

**TEAM WORK CULTURE: CASE STUDY OF ECONOMICS AND BUSINESS
FACULTY EMPLOYEES AT FALETEHAN UNIVERSITY**

Yumhi, Yumhi^{1*}, Hadi Subhan²

¹Universitas La Tansa Mashiro, Indonesia

²Universitas Faletahan, Indonesia

*Corresponding Author: yumhiahmad@yahoo.co.id

Abstract

Teamwork culture is an organizational sub-culture that triggers an affective culture when employees experience the process of forming a teamwork culture. The affective culture of the organization, which shapes the way teamwork is experienced and expressed, plays a very important part during the process of establishing a teamwork culture which is another aspect of organizational life. This thesis contributes to the literature by describing the relationship between teamwork culture, affective culture and organizational culture using a qualitative study. This study found that when informants' values were congruent with organizational values, they tended to react more positively to change. Cultural changes trigger emotional reactions, often intense. When teamwork culture is recognized and treated with respect, people become more engaged with teamwork culture. Attitudes toward the existing affective culture also produce a teamwork cultural response to cultural aspects.

Keywords: Teamwork culture, affective culture, organizational culture

1. Introduction

The picture of work culture at Faletahan University is reflected in the culture of teamwork, for this reason this research needs to be carried out because it will examine the culture of teamwork among employees of the Faletahan University Faculty of Economics and Business (FEB-UF) which is linked to organizational culture. In addition, this research also wants to examine organizational culture that can influence teamwork culture as a sub-culture of organizational culture. The teamwork culture is the vision, norms and principles and provides the initiative to participate (Shin, Kim, dan Choi, 2016). In line with the views of Jamshed and Majeed regarding practicing a teamwork culture over a period of time coherently in completing team tasks (Jamshed dan Majeed, 2019). Then sub-cultures tend to develop in large organizations in response to common problems or experiences faced by groups in the same department or location (Robbins dan Judge, 2018). Organizational culture can also play an important role in generating affective culture (Barsade dan Gibson, 2007). Then work culture is believed to be an effort to facilitate teamwork and lecturers (Hogan dan Coote, 2013). Empirical evidence is lacking on investigating the role of team culture in improving team health performance. Therefore, this study seeks to expand on previous cross-sectional analyzes (Katzenbach dan Smith, 2015; Dong, Bartol, Zhang, dan Li, 2016).

2. Literature Review

a. Organizational Culture

Organizational culture is often considered a prerequisite for teamwork in organizations. It is defined as shared values, beliefs, or perceptions held by employees in an organization (Hofstede, 2010) thus with (Schein, 2016) stating that organizational culture consists of assumptions and beliefs that underlie members' opinions. This opinion is reinforced by his opinion (Tan, 2018) and opinions from (Körner, Wirtz, Bengel, dan Göriz, 2015). In addition, organizational culture predicts job satisfaction (Soomro dan Shah, 2019).

b. Teamwork

(Greenberg, 2011) explains the stage of teamwork is the Pework stage. Before the team is created, a decision has to be made about whether or not a team should be formed—a stage known as pre-work, the next stage of Create Performance Conditions is building pre-jobs. Then the next stage is Form and Build The Team. Stages of Providing Ongoing Assistance. Finally, supervisors may be needed to help the team eliminate problems and perform better once the team is functioning. Hackman dan Wageman (2005) argue that the essential conditions for high performance are: a real team, an attractive direction (goals), an enabling structure (size and diversity), a supportive organizational context (information systems, reward systems, educational systems) and expert coaching. According to Katzenbach dan Smith (2015) all the basis of the team is in the organizational chart. Thompson (2014) found the Integrated Teamwork Model. This model shows the team context and essential conditions affect team performance.

c. Teamwork Culture

Culture is the personality of a team (Körner et al., 2015). Team culture includes both unstated and implied aspects of the team that are not formally discussed but shape behavior. Team culture influences roles, norms, behavior patterns, and thinking (Jose dan Jabbour, 2011). Norms are a set of generally agreed rules that guide the behavior of team members (Schein, 2016). Norms differ from organizational policies because they are informal and unwritten (Hofstede, 2010). Often times, norms are so subtle that team members are not consciously aware of them (Chatman, Caldwell, Reilly, dan Doerr, 2014). Norms can be prescriptive, dictating what to do, or prohibiting, dictating behavior to be avoided (Canning et al., 2019). Norms that support innovation or incorporate shared expectations for success can drive team effectiveness (Kwan, Leung, dan Liou, 2018).

3. Methodology and Data

This study was conducted in January - May 2023 at the Faculty of Economics and Business, Faletahan University, Serang, Banten using qualitative research methods, to explore a culture of teamwork and affective culture as a sub-culture of organizational culture with research findings. At first the researchers conducted observations and interviews. Then a qualitative research design was used in this study to explore the work motivation of the Faculty of Economics and Business employees.

Data Collection Procedures in this study were conducted by means of semi-structured interviews and individual copying of each. In collecting and reading data, the researcher makes use of the researcher's previous knowledge from the literature and personal experience as a translator to understand what the participants are trying to convey. The data analysis procedure uses data reduction, data model (data display) and

drawing/verifying conclusions. To strengthen the validity of the research findings data, the researcher refers to the use of data validity standards consisting of: credibility, transferability, dependability and confirmability.

4. Results and Discussion

For some informants, organizational culture is one of the contents or targets of teamwork. The research findings are as follows:

a. Teamwork Culture

Informants experienced positive and negative emotional reactions to changes in organizational culture, MN commented on the teamwork culture. Quite happy, the work network is well established so that it can develop meaningful relationships with other employees. I have seen strong teamwork skills that have been used, such as organizational skills, for example by leading meetings to decide problems and determine plans, issue committee decisions, emphasize implementing good time management. communication skills; listen to opinions during meetings, record input and speak according to capacity as a leader. social skills; motivating a sense of empathy in the context of raising funds for co-workers who have experienced disaster. Teamwork on values often negatively undermines people's sense of identity. This is especially seen in leaders who have lost status.

A few months after the college acquired, FH was given an assignment and said; When a work is not completed with solid team work, solid teamwork is needed, and smart work, sincere work, complete work is done on solid teamwork. KS, a senior, commented that his organization had moved 'from a participatory culture to a directive one' and that he 'felt disenfranchised. . .Therefore, it had a big impact on KS' sense of belonging to the organization.' He also spoke of feeling sad' and feeling 'disappointed' as a result of the change. Different stakeholders will see the same teamwork culture through different lenses. senior human resources manager to carry out a number of structural, operational and cultural changes in tertiary institutions as a result of the transformation from high schools to universities.TI noted that in the new era, We are trying to build a culture of integrating and sharing and working as a team, and aims to have leaders support.TI found that many staff, including those who had been partners, struggled to adapt to the new practices and the new culture that supported them, particularly those who believed they had lost their status, identity, authority, benefits and paychecks. Others thrive on new leadership.When valuing teamwork, as FH points out, people often reject teamwork culture, at least at first. Another employee, SN acknowledged that before the university had provided cultural support, it became necessary to complement it with a teamwork culture. He believes that this has been managed well because of the strong human relations element in the existing culture.

b. Affective Culture

The need for an affective culture is a key element in the formation of a teamwork culture of FEB-UF employees, a challenge that several informants had to face. For some informants, affective culture was considered part of the role of the 'professional' image, and some indicated that their organizational culture played a role. TI felt that affective culture was an aspect of senior management interaction, but he acknowledged that he was wary of instructing lower-level staff. KS, a senior employee, said that

'people in professions generally have an affective culture from their own backgrounds and that people in their organizations are no different. He also expressed the view that his organization had a 'strong professional managerial culture', which influenced the way he viewed affective culture when the culture became less participatory. TI and SN observe that they must exhibit an affective culture when working in teams in an environment dominated by lecturers. TI finds it difficult to deal with existing attitudes, including saying 'work smart' (referring to being made to compete for a position in structural change). Perceived organizational support was evident in the comments of some informants but not in others. Some people remember that their immediate supervisor, and sometimes those who are more senior, was aware of their emotional reactions and provided psychological support. This gives them a comfort level. Some of the interviewees who were FEB-UF employees were proud that their organization had provided support to FEB-UF employees during the establishment of a culture of teamwork. Those managing human resources say they have gone to great lengths to support the establishment of a teamwork culture.

Several informants reported that a negative culture was characterized by a lack of support, which led to a number of damaging consequences. SN was surprised to find that his organization, which he had previously found to have a very supportive culture, suddenly found it acceptable to make him redundant with immediate effect and with little understanding of the pain and shame it would cause him. TI found no understanding of how he 'sinks', little concern for people shown by those at senior management level (but more so at lower managerial levels), lack of trust, and an example of injustice. Affective culture is not easy to implement in a teamwork culture, but FH and KS statements show a culture in which an authentic affective culture is favored. The impact of an affective culture felt by more senior employees instills an affective culture in some informants. However, the interviews did not reveal the extent to which this reflects affective culture as an organizational sub-culture. The final part of the findings reveals that some informants asserted that how the teamwork culture is managed reflects other aspects of the existing culture that they like or dislike.

From the findings it can be discussed that:

Teamwork Culture

It is evident that some organizational values can play a constructive role in facilitating a teamwork culture in other values, such as MN's statement that FEB-UF's culture of caring for staff is the 'glue' that adds an element of performance to a teamwork culture. Glue is the same metaphor used by Dong, Bartol, Zhang, dan Li (2016) and is also found in the values section of one FEB-UF website (Körner, Wirtz, Bengel, dan Göritz, 2015) Getting staff to accept a culture of teamwork through value alignment may be the key to successful change, as Tan (2018) points out, but is not easy to achieve. A number of informants in the current study did not like the new values imposed on employees and resisted changes at the affective and other levels. This resistance is partly due to their identity being 'dropped' (Colquitt, Lepine, dan Wesson, 2018), especially when someone else takes over their organization. Previous studies of mergers and acquisitions have shown how individuals' constructs of their own identities interrelate with corporate identities and, when change occurs in the

latter, it can fragment the former (Robbins dan Judge, 2018; Shin, Kim, dan Choi, 2016; Jamshed dan Majeed, 2019).

Some affective resistance is caused by the new culture appearing less participatory than previously experienced. Previous researchers have noted that exclusion from decision making has been seen as a significant barrier to teamwork culture by previous researchers (Körner et al., 2015; Jose dan Jabbour, 2011).

Affective Culture

An overall analysis of the results of interviews with informants reveals many types of affective culture. It is clear that those who lead teamwork tend to view their organization as having a positive affective culture, but those who manage teamwork or are simply recipients of it, have more variable perceptions. Three theoretical constructs were involved as a reflection of the affective culture of the organization and were found to be to varying degrees relevant to the work experience of the informant team. Controlling one's emotions, a prominent feature of emotional labor, is necessary for some informants. It is considered a survival mechanism for the recipient. It is considered a survival mechanism, and some comments are similar to research conducted by (Putthiwanit, 2015) and Hackman dan Wageman (2005). Affective cultures can thus exert subtler or more direct pressure on employees to conform to the norm. Researchers have commented on how organizational norms are built by leaders to form a culture of teamwork (Greenberg, 2011; Memon & Jokhio, 2020).

Several informants in this study, who were assigned to implement a teamwork culture, reported the need to instill an affective culture as an organizational sub-culture. Researchers have shown that affective culture is a social construct in which managers are expected to act in approved ways (Smollan dan Sayers, 2009; Jose dan Jabbour, 2011). What is often not expressed in organizations is the need to instill an affective culture.

Perceived organizational support has been theorized to create a culture of teamwork by instilling an affective culture (Thompson, 2014), and in this study, informants who experienced support felt some comfort. People who are struggling with one of the outcomes of the change process need their feelings to be noticed rather than ignored. According to Katzenbach dan Smith (2015) a high affective culture can take advantage of the understanding of their subordinates and facilitate adaptation to the formation of a teamwork culture. Where organizations can develop these insights and capabilities in a large number of leaders, they can provide adequate support and an affective culture throughout the organization.

5. Conclusion

Based on the results of the research and overall discussion on "Human Resource Management in instilling a teamwork culture at FEB-UF" it can be concluded that a culture of teamwork and affective culture is formed.

Teamwork Culture

Teamwork culture has the capacity to change culture, whether intentional or not, and thus influence people's emotional responses. Conversely, culture influences the way employees respond to changes on an emotional level. Arguments have been advanced by researchers that organizational culture, teamwork culture and emotions are socially

constructed. Many criticize the cynical way in which all of these elements are deliberately manipulated to control people and exploit them for the machinery of the organization. However, if employee engagement is to be authentic, organizations need to establish a teamwork culture that is strong enough to embrace the teamwork culture without changing their basic ethos and to develop acceptance that emotions are a natural part of organizational culture and teamwork culture.

Affective Culture

This study has contributed to the literature by integrating affective culture with other elements of organizational culture and presents an ideographic account that reveals how participants in teamwork cultures believe that affective aspects of organizational culture shape their emotional reactions. The dramatic changes that the organization has faced in the economic crisis of the past two years have strained and changed the organizational culture and weighed heavily on staff. Lessons from this study should be of use to managers struggling to maintain, adapt or integrate organizational culture and deal with emotional outcomes for employees.

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