

Contents

1	Introduction	1
1.1	Research Background	1
1.2	Significance of the Study	6
1.3	Structure of the Book	10
2	Theoretical Framework	13
2.1	Corporate Culture	13
2.1.1	Terms and Conceptual Definition	14
2.1.1.1	Terms	14
2.1.1.2	Conceptual Definition	16
2.1.2	Key Relevant Issues	19
2.1.2.1	Ethical Issues	19
2.1.2.2	Leadership	22
2.1.2.3	Communication	26
2.1.2.4	Workplace	30
2.2	Indonesian Cultural Diversity: Organizational and Business Practices Contexts	32
2.2.1	Pancasila Values at the Workplace	35
2.2.1.1	The First Principle: Belief in the One and Almighty God	39
2.2.1.2	The Second Principle: Just and Civilized Humanity	41
2.2.1.3	The Third Principle: Unity of Indonesia	41
2.2.1.4	The Fourth Principle: Democracy Guided by Deliberation Amongst Representatives	42

2.2.1.5	The Fifth Principle: Social Justice for All Indonesian People	43
2.2.2	Javanese Work Values at the Workplace	45
2.2.2.1	The Hierarchy of Life	47
2.2.2.2	The <i>urmat</i> (Respect) Values	48
2.2.2.3	Social Harmony	49
2.2.2.4	The Communal Life of <i>Guyub</i> (Togetherness)	50
2.2.2.5	The Tolerance of <i>Tenggang Rasa</i> (Considerate)	50
2.2.3	The Myth of Economic Domination and Work Values of Indonesian-Chinese Descents	51
2.2.3.1	Respect for Hierarchy	57
2.2.3.2	Strong Business Relationship	58
2.2.3.3	Hard Worker and Perseverance	58
2.2.3.4	Business Savvy	59
2.3	The Cultural Difference Between Germany and Indonesia	59
2.3.1	The cross-cultural Analysis Between Germany and Indonesia	60
2.3.1.1	Hofstede's Findings	61
2.3.1.2	The GLOBE Studies	62
2.3.2	Approaching German and Indonesian Work Cultures	65
2.3.2.1	German Work Cultures	66
2.3.2.1.1	Objectivism and Professionalism	66
2.3.2.1.2	Appreciation for Rules, Regulations and Structure	67
2.3.2.1.3	Structural Time Planning	68
2.3.2.1.4	Separation of Private and Work Spheres	69
2.3.2.1.5	Low Context: The German Style of Communication	69
2.3.2.2	Indonesian Work Cultures	70
2.3.2.2.1	Indirect Conflict Management	70
2.3.2.2.2	Hierarchical Thinking	72
2.3.2.2.3	The Mythos of <i>Jam Karet</i> (Rubber Time)	73

2.3.2.2.4	Overlapping of Private and Work Spheres	74
2.3.2.2.5	High Context: The Indonesian Style of Communication	74
3	Research Setting and Methodology	79
3.1	Organizational Ethnography	81
3.1.1	What is Ethnography?	82
3.1.2	Why Organizational Ethnography	84
3.1.3	Doing Ethnographic Fieldwork in the Host Country Indonesia	85
3.2	Setting of the Field: German Multinational Corporations	88
3.2.1	Gaining Access	88
3.2.2	Ethical Considerations	90
3.2.3	Fieldwork	92
3.2.3.1	Company ONE	93
3.2.3.2	Company TWO	94
3.2.3.3	German Organization TWO	95
3.2.3.4	Company THREE	95
3.2.3.5	German Organization ONE	96
3.2.3.6	Company FOUR	96
3.2.3.7	Company FIVE	97
3.3	Data Collection and Analysis	97
3.3.1	Data Collection	97
3.3.1.1	Interview	97
3.3.1.2	Informal Conversation	100
3.3.1.3	Corporate Documents	101
3.3.1.4	Observation	102
3.3.1.5	Corporate Websites and Social Media Platforms	103
3.3.2	Data Analysis and Reflexivity	104
3.3.2.1	Data Analysis	104
3.3.2.2	Reflexivity	105
4	Empirical Findings	109
4.1	Integrity	109
4.1.1	Indonesia and the Development of Integrity	113
4.1.2	Internalizing the Value of Integrity	118
4.1.2.1	Integrity Dialogue: Respecting Local Wisdom?	119

4.1.2.2	Company Progress Sharing	123
4.1.2.3	Environmental Management and Protection	126
4.1.3	Ethical Dilemmas	128
4.1.4	Making Sense of Integrity in Everyday Work Life	130
4.1.4.1	Forgiven but not Forgotten	130
4.1.4.2	Dealing with Under-the-table Negotiation	133
4.1.4.3	Big Hustle-permit and the Role of Agent	137
4.2	Leadership	142
4.2.1	ABS— <i>Asal Bapak Senang</i> (Make the Boss Feel Happy—Boss Culture)	144
4.2.2	<i>Bapak</i> -ism (Father-ism) or <i>Ibu</i> -ism (Mother-ism)	149
4.2.2.1	<i>Suri Teladan</i> (Source Good Example)	151
4.2.2.2	<i>Blusukan</i> (Impromptu Visit)	159
4.2.3	Conflict Management	161
4.2.3.1	<i>Bule</i> Barrier	162
4.2.3.2	<i>Ewuh Pakewuh</i> (Feeling Hesitation)	165
4.2.3.3	Indirect Versus Direct Conflict Approach	169
4.3	Communication	176
4.3.1	Language	176
4.3.1.1	Bahasa Indonesia and the Foreign Workers	177
4.3.1.2	Language and the Business Environment	179
4.3.1.3	Degree of Interactivity	181
4.3.1.4	Translating Global Corporate Language	185
4.3.2	The Flow of Information	187
4.3.2.1	Electronic Mail (e-mail)	187
4.3.2.2	Meeting	192
4.3.2.2.1	<i>Bule</i> Communication Barrier	192
4.3.2.2.2	Dare to Speak up!	199
4.3.2.3	<i>Kotak Saran</i> (the Suggestion box)	206
4.4	<i>Keluargaan</i> Work Relations	208
4.4.1	The Term <i>Keluargaan</i>	208
4.4.1.1	The Javanese Perspective of <i>Keluargaan</i>	209
4.4.1.2	The Political Perspective of <i>Keluargaan</i>	211
4.4.2	Welcoming Greeting	213
4.4.3	<i>Keluargaan</i> Work Relations	215
4.4.4	The Event of <i>Keluargaan</i>	220
4.4.4.1	The Employee and Family Gathering	220
4.4.4.2	Indonesian National day	223
4.4.4.2.1	Indonesian Independence Day	226

4.4.4.2.2	Hari Kartini (Kartini Day)	226
4.4.4.3	Religious-based Event	229
4.4.4.3.1	Ramadan and Halalbihalal	230
4.4.4.3.2	Christmas	235
5	Conclusion and Research Implications	239
5.1	Conclusion	239
5.2	Research Implications	246
References		249