceria store's superiors are very open to employees who want to discuss work issues because problems can be solved with a joint solution.

3. Traditional Culture, this type of culture adheres to conventional norms for hierarchy and professional ethics

Ceria store maintains the clarity of the defined structure and will adhere to professional ethics such as setting conventional expectations such as employee productivity.

4. Nomad Culture, when a company faces uncertain conditions such as declining company income, it is necessary

to hold a joint meeting between superiors and subordinates to find out about this.

Ceria store will discuss monthly/yearly sales achievements. If it hasn't been achieved, then they will jointly design a new work system at Ceria store in order to achieve the predetermined targets

## CONCLUSION

Ceria store as a shop that operates in Indonesia can be seen as tending to adhere to an Asian work culture with some adjustments to the environment or work situation. Referring to the results of analysis based on Hofstede's, Globe Taxonomies, and Trompenaar's 3 work culture theories, employees at Ceria store have a high sense of collectivism in completing work and getting along in everyday life because of a strong sense of attachment even emotionally even though they come from various backgrounds. background, has a long term/future orientation by focusing on building relationships with customers, one of which is by emphasizing honesty and fairness in the work environment. However, the power distance at Ceria store is flexible because employees have freedom of opinion and are willing to accept input, and have a close relationship with superiors, but also restraint where employees remain obedient to directions from superiors and carry out work ethics as they should. Ceria store also dares to face uncertainty and upholds gender equality with no difference in job desc or salary based on gender. Ceria store also implements high context communication so that employees can understand exactly the directions given. However, between employees also have barriers in communicating due to different backgrounds, habits, and social status, so

they must understand each other and improve bonding together. The adopted business culture is a comrade business culture that emphasizes employee performance rather than culture.

Overall, Ceria store has implemented a positive work culture but not too miserable for employees at work because they still have freedom and are even able to have good relationships with superiors without any differences. However, it is necessary to pay attention to the application of comrade culture in recruiting employees which refers more to performance than work culture. Cultural differences can have a big impact if they are not properly responded to, especially because of differences in backgrounds. Problems such as misunderstandings, offense, miscommunication can easily occur which can cause new problems. So Ceria store can understand the character and work culture of employees in depth through the interview process, previous work experience, and can do training before accepting the employee.

## GRATITUDE

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