



Description of Local Wisdom Culture “Waja Sampai Kaputing” in Palm Oil Companies in Banjarmasin

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Abstract. This article aims to explain the description of organizational culture based on local values. The values of local wisdom of Banjarmasin culture called Waja Sampai Kaputing which function as social glue that unite the organization by providing appropriate standards for employees of oil palm companies. This study uses the Systematic Literature Review (SLR) of journal articles published in 2017–2021 using the PICOC (Population Intervention Comparison Outcomes Context) criteria. It is concluded that there were 10 articles which constituted 20% of the 50 articles or it could be said that only 10% of the total 100 articles found in online database searching. Organizational culture has a strong role in palm oil companies. A strong orientation towards communication and good working relationships with each other characterized people orientation. Organizational culture produces a high level of commitment. Organizational culture of palm oil companies in Banjarmasin is more result-oriented (outcome orientation). Organizational culture of oil palm employees also maintains stability (statusquo). Organizational culture based on local wisdom has been successfully implemented in oil palm companies. The value of local wisdom has been successfully maintained from the past until now even though the era has changed, The active role of the management of oil palm companies should be continuously instill organizational cultural values into their employees. If the organizational culture is applied correctly, a strong organizational culture will be formed. A strong organizational culture will ultimately improve performance while still carrying the slogan Waja Sampai Kaputing as a characteristic of local wisdom.

Keywords: Organizational Culture · Local Wisdom · Waja Until Kaputing · Palm Oil Company

1 Introduction

1.1 Organizational Culture Concept

The palm oil industry sector is a priority sector in the province of South Kalimantan with an output multiplier value and an above average income multiplier value. This shows that the oil palm plantation sector is included in the priority sector. Until 2015, the number of oil palm companies/plantations in South Kalimantan was 64. The existence of palm oil

companies in South Kalimantan so far has not provided optimal results. Banjarmasin, the capital city of South Kalimantan Province, has an oil palm plantation business that has experienced significant development. Meanwhile, the number of palm oil mills in South Kalimantan is 20 factories with a used capacity of ± 797.89 tons/h [1].

This condition must be followed by improving the quality of oil palm commodities, especially the Fresh Fruit Bunches (FFB) produced. The quality of this palm oil FFB will greatly affect the quality of Crude Palm Oil (CPO) and the quality of Palm Kernel Oil (PKO) produced from the FFB processing. This good FFB product will greatly affect the yield value of palm oil. Many factors can affect the yield including plant varieties, plant maintenance, natural factors or weather conditions, quality and procedures for harvesting FFB, transportation and processing at the factory. Palm oil companies certainly have to change their strategy in order to compete and survive, including cultural reform. It means being able to keep up with changes and developments that occur in society. (Governor Regulation No. 03 of 2020).

The people of Banjarmasin have the motto “Waja Sampai Kaputing” which has a very deep meaning, namely: Waja means Steel (hard determination), “Kaputing means fighting to the last drop of blood”. Waja Sampai Kaputing’s motto means a strong determination to fight to the end. This indicates that the people of Banjarmasin do not easily give up in their struggle. The cultural values behind the meaning of the slogan on the coat of arms of South Kalimantan (Regional Regulation, 1963) in the form of a shield are as follow:

1. The star symbolizes belief in God Almighty.
2. The color of the Black Banjar House symbolizes high culture.
3. Diamonds symbolize prosperity.
4. Rice and rubber symbolize farming and rubber tapping.
5. The White Ribbon symbolizes honesty in speech, behavior, and character, wisdom, and loyal friends.

Waja Sampai Kaputing’s motto remains as passionate and strong as steel, from beginning to end. These values based on observations have not been clearly reflected in the pulse of the life of palm oil companies in Banjarmasin in carrying out their various duties and functions. Specifically the value in point four, although the main livelihoods are farming and tapping rubber, because in Banjarmasin there are coal mines and many plantations and oil palm companies, but the results do not reflect the prosperity of the community, as well as for the fifth point about the White Ribbon, especially the expression of behavior employees which are reflected in honesty, good attitude, fairness in making policies and a sense of loyalty to coworkers at work. (Regional Regulation, 1963).

Organizational culture can be interpreted as a system of sharing meaning by members that distinguishes an organization from other organizations [17]. [17] Characteristics of organizational culture namely: (a) innovation and risk taking, which is the degree to which employees are encouraged to be innovative and take risks; (b) attention to detail, which is a level where employees are expected to show thoroughness, study, and attention to detail; (c) oriented to results (outcome orientation), which is a level where management prioritizes optimal results rather than processes to achieve these results; (d) people

orientation, which is a level where every decision making by management considers the impact and consequences of these decisions on members of the organization; (e) team orientation, namely the degree to which work activities are organized in teams rather than individuals, [19].

Based on observations that have been made, there are indications that the organizational culture of oil palm companies in Banjarmasin is still weak. One of organizational culture problem that exist in palm oil companies in Banjarmasin from the characteristics of Attention to People (people orientation), where many employees need extra supervision [4]. The management mostly conducts supervision only at the end of the activity to evaluate if an error occurs or cannot achieve the expected goals resulting in delays in reporting activities that cannot be completed on time. This is reflected in many employees who are negligent at work and do not comply with the regulations set by the palm oil management. For example, not wearing Personal Protective Equipment (PPE) such as forgetting to wear a safety helmet when going to oil palm plantations, boots, gloves and a vest as their safety protective equipment when going to the field to harvest oil palm in the plantation. On the characteristics of Stability (Stability), want to maintain the Status Quo which explains the symbol and motto of Waja Sampai Kaputing which must be upheld, respected, there is a sense of pride, a sense of belonging to the organization and have a desire to advance the organization where the employee works. Some employees of oil palm companies have implemented the characteristics of organizational culture, especially those based on local wisdom, but not all employees have implemented organizational culture in oil palm companies in Banjarmasin.

1.2 Formation of Organizational Culture

Philosophy of leadership will determine how the selection criteria, as well as the process occurs in an organization. This is the beginning of the process of forming organizational culture [19] (Fig. 1).

Leader should strive to provide an effective socialization process, especially for new employees in the organization. Without a good socialization process, organizational culture will be difficult to maintain and develop [22]. This socialization process applies to every employee, especially to new employees. New employees have great potential to change the culture in an organization. In general, new employees bring many different paradigm to the organization. Each socialization process that is carried out slowly forms the unique characteristics of the organizational culture [24].

The characteristics of organizational culture can be seen from the processes that occur in it, because culture is a guide to behavior and processes that should be carried out [8].

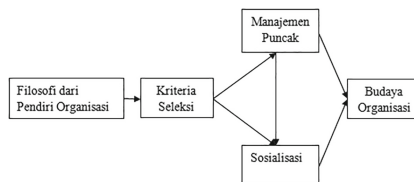


Fig. 1. The Process of Forming Organizational Culture

The characteristics of organizational culture consist of conscientiousness, aggressiveness, stability, innovation and risk taking, people orientation, team orientation, and results orientation [19]. Each of the characteristics consists of various elements, which directly describe how members view certain things in the organization. Every organization has different elements, according to their needs and what they believe to be true.

Element of involvement and consistency determine the performance of an organization [6, 7]. Organizations will have different cultural elements regarding problem solving, problem reporting, rewards, punishments, sense of belonging to the organization, self-development, and training. The determination of the vision and mission determines the cultural elements that are formed within the organization. When the organization has a clear and measurable vision, this will directly affect organizational commitment and productivity [20]. A culture-based on local wisdom Waja sampai Kaputing will be seen from its influence in integrating every problem in the organization.

1.3 Functions of Organizational Culture

A good organization culture will provide benefits to the organization through several functions, namely as a control mechanism, stability of social systems, boundaries of differentiation, integrator, behavior former [25], focus of attention in organizations, perceptions of time, individuals, groups, communities, and the natural environment [23] (Hartanto, 2009). On the other hand, organizational culture can also serve as an obstacle to initiating a change. Organizational culture that has a significant influence is called a strong organizational culture [16]. Strong or weak organizational culture will be seen from its influence in integrating every problem in the organization. A strong culture will form a high level of tolerance in risk taking, aggressiveness, and a high focus on performance results without neglecting the process in achieving these results [19]. Leaders must continue to pay attention to the processes that exist in the organizational culture, by continuing to be a role model of behavior in the organization, providing direction in relation to standards within the company, and having reward and punishment standards within the company.

Each of these processes will be an element of culture, which has several special functions. Organizational culture has a function to set boundaries, provide identity [19], control mechanisms, integrators [6], facilitate commitment within an organization [20]. In addition, the function of organizational culture is also defined as the role of leadership in relation to the phases experienced by the organization [21]. According to the author personally, leaders who hold full control in shaping the elements as the basis of the function of organizational culture. These functions then continue to change, according to the leadership style and environmental conditions of the organizational culture. Therefore, it is important for every organization to understand the organizational culture well. This is directly related to the productivity of the organization's performance [3].

2 Research Methods

Research method used is Systematic Literature Review. The data sources are taken from the results of research publications related to the topic, namely those related to the

description of organizational culture based on local wisdom from Waja sampai Kaputing in oil palm companies. The publication results are taken by Sinta accredited national journals and international journals.

2.1 Research Questions

Research questions based on the needs of the chosen topic are:

1. What is the description of the organizational culture based on local wisdom in oil palm companies in Banjarmasin based on the 2017–2021 article?
2. What is the expected organizational culture based on local wisdom in oil palm companies in Banjarmasin?

2.2 Research Criteria

Inclusion criteria, namely the article has certain conditions according to what has been determined by the researcher as follows:

- a. Articles related to research topics for a maximum of 5 years.
- b. Articles related to research topics from 2017–2021.

The exclusive criteria are articles that already have inclusion criteria but there are circumstances that must be excluded, namely:

- a. Articles with unclear road maps
- b. Unidentified article

2.3 Research Stage

This systematic review research consists of several steps that must be passed according to [27]), namely Planning, Conducting, and Reporting.

a. Planning

At this stage, starting with formulating the questions used for the research to be reviewed based on the PICOC. The term PICOC is an abbreviation of the following terms:

- 1) Population (P) is the target group from the investigation or search of research articles. The population in this study are employees of palm oil companies
- 2) Intervention (I) in the form of detailed aspects of the investigation or research issues that are of interest to researchers.
- 3) Comparison (C) in the form of aspects of the investigation that compares the interventions made from the research results.
- 4) Outcomes (O) in the form of effects and results of organizational culture interventions that have been written and published.

- 5) Context (C) is the setting and environment of the investigation in the working area of the oil palm company.
- b. Conducting

The conducting stage is the stage of implementing a systematic review research by carrying out the following steps:

- 1) Determination of keywords from the literature search using keywords, organizational culture
- 2) Determination of literature search sources (digital library) which is managed with literature endnote software
- 3) Selection of literature in accordance with the research topic assisted by the inclusion and exclusion criteria of the study.
- 4) Assessment of literature quality (quality assessment) with recommendations based on the parameters of questions that can be asked by research [27].
- 5) Implementation of data extraction (data extraction) by making groupings from the results of articles that have been found
- c. Reporting

Reporting is the third step in SLR. The reporting stage is the stage of writing the results of a systematic review research which is compiled in written form.

3 Result and Discussion

3.1 Results

Based on the results of the stages of the systematic review method according to [27] that through three stages of selection, namely planning, conducting, and reporting. In the first stage, the researcher conducted a digital search and conducted a selection process based on the title which resulted in 100 references that were considered relevant to the searched variable.

Whether the variables are relevant or not, based on their suitability for the research objectives, they are then combined into one, then a screening is carried out whether the titles in the articles are the same or not. Next, an evaluation of the abstract and brief content of the articles found and selected was carried out. During the evaluation, 25 articles were found that were included in the duplicates and 25 articles that were not relevant to the inclusion criteria. Articles that did not meet the inclusion criteria were excluded, leaving 50 relevant articles to be assessed for high quality research.

The number of the 50 articles, the researchers filtered again by applying the PICOC criteria and left 10 articles, which showed that these articles constituted 20 percent of the 50 articles or it could be said that only 10% of the total 100 articles found in online database searches. The 10 articles are articles that have synthesized data after screening based on inclusion criteria and detailed screening of abstracts and full texts.

In the next stage, a search and search for sources obtained an analysis of the 10 journals showing 10 journals with quantitative methods and cross-sectional surveys, 10 journals with correlational quantitative methods. The literature cited in this review is the

publication of articles published from 2017 to 2021. This type of quantitative research from the selected research uses a survey method through a Likert scaled questionnaire.

3.2 Discussion

Based on the results of the literature analysis there were 10 journals selected focused on Organizational Culture. Organizational culture is a shared system that is embraced and respected by members of the organization and distinguishes it from other organizations [17].

The results of a good organizational culture literature analysis will provide benefits to the organization through several functions, namely as a control mechanism, social system stability, differentiating boundaries, integrators, behavior former. [11] focus of attention in organizations, perceptions of time, individuals, groups, communities, and the natural environment [23]. On the other hand, organizational culture can also serve as an obstacle to initiating a change. Organizational culture that has a significant influence is called a strong organizational culture [18].

The strong organizational culture of local wisdom will be seen from its influence in integrating every problem in the organization. A strong culture will form a high level of tolerance in risk taking, aggressiveness, and a high focus on performance results without neglecting the process in achieving these results [18]. Leaders must continue to pay attention to the processes that exist in the organizational culture, by remaining an example of behavior in the organization, providing direction to existing standards within the company, and having reward and punishment standards within the company.

The results of this study are in line with the opinion of [18] which states that performance is shaped by organizational culture. This research also supports the opinion [9] said a strong culture is often said to help business performance because it creates a tremendous improvement in employees. Likewise, this research also supports the opinion [8] that a strong and distinctive culture greatly influences the success of an organization. Successful organizations have a strong and distinctive culture, including myths that reinforce the organizational sub-culture. Waja Sampai Kaputing culture also has a positive and significant effect on organizational commitment. Organizational culture acts as a social glue that binds all members of the organization together [10]. This finding supports previous empirical studies conducted by [12].

Research conducted by Maulida (2013) found that organizational culture that applies local wisdom values has an effect on employee performance. Organizational culture in addition to functioning as a tool to achieve goals also serves as the identity of an organization, helps maintain stability and integrity and can also shape the behavior of individuals within it. The integration of local culture in organizational culture will strengthen employee performance. The existence of a common cultural background among employees will of course strengthen the bond between employees. An employee's individual attachment to the organization is formed by emotional attachment and rational factors related to work experience and work environment.

The results of the study conclude that the suitability of previous research with this research shows that in any situation and wherever the context occurs, organizational culture is a universal element that will affect the behavior of employees in an organization in carrying out their duties and activities. This finding supports [19] opinion which states

that a specific result of a strong culture decreased employee turnover, a strong culture indicates a high agreement among members about what the organization believes. This kind of harmony of goals builds cohesiveness, loyalty, and organizational commitment. These traits, in turn, reduce the tendency of employees to leave the organization. This finding also strengthens the theory proposed by [21] which states, basically, organizational culture represents the norms, behaviors followed by members of the organization. Culture plays an important role in encouraging the creation of organizational effectiveness, specifically playing a role in creating identity, emotional bonds, commitment and behavioral foundations. A strong culture will create an extraordinary level of motivation in employees, this high motivation fosters high commitment and loyalty to the organization.

Organizational culture based on local Waja Sampai Kaputing culture is applied to oil palm companies in Banjarmasin. Based on research conducted by [26] there are several values of local wisdom inherent in each ethnic group, including those proposed by [26] are the values of local wisdom (local wisdom) in Banjarmasin inherent and diversity Culture will color variations in the behavior patterns of the community or members of the organization where the culture applies. Culture is very influential on humans who work in an organization. Based on this, the behavior of a person in the organization cannot be separated from the influence of the local culture in which they are located. Each of these processes will be an element of culture, which has several special functions. Organizational culture has a function to set boundaries, provide identity [7], control mechanisms, integrators [11], facilitate commitment within an organization [1]. In addition, the function of organizational culture is also defined as the role of leadership in relation to the phases experienced by the organization [3] Palm oil companies in Banjarmasin have a more results-oriented organizational culture. Results-oriented organizational culture is based more on the basic assumption of an oil palm company's organizational culture based on local wisdom. This assumption underlies every practice in the company that focuses more on obtaining results than on the techniques and processes used to achieve them. This is in line with the noble value of Waja Sampai Kaputing's motto that work is easy to achieve results when done together.

Characteristics of results-oriented culture within the company. From targeting work processes, stages of coordination, standardization of performance and dress, everything is based on a very high tolerance system. System tolerances work from time to time. This also reflects the existence of a people orientation organizational culture in oil palm companies because it is based on very good relationships. When there is a problem, organizational culture plays a role in restoring the stability of the social system in the company. This tolerance is further strengthened by a payroll system that focuses entirely on the results achieved by oil palm employees.

Organizational culture that is strong results-oriented and people-oriented, reflects the motivation of oil palm company employees to work as hard as possible to achieve the expected results [5]. Never giving up until the end before producing results, is proof that the palm oil company in Banjarmasin has the basic assumption of the successful application of local wisdom from the motto of Waja Sampai Kaputing.

4 Conclusion

Culture is very influential on employees who work in an organization. Organizational culture reflects the behavior of a person in an organization that is inseparable from the influence of the local culture (local wisdom) in which they are located. The characteristics of the organizational culture of oil palm company employees in Banjarmasin are more outcome orientation. The result orientation refers to the very high tolerance caused by a culture that has a steel-hard desire to achieve a common goal. This assumption creates a system with a high result orientation, making employees look oriented towards salary (reward system). Meanwhile, people orientation is reflected in good working relationships with each other at work. [2].

Organizational culture of oil palm employees also maintains stability (*statusquo*). This proves that employees at the company Oil palm plantations in Banjarmasin have succeeded in implementing the local wisdom of *Waja Sampai Kaputing*. The motto of *Waja Sampai Kaputing* is a value driver that has been maintained since the past until now, even though the era has changed, the characteristics and philosophy that have been instilled reflect the success of the implementation of the motto *Waja Sampai Kaputing*, which means determination as hard as steel to fight until the end in achieving the goal, which continue to be expected and maintained and carried out jointly by employees of palm oil companies in Banjarmasin.

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