SURVIVAL IN CHANGE: WHEN CULTURE SHOCK TOWARDS RESILIENCE

Nidya Dudija¹, Ahcmad Sobirin², Fathul Himam³
1 School of Economics And Business, Telkom University, Bandung, Indonesia
2 Faculty of Economics, Universitas Islam Indonesia, Yogyakarta, Indonesia
3 Faculty of Psychology, Universitas Gadjah Mada, Yogyakarta, Indonesia

ABSTRACT

Purpose - This study aims to develop a theory of culture shock in the organization, especially in organizations that undergo a fundamental change. So it will be understood stages of what will be traversed by the organization to arrive at the point of resurrection and how organizations face the future - its hard times in each phase with due respect to the individual as part of the agents of change

Design/method/approach - This research uses a qualitative method with the phenomenological approach. The data used were 17-depth interviews with individuals who feel the condition before and after the merger of colleges, two groups of leaderless group discussions, documents, and artifacts.

Findings - Results obtained from this research is the dynamics of culture shock comprising the steps of detachment, maladjustment, culture shock, resilience, and well-being

Limitations - This research resulted in a description of the individual reaction and the role of chairman of the organization and management of the changes that can affect groups and organizations. However, this study does not explain the phenomenon of feedback related organizations culture shock experienced by the academic community.

Practical implications - When positive culture shock meaningful for the individual, the condition can result in culture shock resistance and a sense of well-being after the occurrence of a change of organizational culture

Originality/value - This research was conducted in the setting of organizational restructuring to know the process of culture shock the academic community, the research focus of the academic community see the process of adjusting to cultural change.

Keywords: Culture shock Phase, Merge, Adjustment, Cultural Change, Qualitative

I. INTRODUCTION

The college seeks to produce well-educated human beings in order to compete with global challenges (Webb et al., 2017; Wolter & Kerst, 2015). Students are a product of the college who will represent each of the institutions to be competitive among the global community. Globalization progress is rapidly through the opening of the free market in Indonesia through the application of MEA (Economic Community of Asia). The rules of free trade in the Asia Pacific region (AFTA) which means free entry and exit of the flow of goods and services including human resources from outside the country of Indonesia with Indonesia and vice versa. Globalization of trade can bring positive and negative implications are enormous in the world universities in Indonesia, both in terms of financing, the prospective student population, and changes in the role of universities.

Restructuring higher education is one form of organizational change. Universities in Indonesia currently faced with the need for change. The eventual success of a business organization, including universities in the middle of the competition will determine by the progress in making strategic changes (Grant, 2016; Webb et al., 2017). MON through strategic objectives in 2010 - 2014 to formulate that the level of education and governance systems are needed to produce one of the education services available and affordable, high-quality education, relevant,
The merger is a process that takes time so it can produce something new the impact of the merger can occur at 
the time of the merger and now foresee the need to eliminate the position as soon as possible), and the absorption of 
short-term employment contracts and institutional debt; In addition, the newly formed institution, with its 
commitment to achieving world-class status, invested heavily in hiring the best academic staff and provide the best 
facilities(Brooks et al., 2018; Huang et la., 2019).

II. LITERATURE REVIEW

The merger is a process that takes time so it can produce something new the impact of the merger can occur at 
several levels. The great advantage of the merger is that it can produce reliable and capable institutions work 
together in terms of human and financial resources (Liargovas & Repousis, 2011; Brooks et al., 2018). But mergers 
can also be risky, potentially aggravating the problem rather than resolve them; the new institutions established 
institutional culture clashes can occur; duplication of staff and curricula, political challenges spawned support for 
the merger by making promises that have proven detrimental (for example, must commit to no repetition a 
short-term employment contracts and institutional debt; In addition, the newly formed institution, with its 
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facilities(Brooks et al., 2018; Huang et la., 2019).
The term culture shock in standard terms was first introduced by a sociologist named Oberg since the early 1960s (Yang et al., 2018; Goldstein & Keller, 2015; Tomlin et al., 2014). Oberg defines culture shock as a “mental illness” suffered by people who live outside the cultural environment. Culture shock can be a lifestyle, how to dress, where to stay, including how to cook food, serve it up to enjoy a meal, or maybe communication problems (language), because it will be difficult to start building a network in the new environment it first entered (Yang et al., 2018; Huang et al., 2019). This term implies, feelings of anxiety, loss of direction, feelings do not know what to do or do not know how to do something, which is experienced by individuals when individuals are in an environment that is culturally and socially just (Huang et al., 2019; Goldstein & Keller, 2015; Tomlin et al., 2014; Egenes 2012). Worries people triggered it because people lose the symbols that have been known in social interaction, especially so when people live in a new culture in a relatively long period (Presbitero, 2016).

Methods

This study uses a phenomenological approach. This approach aims to describe the meaning of the experience of life experienced by the individual, the concept or phenomenon, to explore the structure of human consciousness. With this approach, the essence of the dynamics/stages of culture shock felt by employees can be seen, including what is thought, felt and done during the work after the merger of the college with a vision to become a World Class University. The data used were 17-depth interviews with individuals who feel the condition before and after the merger of colleges, two groups of leaderless group discussions, documents, and artefacts. Researchers used primary data in the form of in-depth interviews and secondary data obtained through supporting documents such as SK-setting changes, Minutes of the meeting on the merger process, and so forth. Respondents were a source of data in this study include: Rector, Chairman of the transformation team changes colleges, Director of Human Resources University, Students in force in 2012, lecturers and education personnel are characterized as permanent employees of the foundation with a minimum term of 5 years and follows the process the merger of the University and feel the difference in the condition before and after the merger.

III. RESULTS AND DISCUSSIONS

This study aims to determine the stage of culture shock pattern (culture shock) that has been proposed by some researchers previously did with the stages of culture shock (culture shock) that occurs in the organization, especially college experience like merging Telkom University. Based on studies that have been done, has not found the theory of organizations that discuss the stages of culture shock on organizational changes. So that through this research is expected to be produced by an explanation of the stages of culture shock after the restructuring of the organization. Data were collected over five months at the University of Telkom, precisely four years after this merger. This study begins by tracing the history and motives behind the change in incorporation into four colleges under the Telkom Education Foundation (YPT). As the organizing body that houses four educational institutions under it among other things: Telkom Institute of Technology (IT Telkom), Telkom Institute of Management (IM Telkom), the Polytechnic Telkom and Telkom STISI. YPT has a desire to college below it can become a world-class university. Underlying incorporation into four institutions stems from the need for internal and external needs education Foundation as the organizing body. Telkom and Telkom Polytechnic STISI. YPT has a desire to college below it can become a world-class university. Underlying incorporation into four institutions stems from the need for internal and external needs education Foundation as the organizing body. Telkom and Telkom Polytechnic STISI. YPT has a desire to college below it can become a world-class university. Underlying incorporation into four institutions stems from the need for internal and external needs education Foundation as the organizing body.

However, the incorporation of the four institutions which are driven by the Foundation, are not easily directly be done. The amendment requires the socialization process long enough to remember the merger not only - eyes only between organizations but also includes the entire academic community in it, including the incorporation of units, parts, systems, procedures and even helped incorporate student activity unit (UKM) on each - each institution. This process is time-consuming, so the changes become Telkom University will be realized in 2013 by the Decree of the Director-General of Higher Education Kemendikbud No. 309 / E / 0/2013.

The results of the first interview with the rector of the University of Telkom becomes the reference and step - a strategic move. Furthermore, to be able to intercede early changes and improve quality on all sides. One of them is the quality of human resources, including the ratio between faculty and students that must be met in accordance with the provisions of the Higher Education is 1:30 to 1:45 for the exact and non-exact sciences, so recorded that requires 214 Telkom University lecturer. In 2014 and 2015 opened the recruitment of lecturers significant - scale to meet the needs of faculty ratio. Handling NIDN (National Lecturer Identification Number) lecturer and
functional lecturer positions at that time still short in the number of lecturers who have a functional position. Once in terms of quality and quantity of human resources has been fulfilled.

But in its journey, the various strategies designed by the rector not always been as smooth to run by the academic community. Some would feel the change that is quite surprising because several things happened out of the ordinary before incorporated into the University of Telkom. It is also recognized by the Rector of the University, as leader of Telkom. Seeing these conditions, eventually, rector must perform a thorough breakthrough change to change behaviour and mindset throughout the academic community at the University of X, which is where the changes certainly raise the pros and cons between the academic community. This is because the responsibility of the faculty and staff become more magnificent after the change.

Rector, as a leader coming from the external environment, also brings new cultural influences and experiences in managing college in his hometown. One thing to note is the rector related work culture which has not been formed as expected. The process of implementing a new system that has been designed by the leadership to achieve the organization's vision, experience, and feedback, which leaves each for the academic community. University Telkom is currently a professor from one of the state universities in Indonesia, so very concerned Tridharma as mandatory institute work through his teachers. Quite a lot of rules made to improve the quantity and quality of the implementation Tridharma.

The position of academic staff at the University of Telkom filled mainly by a lecturer who serves as function and structural. The reality on the ground, there are some educators who do not want to occupy a new position even though it received a relevant decree new position. This is because either not able to accept the changes in the organization. These conditions make the disruption of work processes as there are positions vacant and abandoned the work so that the work is taken over by another unit. It causes the unit doing work outside job desk and responsibility unit. This condition eventually makes post-merger conflicts at the University of X.

Through this research will be explained on the stage in the form of the dynamics of the culture shock experienced by people as agents of change, starting from the phase of detachment which individuals are faced with a difficult choice to leave and let go of the way - the old way, a symbol - a symbol of old were significant in her life's work, the second phase is maladjustment is the stage where people do not succeed in adjusting themselves to the new conditions and circumstances. Individuals difficulty in releasing the value - the value and duration of the culture, so take the extreme step of withdrawing from the organization that he thinks the change is excruciating. The third phase is a culture shock after an individual successfully make adjustments and leave value- previous values and ways of working can not be denied, the individual will found a surprise when confronted with the environment and new work culture. However, the ability of individuals pass through this phase of culture shock will make people increasingly proven strengths in the environment and adapt to new work procedures.

Phase resilience, where people lack resilience because faced with pressure - pressure through a foreign feeling in the previous phase. This resilience individual's ability to influence the organization, because of the resilience of individuals will show more optimal performance in an organization so that it can improve the performance of the organization as it did at the University of Telkom. The last phase of which will be in natural well-being of individuals is the phase in which the individual will feel the well-being and comfort of both internal and external as a result of its ability to rise from the time of suit through its proven ability to adapt in a changing organization. When plotted on a curve shape associated 5 phases that will be experienced by the individual, can be seen in Figure 1 below:
1. Phase Detachment

Phase/stage of detachment is the initial stage that is felt by the academic community in the transition period of change, in which the entire academic community tried to drop slowly throughout the beginning owned identity. And slowly try to identify patterns / new habits through regulation and socialization given by the transformation team and foundation, in this case, acts as a change agent mergers. This initial stage can be said to be very emotional to remember this change as if it was a “mandate” that must be done from the Foundation at that time. Based on this, it would appear those very heavy feelings to release something that has been the identity of the academic community of the Institute A, institute B, C Institute, and the Institute D.

Based on the results of interviews conducted on the subject of research, showed in the early stages of this change, the process of replacing the identity of the organization has very deep emotional significance for the entire academic community. This condition is worsened by the academic community who feel that the absence of an opportunity to voice their feelings because after all the changes remain to be implemented for the success of the Foundation's vision to build a World Class University. Telkom University Human Resources Department has conducted activities that aim to merge and introduce a new culture or behaviour that is expected by the organization after the change. In addition through training undertaken in the aftermath of mergers,

In the phase of detachment is seen that the early days of the full change with emotional contradictions, where the academic community must come together to support the change. Not just support but also the merger requires the fusion of all the elements in the college include student activity units (UKM), units and sections in each ex-Institution, budgets, information systems, and the entire human resources, as well as educators in each ex-institution. Consolidation of the University, which was established in mid-August 2013 was conducted after the decree of the Director-General of Higher Education, and Kemendikbud issued. When tracing the many elements of the emotions involved early in the process of socialization until X University officially established, then the next stage will see the conditions that occur after the detachment stage elapsed.

2. Phase Mal Adjustment

In the process of changes that occurred in this case where people faced since the beginning of the phase detachment that individuals should begin to break the habit, the symbol and the old value which has been attached to an individual as an employee. Then the old value is replaced with the new value during the application process involves a system of culture and good adaptability to change. But the fact that not all individuals have the ability to adapt and change a good reception. So could result in the condition of unproductive and certainly interfere with job performance. Inability/failure of individuals in the adjustment of the mall itself is called the phase adjustment. The form is seen in this case; for example, some professors who resigned and left the university because they can not adapt to the culture and a new system that is very different from previous cultures. Impact of the merger makes the whole system in this organization underwent major changes. Not a few lecturers and education staff who are not comfortable with the system / new regulations chose to resign from the University of X.

3. Phase Culture Shock

In the previous stage is explained that there has been a massive rotation after University Telkom officially established by law. Also described in a previous statement that the purpose of the order SDM SDM rotation of each ex-mutual institutions may merge and get to know co-workers, the ex-work culture of other institutions. But in this case, it means in practice is very much cause problems and discomfort from employees who experience the rotation.

These initial rotation conditions make employees feel uncomfortable as well as their foreign juice while on location and position of his new job. Besides the work culture and new jobs, no planning and design before making employees experience culture shock. The culture shock was the next step that will be passed by the academic community in the aftermath of the merger. For example one of the statements of the teaching force from HR ex-Institut Manajemen Telkom then rotated into the HR Telkom University, wherein that section contains other education personnel from ex-Institute of Technology Telkom and Telkom Polytechnic ex.

Based on the results of interviews conducted, it can be concluded that a sense of worries, anxiety, and mood foreigners are depicted when on the move to a new work location and have to deal with new tasks and co-workers that might never be known before. Miscommunication and misperception are commonplace in the new environment when each - each member of the organization has not really - really managed to break his old identity and to merge
into value - the new value. So that the working atmosphere woke could prejudice - prejudice that disrupts the performance of the unit.

Although this is the third phase in the culture shock experienced by the individual, on organizational changes that occurred at the University of Telkom can be said is in the early phase after a merger because people will experience culture shock when employees began a new job in a way - a new way. In this phase looks still looks the high degree of identity before they leapt origin indicated by their respective institutions in the assignment or the completion of work as a result of the emergence of prejudice - prejudice remember each - each has a different identity before joining.

When viewed from a state court, the merger is still going interpreted only on paper or in the form of the establishment of legal status. However, organizational behaviour that occurs in it still represents the organization before. This condition is felt very uncomfortable and ultimately, even more, exacerbated existing problems in the unit. Work discomfort experienced by the employee understood by the HR Department. SDM The University also provides a solution to employees who can not work optimally in the unit's new by moving the employee concerned to unit / other parts according to the recommendations/requests from units and employees concerned, so that the employee can work comfortably so that their work is more optimal.

Some of the academic community are basically heavy accept these changes, but to recognize that change can not be stopped and it is impossible to go back. The condition eventually makes member organizations become unrealistic and ultimately support the change. Changes in behaviour and feelings that occur in this phase be an early sign that the academic community has been able to adapt to the changes that occur. Phase reality the culture shock can be bypassed with a good adaptation behaviour, and emotions are ripe, so it will proceed with the next phase of the condition that occurs after the merger.

4. Phase Resilience

Whereas in the past the culture shock, in this case, is defined as feeling uncomfortable, disappointed and alienated because of the change followed by the loss of symbols, familiar habits, and behaviour giving rise to confusion and anxiety of having to be in a new position. Experience the culture shock felt by the academic community of the University of Telkom, in fact, able to pass through although it requires a long process. Various achievement and accomplishment that is able to be achieved by the institution and the academic community into a force able to get up and work for advancing Institutions with every homage today.

A sense of disappointment and sadness at having to let go of the value - the value of time, eventually be eliminated through individual consciousness that is supported by the leading role in managing HR and colleges so as to have a positive result. Where the behaviour of individuals who previously apathetic to change to change into a form of support that leads to behavioural changes, Telkom University optimistic for the better. The ability to overcome themselves and transform themselves to emerge from a sense of sadness to leave the old identity for this merger is called Resilience. Resilience phase is the phase that will be passed by individuals who have been successful through a phase of detachment and phases of culture shock.

Resilience is the capacity to respond in a healthy and productive in the face of adversity or trauma, where it is important to manage the stresses of daily living (Crowe et al., 2017; Schwarz, 2018). Resilience is a set of mind that allows it to seek new experiences and see life as progress. Resilience generates and maintains a positive attitude to dig. Individuals with good resilience understand that mistakes are not the end of everything. People extract meaning from mistakes and use that knowledge to reach for something higher. Individuals galvanize themselves and solve problems with thoughtful, completely, and energetic (Tracey et al., 2017; Crowe et al., 2017).

In the case of changes in Telkom University, one of the respondents were initially very vocal in criticizing the incorporation of Telkom University. After the passage of time, were able to realize a situation that should have been going well for the progress of Telkom University. The respondents even join in the system by devoting time, energy, and his thoughts for the betterment of Telkom University in the future through the analysis related to the survival endowment program Telkom University in the future. The ability of individuals to believe this resilience for their value - the value of life which is believed and to deal with the whole issue of his life, especially related to job and position as part of the academic community of the University of Telkom.
With the growing resilience of the individual self then certainly, these individuals have been able to get through - transition very well change, these individuals also have the ability to adapt to change so as to generate a positive work behaviour and productive work for the organization. In addition to the leadership role in managing and directing change academic community towards a common vision, the ability of the academic community to reach the stage of this resilience is also believed to be one of the keys to the success of Telkom University in obtaining a wide range of achievements and the achievements of the plume.

5. Phase Well-Being

Phase well-being is the last stage that will be passed after the individual managed to rise from a sense of alienation and anxiety about the future after the merger of the college. Phase well-being can be achieved if the individual has been able to adapt to the culture and rules in the new environment. It takes awareness to be able to accept the changes and good adaptability so that individuals can survive and show its existence despite being in an environment that is volatile. In this case, the phase of wellbeing can be achieved after entering the fourth year after the occurrence of the change. Phase wellbeing is here in the form of a form/sense of satisfaction in his life, a sense of pleasure, pride, and joy because of success in achieving something. Phase wellbeing felt by the entire academic community that has successfully passed its phase of culture shock. As expressed by one of the students, that the change of a significant bureaucracy and is considered easier for students than the time before the change.

Conditions integrated and synergy among faculty basically also be the reason and purpose of the foundation for the merger. But the goals and objectives during the process of socialization of change can not be understood clearly by the academic community at the beginning - the beginning of a change. After the merger, many perceived obtained the positive impact of changes in the organization that has been running for four years.

Theory of psychological well-being developed by Ryff in 1989. Psychological well-being refers to a person's feelings about the activities of daily living. All the activities carried out by individuals who are taking place every day wherein the process the possibility of fluctuations in the thoughts and feelings that starts from a negative mental state to the positive mental state, such as from trauma to the reception of life called psychological well-being (Ryff & Keyes, 1995). Ryff (1989) defines psychological well-being as an encouragement to explore the potential of the individual as a whole. The impulse can cause someone to be resigned to the situation that makes psychological well-being individual becomes low or attempting to improve living conditions which will make psychological well-being The individual becomes high (Ryff & Keyes, 1995; 2014). Individuals who have psychological well-being high is the individual who is satisfied with his life, emotional state that is positive, capable through bad experiences that could have resulted in a negative emotional, has a positive relationship with others, are able to determine their own destiny without relying with others, controls the environmental conditions, has a clear purpose in life, and are able to develop themselves (Ryff, 1989; 2014). In addition to the individual's ability to interpret and accept the conditions of the environment, in this case, the phase wellbeing is also influenced by the role of leadership and leadership capabilities in managing organizational change in accordance with the culture of higher education which refers to the Tri Dharma college.

Background Rector as a professor State University (PTN) and assessor of BAN-PT, becoming one of the things that contribute to improving aspects of well-being the academic community, as rector of a little more to bring value - the value of her as someone who understands the nature of college, Wellbeing levels perceived by the academic community can be expanded and increased with age/length of time the changes have been passed, so the more positive achievements which will increase the sense of wellbeing. In this case, the dynamics of the culture shock felt by the academic community, especially professors and teaching staff were start of detachment phase, the phase of the mall adjustment, culture shock phase, the phase of the phase resilience and wellbeing phases found in this study is very different when compared with the previous U-curve theory proposed by Black and Mendenhall (1991) in the form of Honeymoon or euphoria, culture shock, adjustment and mastery or a stable state. This is because of differences in circumstances and causes of the change.

IV. CONCLUSION

Basically, the merger, if managed properly and begins with the same vision, can bring considerable profit to the organization. Organizations merged to produce strong and capable institutions work together in terms of human and financial resources. Mergers can be risky even exacerbate the problems that occur, even clashing culture conditions also can not be avoided so as to affect the performance of individuals and organizations post-merger.
The object of study, in this case, is Telkom University, a private university in West Java which is under the auspices of Telkom Education Foundation (YPT), University of Telkom is the result of a merger of four different core scientific institutions. Anxiety and worry at the beginning of a change in the usual things to face at the beginning of change. But many achievements and successes that have been achieved by Telkom University can be an example of that merger universities can have a positive impact when supported by the leadership role. Besides the ability to manage the college in accordance with the Tri Dharma in the form of teaching college.

Stages of culture shock generated in this study can be a reference for other universities that would merge the college as done by the University of Telkom. By understanding the stages of culture shock, then college is able to carry out preventive so that the changes can result in a positive impact on individuals as members of the organization so that through changes in the college will produce ever-increasing performance and achievement. In originality research, there are the motifs change, object, and subject have difference with previous research. This study resulted in five stages of culture shock experienced at the college who experience a merger, among others: detachment phase, the phase of the mall adjustment, culture shock phase, the phase of resilience, and the phase of well - being.

Acknowledgement
Thank you to all respondents who have been willing to share their experiences of perceived change, thank you to my friends in the psychology doctoral study program, especially to my dissertation supervisor Mr. Achmad Sobirin and Mr. Fathul Himam who always gives full support for this research, then to my family my beloved husband and children for their support and attention

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