

WHEN SELF BELONGING AND ORGANIZATION CULTURE COLLIDE

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Abstract

Organizations and institutions serve as dynamic hubs where diverse backgrounds and perspectives converge. While individuals often establish deep connections, considering these places a second home. This study explores how personal diversity, technology, and organizational culture intersect in organizations, aiming to understand their impact on self-belonging and the overall culture. Through literature review and case analysis, we scrutinize the intricate relationships between personal diversity, technology, and culture. Effective management can alleviate challenges stemming from these dynamics, enhancing human resource conditions. Successful strategies embracing diversity and technology can positively influence these conditions. Although technology accelerates institutional development, cultural change is gradual. Effective management is crucial in bridging gaps between personal diversity, technology, and cultural continuity. Improved conditions foster self-belonging, enriching organizational culture. This research underscores the role of strategic management in harmonizing personal identities with organizational values, ultimately fostering an adaptive institutional culture.

Keywords: Culture, Human Resource Management, Organization, Self Belonging

1. INTRODUCTION

Human resource management significantly impacts organizational performance, especially in the era of Industry 5.0. In this context, fostering an innovative and collaborative organizational culture becomes crucial (Al-Jundi et al., 2019). The culture of the industry 5.0 era necessitates rapid adaptability in a changing business landscape (Adam, 1996). This article delves into the role of human resource management within the industry 5.0 organizational culture.

Human resource management's role in the industry 5.0 era involves creating a thriving culture. This encompasses establishing an innovative and collaborative work environment (Adams et al., 2007). Encouraging workforce participation across various organizational aspects, including decision-making and skill development, is paramount for achieving collective objectives.

Central to the Industry 5.0 organizational culture is the workforce, pivotal for shaping an innovative and collaborative atmosphere (Ruta, 2009). Organizational management should grant employees the freedom to innovate and produce novel ideas (Adams et al., 2007). This calls for fostering skill development and providing opportunities that enable greater contributions. In the Industry 5.0 era, technological advancement is vital for enhancing human resource management (Ruta, 2009). While humans drive technological innovation, the synergy between human ingenuity and

technological progress is vital. Thus, technological support significantly aids human resource management's evolution (Al-Jundi et al., 2019).

Technology's integration influences the industry 5.0 organizational culture. It expedites activities and increases efficiency in decision-making, employee involvement, and organizational development (Edwards, 2005). Additionally, technology boosts transparency and accountability, enhancing organizational operations. Effective collaboration and communication are cornerstones of a functional Industry 5.0 culture, influencing various aspects of an organization (Strohmeier, 2009). Encouraging such collaboration requires employee training and development, ensuring a cohesive and innovative work environment (Edwards, 2005).

In this era, workforce development is pivotal in maintaining the industry 5.0 culture. Human resource management should offer training and development opportunities to hone skills and provide avenues for employees to take on larger roles within the organization (Eisenberger et al., 2001). Moreover, this article explores the interplay of human resource management and the industry 5.0 organizational culture. It delves into fostering an innovative and collaborative environment, the pivotal role of the workforce, technological integration, effective collaboration and communication, and workforce development. The objective of this research is to comprehensively understand how human resource management shapes the industry 5.0 organizational culture and contributes to organizational success.

2. LITERATURE REVIEW

2.1. Self Belonging

Self-belonging is a feeling that actually needs to get appreciation from the leadership and other managerial teams. This feeling is an appreciation from the workforce for the organization that has become part of the time spent at work (Flinders, 2002). This form of appreciation gives an understanding that the organization is a place that has significant value in the hearts of all its workforce. The meaning and level of these values are only understood by the workers themselves.

This form of appreciation is generally able to trigger workforce motivation to work more diligently and enthusiastically (Flinders, 2002). Motivation that comes from the external workforce will certainly support motivation that comes from the internal workforce. When motivation that comes from internal and external workforce synergizes, it is certain that the performance of the workforce independently will increase and get better. And when workforce performance increases, it means that the organizational goals that have been set can be achieved as planned (Salanova & Schaufeli, 2008).

Organizational goals as shared goals for the common welfare and prosperity need to be supported by all levels of management. Welfare and prosperity together will be achieved with the cooperation of all parties and layers in the organizational structure. Cooperation of all good parties in an organizational structure in achieving common goals is a form of self-belonging (Gorsira et al., 2018). This must be maintained and developed into a positive organizational culture, so that the "value" of the organization becomes more positive.

2.2. Organization

A gathering place for many personal with the thought of achieving the same goal is an organization. So many personal with diverse thoughts and abilities that are in line are the driving force of an organization. An organization with a variety of driving force capabilities will try to be able to achieve the goals set in ways that have been set with Guiso, L., Sapienza, P., & Zingales, L. (2015). When the driving force moves together, common goals are not difficult to achieve.

A good organization will accommodate all the abilities possessed by the personnel they have without any differences. These diverse personal abilities should be properly accommodated by all organizational managerial teams without exception (Strohmeier, 2009). A good organizational managerial team is a team that behaves and is prepared to accept criticism and suggestions from all the personnel in it. Because the criticisms and suggestions submitted are actually aimed at supporting the growth and development of an increasingly positive organization (Gorsira et al., 2018).

The positive attitude of the managerial team because it does not favor only certain personnel is a form of positive support for all personnel in the organization. Positive support really needs to be enforced, so that all existing personnel will feel highly valued as part of the organization. By being fair to all personnel who are members of the organization, it indirectly builds a positive organizational culture. This fair and wise attitude will build an organizational culture that has character and value among other organizations (Guiso et al., 2015).

2.3. Culture

Culture does not only exist in traditional societies, in any environment we will find its values. Cultural values that have existed since ancient times are heritage whose value cannot be changed in any nominal form in the world (Savage et al., 2004). The values contained are the cultural roots or cultural origins that shape and build all the culture that exists and is carried out by all of us to this day. All of these values are written or unwritten, but they remain the basis for all of us in carrying out our daily lives (Jenkins, 2014).

Written and unwritten cultural values in a society indirectly form the basis for the development of culture in their respective work environments. Building a better and positive work environment will be able to be built by all personnel in it with mutual respect (Mumley, 2019). Mutual respect is a form of unwritten cultural values that must be carried out by anyone in the work environment and other environments. When the conditions of the work environment and other environments support each other, it is certain that the work results of each person and organization will become more positive (Kasfunnuri, 2022).

Culture in a good organization should be formed by anyone in it, regardless of social status. Although, actually the leadership and all organizational managerial teams are top leaders who are obliged to build and form a positive organizational culture (Sanders & Frenkel, 2011). The organizational culture that is formed will be better if all levels of leadership are also open to receiving input in the form of suggestions and good ideas from other personnel, even though they are not part of the managerial team level. All of that will be something positive for all the personnel in it, both internal and external to the organization including every personnel in the organization (Edensor, 2007).

2.4. Human Resource Management

Human resources are an important aspect of society of various sizes and regions, including an organization (Salanova & Schaufeli, 2008). As one of the important sides of the organization, it is necessary to organize and manage it into a good system. The system for managing and managing human resources is an attempt to turn existing human resources into valuable assets (Sanders, K. and Frenkel, S., 2011). In order to make human resources owned as a valuable asset for the organization, human resource management should pay more attention to this area.

Human resource management is a field of science that is very interesting in its implementation anywhere (Strohmeier, 2009). Because human resource management has many ways to find solutions to every problem, especially regarding organizational culture. When there is a change in the technology system caused by global conditions that do not allow every human being to be able to apply it directly, the human resource management team will provide supporting training (Jenkins, 2014). So that the human resource management does not need to directly terminate the employment relationship which in general will only harm the workforce.

Accommodating all forms and levels of human resource capabilities in an organization is not an easy process. Seek and provide all forms of solutions for the organization and its human resources when facing a problem in the process of organizational growth and development (Strohmeier, 2009). Human resource problems will always arise in line with all forms of changes that occur in other fields (Edensor, 2007). For this reason, human resource management must be able to become a solutive field in order to turn human resources owned by an organization into assets with character and value or value.

3. RESEARCH METHOD

This study employs a qualitative approach to illuminate the symbiotic relationship between human resource management and organizational culture in the 5.0 era. The goal is to emphasize their interdependence and the need for seamless coexistence. This dynamic alignment is vital for achieving collective objectives efficiently and effectively. In the ever-changing landscape of the 5.0 era, organizations face intricate challenges and opportunities. Thus, the coordination between human resource management strategies and organizational culture is crucial. Their collaboration should not only be theoretical but practical, enabling optimal goal attainment.

The qualitative aspect of this research highlights the tangible impact of the interconnectedness between these elements. It goes beyond theory to emphasize their practical significance. This collaboration is a pragmatic requirement that can significantly influence an organization's trajectory in the industry 5.0 era. This research's qualitative presentation underscores the mutual reinforcement of human resource management and organizational culture, both practically and theoretically. This relationship is a necessity in the industry 5.0 era, driving goal achievement and fostering a productive, positive organizational environment.

4. RESULTS AND DISCUSSION

The dynamics of the world in all fields since ancient times cannot be stopped by anyone or any country. Change is eternal in this world, no one can avoid it. Entering the 21st century, the dynamics in many fields are things that really "raise" the awareness of people everywhere about world progress in many fields, and it is mandatory to accept it (Delbridge & Whitfield, 2001). Starting with the changes from the 4.0 era to the 5.0 era which lasted no more than a decade, in the end it also changed the mindset and behavior of people all over the world. Era 5.0 is a new era that was never imagined would happen this fast and be able to change many fields around the world. The speed of change in this era is also followed by changes that occur in all societies around the world. Changes in the condition of society generally exist in conditions that must be more prepared to accept progress and changes in an increasingly advanced era (Demerouti et al., 2001). These conditions must be prepared in order to maintain a better and positive adaptation situation and condition.

The conditions and situations of a process of adaptation to change require the support of the thinking of the community and the governmental authorities (Schiller et al., 1992). People's thinking that is open to change without the support of the authorities will not produce anything positive for progress itself (Mumley, 2019). Government support in this case is needed in order to build and form a society that has more advanced thinking than the era that will be faced and lived. When the planned society has been formed in order to face a new era full of surprise changes in all fields, including the field of human resource management. The field of human resources is one of the main areas that really needs to be supported in the process to develop for the better. In this increasingly advanced era, the field of human resources requires support in its management process (Strohmeier, 2009). Support from many areas in the human resource management development process is needed so that it is said to be successful (Demerouti et al., 2001). The meaning of the word success is being able to "create" more valuable human resources.

Human resource management towards the 5.0 era which has succeeded in "preparing and building" human resources or an increasingly valuable community environment everywhere, certainly has taken steps that are not easy (Ruel et al., 2007). Preparing and building a society that is able to accept progress in many fields is a work process that requires the support of many parties. The support needed is not only the government authorities, in this case, the private sector or third parties also really need help. Because the government's ability is also ensured that it is not entirely good if it does it independently, due to limited assistance needed for the development of the necessary facilities and infrastructure (Brubaker & Cooper, 2000).

Development of facilities and infrastructure needed for human resource development activities from an early age, wherever the process takes place. All of this can actually start from the elementary education level, and be strengthened at the upper education level, even higher education. Even after a person works or becomes an employee or workforce of an institution, activities to improve and develop hard skills and soft skills must be accommodated by the workplace owner (Delbridge & Whitfield, 2001). The process can be started by being given training before starting work and after having worked for some time. However, there are still many companies or organizations that do not consider their human resources to be an asset to the company in Indonesia. These companies or organizations still think that their human

resources are just tools that they can remove from the human resource management database at any time (Brubaker & Cooper, 2000). So that companies or organizations do not need to think too much about the amount of costs they have to pay for bonus payments and their other rights. This is generally able to eliminate the sense of belonging to the company or organization that has been their place of work.

A company or organization that values its workforce must prepare ongoing and scheduled skills development activities. All training activities are needed to develop and improve the hard skills and soft skills of the workforce, for the future position of the organization (Bell, 1999). Due to the positive value of human resources owned, the value of the company or organization will also experience changes that are increasingly positive in the eyes of other organizations or companies, both of the same type and not of the same type. All of these thoughts are the duties and obligations of human resource management who have far-reaching thoughts for the future of the organization for the sake of positive values and character (Schiller et al., 1992). Company or organizational assets, namely workers who have character and positive value are the media for companies to achieve a better position. In line with the routine process of giving rewards in the form of training to improve hard skills and soft skills, the process of "embracing" or growing self-belongingness, it is certain that the organizational culture will also grow better and more positively (Scheibelhofer, 2007). Both of these will support each other in the process of efficiency and optimization of the organization or company to become an organization that should be reckoned with by other companies or organizations. In addition to these two things, other things that need to be considered by the company's managerial and human resource management for the sake of company value (Bell, 1999).

Another thing that needs to be remembered by an organization or company in maintaining self-belonging and the organizational culture of a company is not to forget the workforce that has contributed to the organization or company since its inception. History for an organization or company will make self-belonging included in the organizational culture of a company or organization, so that it can grow into a feeling of love and happiness when the organization or company where they work grows to be the best (Savage et al., 2004). For this reason, it is better for an organization or any company to continue to accommodate the presence of senior workers who are still trying to attend training to improve their hard skills and soft skills according to their abilities. When technological advances in the 5.0 era are often the cause of the collapse of a workforce's self-belonging due to differences in abilities, it would be better if these conditions were minimized (Beck, 1992).

The collapse of self-belonging due to an organizational culture that does not appreciate and accommodate the existence of senior workers can be the beginning of the decline of an organization or company (Van Rooij & Fine, 2018). Senior workforce may only have the ability to adapt less than 80 percent with technological advances and other fields in the 5.0 era, but the experience they have is a "treasure" for human resource management who understands it. The education they have may not be as high as the current younger generation, so it would be better if the position of this senior generation is as advisors or expert staff for the sustainability process of an organization or company. Although the younger generation with appropriate experience and abilities should be the spearhead of an organization or company to achieve the goals set, without "leaving behind" suggestions and input from the senior generation which

are considered relevant for every process carried out by the organization or company (Beck, 1992).

Acknowledging the abilities, strengths, and experiences of others is pivotal for successful collaboration within organizations. In our increasingly sophisticated era, the intelligence and capabilities of a diverse workforce generate heightened value through positive cooperation (Baumeister & Leary, 2017). Such collaboration not only benefits internal entities but also contributes to a broader organizational culture that embodies character. The nurturing of this character, encompassing the entire spectrum of human resource management, becomes a wellspring of strength. This newfound strength and positive character align seamlessly with existing human resource management, harmonizing with the organization's ethos (Scheibelhofer, 2007). By nurturing these attributes, organizations bolster their capacity to drive progress across all domains. In essence, this synergy between collaborative efforts and effective human resource management fuels a holistic and impactful journey of advancement.

5. CONCLUSION

Human resource management serves as a vital catalyst in shaping the landscape of Organizational Culture 5.0, focusing on nurturing workforce growth, skill enhancement, and potential realization. Nevertheless, comprehending labor's value within an organization remains challenging due to existing cultural hindrances. These hindrances obstruct the cultivation of self-belonging among employees, compounded by internal and external factors, including inadequate support for workers' rights.

Navigating the evolving landscape of Organizational Culture 5.0, HRM should establish inclusive skill development initiatives through collaborative efforts with internal and external experts. This approach can bridge generational gaps and align with the technological strides of the 5.0 era. Additionally, strategically placing individuals in suitable roles is pivotal for optimizing efficiency and effectiveness across all organizational levels. By cultivating a workforce with positive character traits, organizations can foster a supportive culture, driving mutual growth of self-belonging and a resilient workforce. These interconnected elements are essential for strengthening organizational assets and maximizing the impact of human resource management.

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