

# MANAGEMENT OF CREATIVE CHANGE FOR IMPROVING ORGANIZATIONAL BEHAVIOR ON RESPECTING TIME IN INDONESIA

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## Abstract

Culture refers to the cumulative deposit of knowledge, experience, beliefs, values, attitudes, meanings, hierarchies, religion, roles, spatial relations, concepts of the universe, and material objects and possessions acquired by a group of people in the course of generations through individual and group striving. Every people or groups cannot be separated from the culture around their life. Culture will be created in the family, organization, business or nation. The culture in organization means a system of shared meaning within an organization that determines how the actors taking action in the organization, or known as organizational behavior. Organizational behavior discussed in this paper is how Indonesian people respect to their own time in organization. Easterners (including Indonesia) is known less in respecting time. If they have an appointment, usually they come late. The reasons why Indonesian people often come late for their appointment are as follows: 1) avoid anxiety, 2) unpredictable situation, 3) test the fidelity of others, 4) was in another flurry, 5) not being realistic. It must be a solution to make Indonesian people respect the time and could manage it well. The solution is a concept management of creative change. The change which is supported by creativity and innovation in organization. Method used in this paper is a qualitative method, while the analysis is conducted by using the descriptive comparative method. The organization's member is assumed to reflect the behavior on wider society. So the improvement in the organization is able to improve the behavior on the real society. The purpose of this paper is to improve organizational behavior on respecting time. Start from the organization, it will create Indonesian society who loves respecting time.

**Keywords:** Indonesia, Organizational behavior, Respecting time, Management of Creative Change

## 1 INTRODUCTION

Organizational behavior (often abbreviated OB) is a field of study that investigates the impact that individuals, groups, and structure have on behavior within organizations, for the purpose of applying such knowledge toward improving an organization's effectiveness. Organizational behavior on respecting time means the individuals or groups could manage and appreciate their time well. Respecting time is required for progress of the nation. Western culture teaches us that time is money. But more than that, time is very valuable. No one in this world could buy the time.

In other parts of the world, there are still individuals or groups who underestimate the time. One of them is Indonesia. It could be seen from the departure time of transportation which can't predicted, school class hours late on starting, and do not on time when having an appointment. It has become bad culture of Indonesian society.

For educated people, there is a responsibility to change this culture. The efforts that can do by the student as educated people is cultivate the value of respecting time on their organization. There are many kind of organizations. Every organization has their own culture. But in this paper, we will focus and discuss about student organizations.

Members of student organizations is student as a youth who will become future leaders in Indonesia. The way to cultivate culture of respecting time in student organization is by a concept named Management of Creative Change, the change which is supported by creativity and innovation. When student organization successfully make a culture of respecting time, it also will create Indonesia who loves respecting time.

## 2. METHODOLOGY

The method used in this research is descriptive qualitative method. Descriptive method is making an

observation and then draws conclusions from it. Qualitative method tend to use descriptive and analysis. Processes and meanings (subject perspective) is more highlighted in this method. Theoretical basis used as a guide to focus the research in accordance with the facts on the field. The type of research that used in this research is the causal study which in research conducted to identify the cause and effect relationships. (Zikmund, et, al, 2010: 57). Analysis used in this paper is obtained from interviews with many heads of student organizations in Bogor Agricultural University. Additional theory is taken from the journal and the most influential books in the field of organizational behavior.

### **3. RESULTS**

#### **Respecting Time in Indonesia**

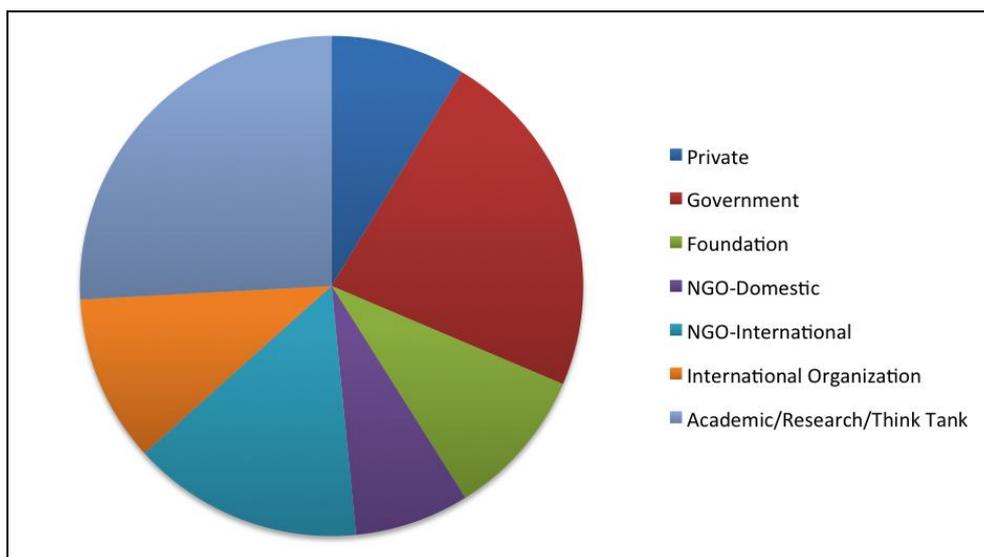
Eastern, including Indonesian society are known not respecting time. The concept of time in eastern society is generally seen as fluid, and they are more relaxed about when an appointment or event ends or begins, both at work and at a social gathering. Western society is expected to be punctual and always present unless if really ill. Indonesian society might behave differently, especially if they are of a higher social status than you are, or if they are your boss. Then they will then have the privilege of being on "jam karet", which literally means 'Rubber Time' (to stretch the time or be late). Or in other word we can say not respecting time. Indonesians work from Monday to Friday. Deadlines are very flexible in Indonesia. It would be a good idea not to tell everybody about the "real deadline". The reasons why Indonesian people often come late for their appointment are as follows: 1) avoid anxiety, 2) unpredictable situation, 3) test the fidelity of others, 4) was in another flurry, 5) not being realistic. This habitual has become bad cultural in Indonesia.

From authors analysis, there are three reasons why Indonesian people not respecting time. First, Procrastination habit. Procrastination is a main cause of this bad cultural. Many Indonesian people are often delay doing something. For example, make something happen later and arrange to see someone later. Of course it will impact to other people's time. The impact could extend to the other things. Cultural not respecting time is like a contagious virus which destroy a system of life. Second, people assume that the habit of not respecting time is a natural thing. Many people thinks that for what come earlier if finally the agenda will definitely delayed. This perception makes people do not come on time (come quickly) because they believes that usually the agenda will be delayed. The agenda will begin from 9 to 9.30 a clock, from 10 to 10.45 a clock, and so on. This has become a bad culture in Indonesia society. Third is too tolerance. In Indonesia is too easy to tolerance something. For example, if someone come late to his appointment. When his friend asking, "why did you come late?" without guilt he just answer, "Sorry for coming late, it had a traffic jam". Every answer and a reason is accepted. Everyone is keep looking the reason to get the tolerance. This habit will lead to lack of sharpness and indiscipline. If the discipline cannot be enforced, then people will be difficult to respecting time.

Three things above have an impact on survival in Indonesia. A complex bureaucracy and hamper success in many things. In the era of industrial society, the culture not respecting time will obstruct the productivity (to be counter-productive). Theoretically, this is quite doubtful whether people could be able to embrace this cultural to the industrial community. A modern society, which is based on the progress of the industry as the backbone of its economy will demand a culture respecting time in the lives of community members (Inkless & Smith, 1974). The cultural on respecting time must be cultivated in Indonesia. Indonesian society is a big organization, but cultivate the culture will be better when it starting from the smallest organizations. There are many types of organizations which highly variable in terms of scope and size, and probably will has some unique behavior in the organization. The proper way to cultivate this culture is through student organizations.

#### **Student Organizations**

There are several theories and perspectives about organization, there are a match with each other, and there are also different. Basically, organization is used as a place where people work together rationally and systematically, planned, organized, guided and controlled in utilizing resources (money, material, machine, method, environment), tools and data are used efficiently and effectively to achieve organizational goals. Stephen P. Robbins stated that organization is unity (entity) social which coordinated consciously, with a relative limitation that can be identified, which is working on a relatively continuous basis to achieve a common goal or group of destinations. Organization divided into private organization, government organization, NGO, and academic organization. The kind are profit and nonprofit oriented organization.



Total participants, by organization type (source : The J-PAL Executive Education)

Student organizations is private-nonprofit oriented organization. It does not same like a professional organization (government, foundation, NGO, etc.) in general. However, this does not mean that student organization could not become professional. Students are young people. Today is youth, tomorrow become leaders, workers, parents, and citizens. Muslim scholars, DR.Yusuf Qaradawi uses sun to liken the youth. Like a sun, the youth like at 12 o'clock when the sun shines brightest and most heat. They have more physical strength and power than a children or the elderly (seniors). Youth has tremendous potential. At every revival, youth become pillar, in every thought, youth become activator. Youth has a lot of potential, but if not guided well the potential can not explored. His passion weakened or even worse they uses its potential for a bad things. In Indonesia, many students innovate to join various types of organization. There are many motives: looking for experience; upgrading themselves, looking for identity, or building relationship network. From author analysis, more Indonesians students join the organization than a student who does not join anything. Members of student organizations are the students as youth who will become future leaders in Indonesia, and even in the world. However, in its present condition, the student is same like its predecessor. They do not respecting time.

There have been many examples that student organization could be professional too. For example, In Bogor Agricultural University, student organization that could be professional is Kementerian Pendidikan Kebudayaan BEM KM IPB (Ministry of Education and Culture - Student Executive Board IPB). Professional organizations tend to use rationality, but student organizations tend to use feelings/heart. Students do not get paid and they have their own life; academic, family, friendship, love, etc. Student organizations could not use a rational approach to the students as members of the organization. It becomes a challenge and obstacle to building organizational behavior. In professional organization, it is not difficult to build organizational behavior. For example, by cutting wages as a threat if does not follow the culture well (does not respecting time). Unfortunately, Indonesian society just doing the culture of respecting time only on their organization work. They apply it because feel threatened that their wages will be cut. After they go out from their organization of work, they will return to their habitual who does not respecting time. The conclusion of this case is the system of wage cuts could not be applied in student organization because it's not effective and because the students indeed are not given wage.

It is need some unique concept to cultivate the culture on respecting time. This change is called the management of creative change, the change which is supported by creativity and innovation in organizations behavior. Management of creative change emphasizes effectiveness and efficiency. Student as a young student will be suitable with this concept which emphasizes creativity and uniqueness.

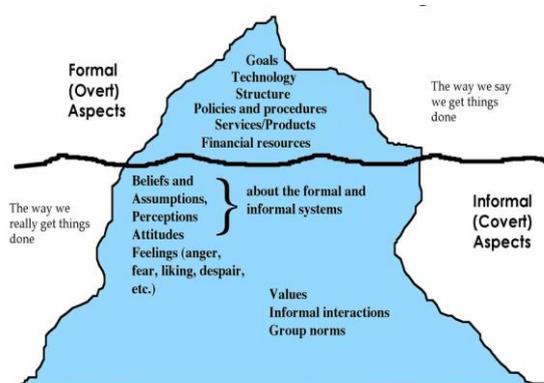
### Management of Creative Change

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or groups could not be separated from the culture around their life. Culture will be created in the family, organization, business or nation. According to Robbins (1999: 282) all organizations have a culture that is not written that defines standards of acceptable behavior both good and not to the people in organization. And the process will run a few months, then after that the majority of people in organization will understand the culture of an organization of their like how to dress for work and so on.

Based on the typology, organizational culture divided into coercive organizations, utilitarian organizations, and normative organization. Coercive organization is an organization in which members of the organization must comply every applicable regulations. Utilitarian organization; is an organization in which the members are treated fairly in their work and the results is accordance with the standards or rules that has been agreed by members of the organization. Normative Organization; is an organization in which the members contribute highly on commitment because they thought that organization has the same goals as themselves. student organizations will running well when empowered as a coercive organization or normative organizations, not a coercive organization.

Changing the culture needs an accurate system to implement the best practice for improvement. Culture has been aptly compared to an iceberg. Just as an iceberg has a visible section above the waterline and a larger, invisible section below the water line, so culture has some aspects that are observable and others that can only be suspected, imagined, or intuited. Also like an iceberg, the part of culture that is visible (observable behavior) is only a small part of a much bigger whole. Deep below the "water line" are a culture's core values. These are primarily learned ideas of what is good, right, desirable, and acceptable, as well as what is bad, wrong, undesirable, and unacceptable. In many cases, different cultural groups share the similar core values (such as "honesty", or "respect", or "family"), but these are often interpreted differently in different situations and incorporated in unique ways into specific attitudes we apply in daily situations. Ultimately, these internal forces become visible to the casual observer in the form of observable behaviors, such as the words we use, the way we act, the laws we enact, and the ways we communicate with each other. To cultivate the culture, before building a visible section, it should be build an invisible section at the first time. Invisible section has values and beliefs in the form of formal or informal.



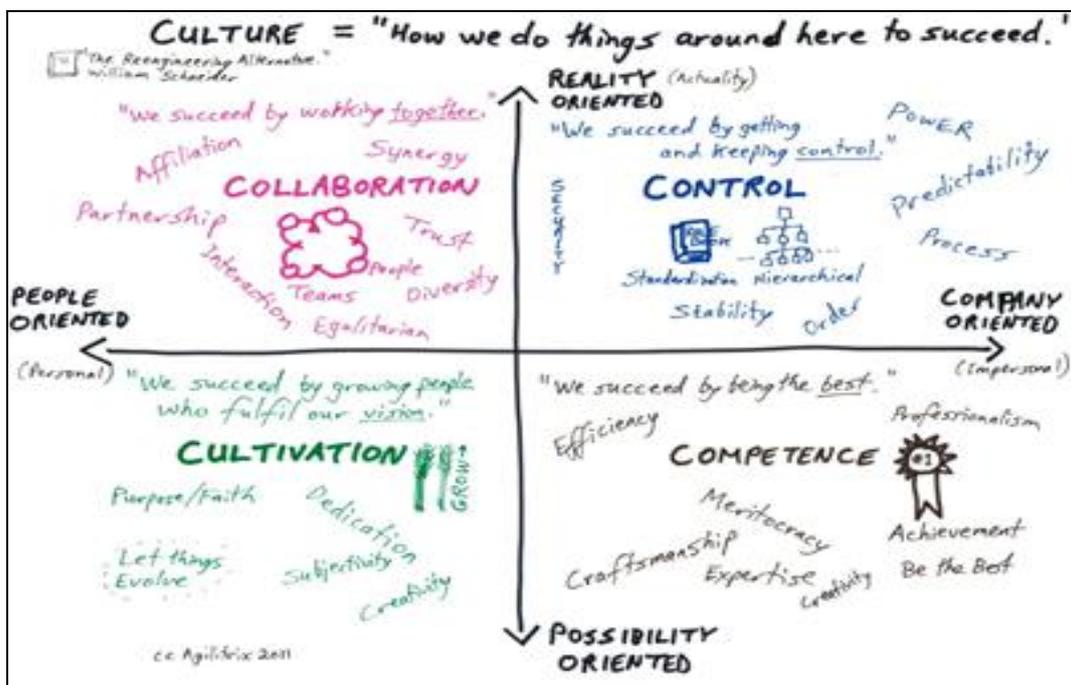
Cultural Iceberg (source: TRW Systems Group)

The way to cultivate culture of respecting time in student organization is by a concept named Management of Creative Change, the change which is supported by creativity and innovation. The values and beliefs are needed to build a culture on respecting time in student organization. To cultivate awareness on respecting time, the first step to do is make a gentleman's agreement, making an agreement on what are values that will be applied in student organization, especially related to respecting time. One example of a gentlemen agreement is make a deal to come in time at every meeting, not just come on time. In time means could come before the planned time, whereas on time means could come at the appointed time, not too late nor come before time appointments. Unfortunately, so many Indonesian society not include both of in time or on time, in other words they often come late if have an appointment.

After gentlemen agreement is made, the things to do by organization are controlling, collaborating, and making competition to cultivate the behavior of respecting time.

According to Harold Koontz, controlling is the measurement and correction of performance in order to make sure that enterprise objectives and the plans devised to attain them are accomplished. Controlling ensures

that there is effective and efficient utilization of organizational resources so as to achieve the planned goals. Controlling measures the deviation of actual performance from the standard performance, discovers the causes of such deviations and helps in taking corrective actions. Controlling has a special function to monitor whether organization can still apply the culture of respecting time. Form of this control is giving punishment for those who violate. Form of punishment must educate or in other word can cultivate a culture of respecting time. People could not respecting time if not understand the importance of time in life. To make understand we must do cultivation. Form of cultivation is by punishment. Those who could not respecting time will be sanctioned. The sanction is presenting a lesson about how time really important to our life. This will have a positive impact to they as suspect because give a culture of shame. Before suspect presenting the lesson they would learn theories about respecting time, how to managing time, and they will feel ashamed because they haven't done it. This is considered can give a deterrent effect. The benefit from this concept not only for suspect but also for they who have already respecting time. They will better at managing time and their beliefs to respecting time will stronger.



Management of Creative Change (Source: Diagnosing and Changing Organizational)

Competence, Competence-based Strategic Management is a way of thinking about how Organizations gain high performance for a significant period of time. When discussing competence, most experts refer to Spencer & Spencer with its 20 soft competences. According to Spencer & Spencer (1993) competence is a collection of characteristics that affect a person's effectiveness in work. Competence, according to Spencer, is divided into two types, threshold and differentiating. Threshold is the key competencies that must be owned by a person in order to carry out their work, usually in the form of expertise or knowledge base. Then, differentiating is competencies that can distinguish people who are could perform well or not. Based on the reference ability, Spencer grouping competencies into six groups, they are the ability to achievement, ability to serve, ability to manage, ability to lead, ability to think, and ability to be mature. Youth tend to do what they like. To improve organization competence, identify ability of the student. Then facilitate them according to their competence. This will make they as a member of the organization feel comfort to the organization. When it has been formed, members of the organization will totality to implement organizational behavior, the one is respecting time.

People's desire to discipline in respecting the time is up and down, it is important to uphold the culture of caring and appreciate others. The people in organization reminding and give encouragement each other. Then, give an appreciate for those who can consistently respecting time. They who are respecting time when the meeting and timely in work. This will make each member of organization has a sense of belonging. When the sense of belonging has been formed, they will help each other to build organizational behavior on respecting time.

From all elements that exist in Management of Creative Change, the core is a creative leadership. Creative leadership is growing in importance. According to a 2010 IBM Study, creativity was ranked as the most important attribute needed in executive leaders. Creative leadership requires the ability to facilitate collaboration between the people who generate ideas and those best suited to implement them. Creative leadership involves assembling diverse but balanced teams in order to leverage strengths and compensate for weaknesses. So we need a creative leader who not only merely plan and direct action, but also inspire and empower belief. A creative leader is finding and feeding Inspiration.

#### 4. CONCLUSION

A bad culture can be transformed into a good culture. Management of Creative Change encourages organization to cultivate a positive culture, such as respecting time. This concept contains controlling and collaborating to cultivate the behavior of respecting time, the improvement the competence. This method is quite successful because it use creative and accessible approach to young people. However, this method will not success without the role of a creative leader. A creative leader who capable to goes the way, shows the way, and knows the way. If student organization successfully cultivate a culture of respecting time, then will born many students who respecting time and can manage time well. In the short term, student as youth has a strong will to empower and inspire around to respecting time. Then student's environment will eventually have a culture of respecting time. In the long term, if students can occupy strategic positions in the nation it will be formed Indonesia who likes respecting time. Then it will be created a prosperous and dignified Indonesia.

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