

# Understanding Indonesian Organizational Culture through Hofstede Insights: A Comparison with Malaysia, Singapore, and Thailand

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## ABSTRACT

**Purpose:** Despite having the largest population and human resources in the ASEAN region, Indonesia still lags in terms of productivity compared to countries such as Singapore, Thailand, and Malaysia. This fact highlights a fundamental issue that is not only technical and economic but also closely tied to the organizational culture embedded within the work system. The objective of this study is to analyze Indonesia's organizational culture using the Hofstede Insights approach, supported by the Culture Compass as an analytical tool, and to compare Indonesia's condition with those of other Southeast Asian countries that exhibit high labor productivity.

**Design/Methodology/Approach:** This study employs a descriptive quantitative method, supported by data obtained using an AI-based Culture Compass instrument, developed from Hofstede's organizational culture indicators and calibrated to the local context.

**Findings:** This study reveals that Indonesia's low labor productivity is closely linked to cultural factors, including high power distance, strong collectivism, short-term orientation, and low indulgence. Compared with Malaysia, Singapore, and Thailand, Indonesia's organizational culture is less adaptive to contemporary work demands, thereby hindering innovation, leadership participation, and talent development. Strategic cultural transformation is essential to improve human capital competitiveness.

**Keywords:** Culture Compass; Organizational Culture; Hofstede Insights; Human Resource Productivity

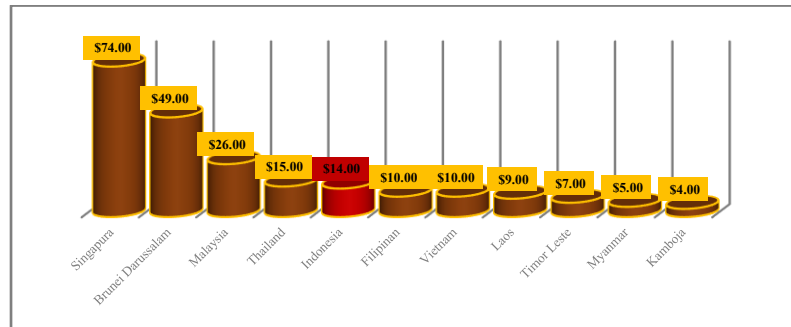
## INTRODUCTION

Labor productivity is a key indicator for assessing the competitiveness of a country's human capital (Arshad & Malik, 2015). In Southeast Asia, Indonesia ranks fifth in labor productivity, at 111th globally. Data indicate that Indonesia's labor productivity is \$14 per hour,

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significantly lower than that of more advanced countries in the region, including Singapore (\$74), Brunei Darussalam (\$49), and Malaysia (\$26).



Source: International Labor Organization (ilostat.ilo.org), 2024  
**Figure 1. Comparison of Hourly Labor Productivity among Southeast Asian Countries, 2024**

Despite being one of the largest countries in Southeast Asia in terms of population and resources (Bangun, 2017), Indonesia continues to face fundamental challenges that go beyond technical and economic issues. These challenges are closely linked to organizational culture, which shapes behavioral frameworks in the workplace (Olakunle, 2021; Uddin et al., 2012).

Organizational culture is a philosophical foundation in human resource management (HRM) and organizational theory, as it reflects the values, norms, and assumptions that guide members' behavior (Schein & Schein, 2016). From an organizational theory perspective, culture influences decision-making, conflict management, and the achievement of organizational goals (Žemojtel-Piotrowska & Piotrowski, 2023). A deep understanding of organizational culture is therefore essential for building productive and sustainable work systems (Chatman, 2024).

In Indonesia, organizational culture remains heavily influenced by collectivism, high power distance, and a strong aversion to uncertainty. These values lead to reactive work behavior that is less adaptive to change and less conducive to innovation (Khan et al., 2025). In the context of national development, this presents a significant challenge in achieving the goals of Indonesia Emas 2045, which emphasizes competitiveness and innovation (Tran, 2020).

In contrast, several more developed Southeast Asian countries, such as Singapore, have made significant progress in developing organizational cultures that are adaptive, flexible, and results-oriented. In Vietnam, an adhocracy-based culture has been shown to improve job satisfaction and stimulate innovative work behavior, whereas hierarchical cultures tend to lower work motivation (Tran, 2020). These comparisons highlight that cultural inertia in Indonesia may impede efforts to achieve more substantial regional competitiveness (Khan et al., 2025).

To systematically assess and understand organizational culture, data-driven tools like the Culture Compass are particularly relevant. The Culture Compass analyzes six cultural dimensions based on Hofstede's theory, offering strategic insights for organizational culture interventions (Żemojtel-Piotrowska & Piotrowski, 2023). By using this tool, organizations can design management strategies that align with their cultural characteristics, ultimately leading to higher organizational effectiveness (Chatman, 2024).

## **METHODS**

The national culture model developed by Geert Hofstede is one of the most influential frameworks for understanding cross-national cultural differences, particularly in the context of organizations and human resource management (Yantu et al., 2022). Hofstede identified six dimensions of national culture that represent the dominant value systems in a country, and that influence organizational behavior and managerial practices (Żemojtel-Piotrowska & Piotrowski, 2023).

### **Power Distance (PDI)**

This dimension measures the extent to which members of a society accept unequal distributions of power and authority. A high score indicates a hierarchical, authoritarian social and organizational structure, whereas a low score reflects a preference for equality and participation in decision-making.

### **Individualism vs. Collectivism (IDV)**

This dimension assesses a society's orientation toward the individual or the group. Individualistic cultures emphasize independence and personal responsibility, whereas collectivist cultures prioritize group harmony, loyalty, and social connectedness.

### **Motivation Towards Achievement**

This dimension reflects the extent to which a society is oriented toward achievement, competition, and success (masculinity) as opposed to values of care, cooperation, and quality of life (femininity).

### **Uncertainty Avoidance (UAI)**

This dimension indicates the extent to which a society experiences discomfort with uncertainty and ambiguity. A high score reflects a preference for strict rules and control, while a low score indicates greater tolerance for change and flexibility.

### **Long-Term Orientation vs. Short-Term Normative Orientation (LTO)**

This dimension measures how a society views time, particularly the extent to which it prioritizes long-term planning, perseverance, and adaptability. Cultures with a short-term orientation tend to be conservative, normative, and focused on immediate results.

### Indulgence vs. Restraint (IVR)

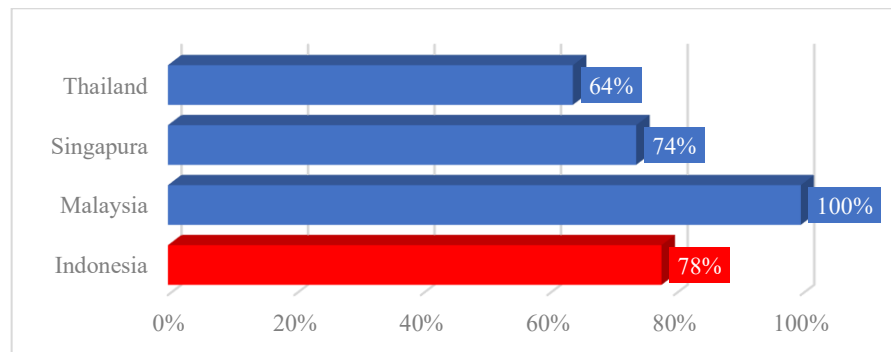
This dimension assesses the extent to which societies permit or restrict the gratification of personal desires, enjoyment, and self-expression. A high score on the indulgence dimension reflects an open and optimistic society, whereas a high score on the restraint dimension indicates social pressure and the suppression of personal pleasures.

Hofstede's model serves as a crucial analytical tool for understanding how national culture shapes organizational behavior, leadership styles, incentive systems, and human resource management strategies (Beugelsdijk et al., 2016). In the context of international and regional business, understanding these dimensions helps companies adapt their policies and organizational structures to align with the prevailing cultural values of each country.

This study employs a descriptive quantitative approach supported by the AI Culture Compass as an analytical tool. The purpose of this approach is to gain an in-depth understanding of organizational culture phenomena and to analyze the relationship between cultural dimensions and workforce productivity from the perspective of Hofstede's theory. This research is comparative-analytical, comparing organizational cultures in Indonesia with those of other Southeast Asian countries that exhibit high labor productivity (e.g., Singapore, Malaysia, and Thailand). Data collection techniques in this study utilize a calibrated Hofstede Insights questionnaire, adapted to the local cultural context and integrated into the Artificial Intelligence Culture Compass application.

## RESULTS

### 1. Power of Distance



**Figure 2. Comparison of Power Distance**  
Source: Culture Compass, processed in 2025

One of the most significant dimensions in Hofstede's framework influencing managerial practices is the Power Distance Index (PDI), which reflects the extent to which power inequality and hierarchy are accepted within organizations and society. The data in Figure 3 shows that Malaysia has the highest PDI score (100), followed by Indonesia (78), Singapore (74), and Thailand (64). These variations offer key insights into orientations toward power within organizational structures and serve as a basis for tailoring human resource management (HRM) strategies to each country.

Indonesia, with a PDI score of 78, reflects a hierarchical organizational structure and work relationships that are highly dependent on authority. The relationship between superiors and subordinates often resembles that of a teacher and a student, in which subordinates await instructions and direct orders, with little involvement in decision-making. This culture fosters a directive, centralized managerial style, in which leaders are respected for their positions rather than their achievements or competencies. In the context of HRM, this impacts the design of training and development systems that emphasize reinforcing authority roles, as well as performance evaluation practices that prioritize compliance and loyalty over individual initiative or team collaboration (Schroevens & Higgins, 2021). Communication is typically indirect, and open criticism of superiors is considered inappropriate. Therefore, implementing participatory and dialogue-based HRM policies requires a contextual adaptation that is sensitive to these cultural structures.

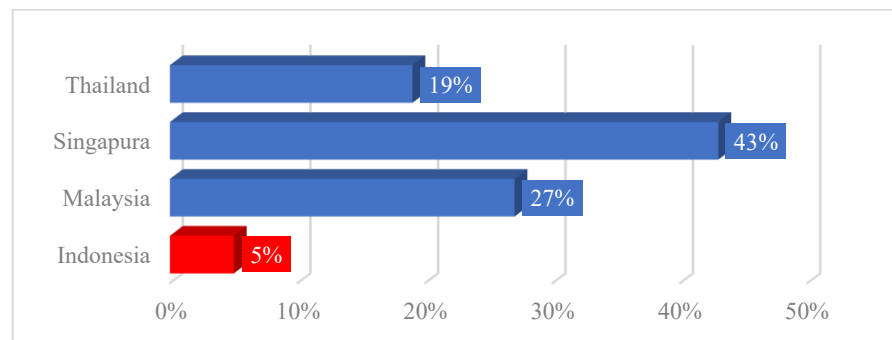
Meanwhile, Malaysia, with an even higher PDI score of 100, reflects a firm social acceptance of hierarchical order. Hierarchies are not questioned, and power positions are seen as natural and necessary to maintain. In organizations, the ideal superior is viewed as a benevolent autocrat, and employees passively follow directions without being encouraged to express their opinions. A study by Arshad & Malik (2015) indicates that in the Malaysian work environment, HRM policies must be designed to accommodate centralized power and a high dependence on leadership figures. Two-way feedback mechanisms, flexible work systems, or flat organizational structures tend to be less effective unless supported by fundamental changes in cultural values.

In contrast to the two previous countries, Singapore has a PDI score of 74, reflecting a hierarchical structure but with a more structured and professional approach. The influence of Confucianism is strong in shaping organizational values in Singapore, particularly with respect to social stability, reciprocal obligations, and adherence to rules. The five key relationships emphasized in Confucian teachings continue to shape managerial practices and workplace relationships in the

country. However, Singapore combines these values with the principles of meritocracy and modern efficiency. Organizational structures in Singapore remain hierarchical, and HRM practices tend to be more aligned with competency-based, performance-driven management. Consequently, leadership training in Singapore focuses more on strengthening professionalism and strategic communication rather than merely reinforcing structural authority (Tan, 2024).

Thailand has the lowest PDI score among the countries in this study, at 64, although it remains above the global average. Workplace structures in Thailand continue to reflect the acceptance of hierarchy, but relationships between superiors and subordinates are more paternalistic and informal. Loyalty and respect from subordinates are reciprocated by protection and care from superiors, thereby fostering a more humane and relational organizational culture. HRM approaches in Thailand emphasize social harmony and conflict avoidance, as well as manager training to maintain stable and constructive working relationships (Kongkaew & Nuangjamnong, 2023).

## 2. Individualism



**Figure 3. Comparison of Individualism vs Collectivism**  
Source: Culture Compass, processed in 2025

The image above shows that Indonesia is the most collectivist country, with the lowest individualism score (5%), followed by Thailand (19%), Malaysia (27%), and Singapura (43%). These differences in scores illustrate how collectivist cultures shape organizational behavior and human resource policies, emphasizing group harmony, loyalty, and long-term social relationships.

Indonesia, with a score of only 5, is among the most collectivist societies in ASEAN. In social and organizational contexts, this is evident in the centrality of family ties, community, and work groups to decision-making and personal identity. Loyalty to the group is a dominant value shaping work relationships, in which interactions between managers and employees often resemble parent-child dynamics. A study by Gahan and Abeysekera (2009) found that in

collectivist cultures such as Indonesia, recruitment and promotion systems tend to prioritize social relationships and loyalty over individual achievements. Therefore, human resource management must incorporate group-based and relational approaches in managing employees. In practice, decision-making is commonly carried out through deliberation or group consensus rather than by individuals alone.

Furthermore, collectivist values are deeply rooted in Indonesian family and community life. The extended family plays a significant role in shaping life decisions, including marriage and career choices. This directly affects talent management, in which career development and employee mobility are often tied to social obligations and family values. Within organizations, a manager's success is not only measured by work outcomes but also by their ability to maintain team harmony and solidarity. As such, inclusive and supportive leadership styles are more effective than overly individualistic or competitive leadership styles (Taras et al., 2010).

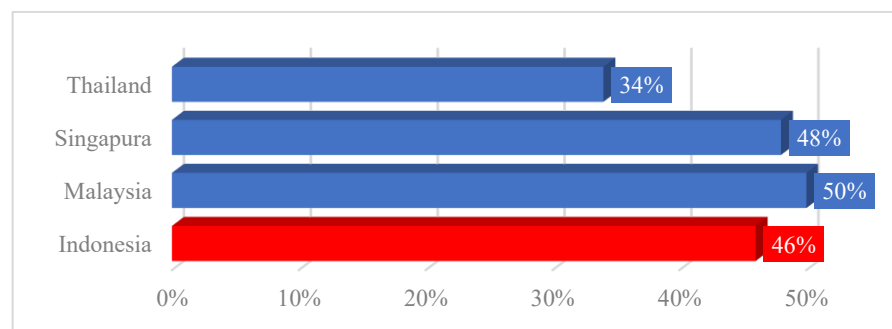
Malaysia also exhibits collectivist traits with a score of 27, although not as strongly as Indonesia. The Malaysian work culture places strong emphasis on group affiliation, relational closeness, and broad social networks. In organizations, superior-subordinate relationships are often viewed through a moral lens, meaning managerial decision-making reflects a sense of responsibility for the well-being of team members, not merely organizational targets. Aycan (2005) emphasizes that in collectivist environments such as Malaysia, HRM approaches that overemphasize individual competition or performance-based incentives may lead to disharmony and even conflict within teams. Conversely, training and development programs are more effective when conducted collectively and with sensitivity to group dynamics.

Singapore, with a score of 43, is relatively more individualistic compared to other Southeast Asian countries in this study. Nevertheless, collectivist values remain prevalent, particularly in social ethics and workplace relationships. Confucian teachings strongly influence professional behavior in Singapore, where the concepts of "saving face" and maintaining social harmony are prioritized over direct honesty or open confrontation. In the workplace, this means that managers in Singapore are expected to be wise and diplomatic, and to avoid offending employees, even when delivering negative feedback. Chan and Rowley (2021) argue that while Singapore exhibits modern professional characteristics, organizations in the country still highly value interpersonal relationships, mutual respect, and trust-based teamwork. In HRM practices, this requires indirect communication policies, training

programs emphasizing empathy and relationship stability, and performance evaluation systems that are sensitive to social context.

Thailand, with a score of 19, also demonstrates strong collectivist characteristics, marked by the importance of long-term relationships, group loyalty, and avoidance of confrontation. In business and HRM contexts, building trust requires time and patience. As Nguyen et al. (2018) explain, companies aiming for success in Thailand must understand the significance of team harmony, avoid overly direct communication styles, and establish social networks before conducting business transactions. In work relationships, “loss of face” is a serious concern; therefore, decision-making, performance evaluation, and feedback delivery must be conducted carefully and without embarrassing others. HRM in Thailand should prioritize informal relationships, foster a respectful and friendly work environment, and tailor performance appraisal systems to a culture that values face-saving.

### 3. Motivation Towards Achievement



**Figure 4. Comparison of Motivation Towards Achievement**

Source: Culture Compass, processed in 2025

Based on the Figure above, which compares motivation toward achievement and success across four Southeast Asian countries, Indonesia has a score of 46. This figure indicates that Indonesian society tends to have a relatively low level of motivation regarding achievement and success, although not to the extremely low levels found in some other Southeast Asian countries that fully embrace consensus-based cultures.

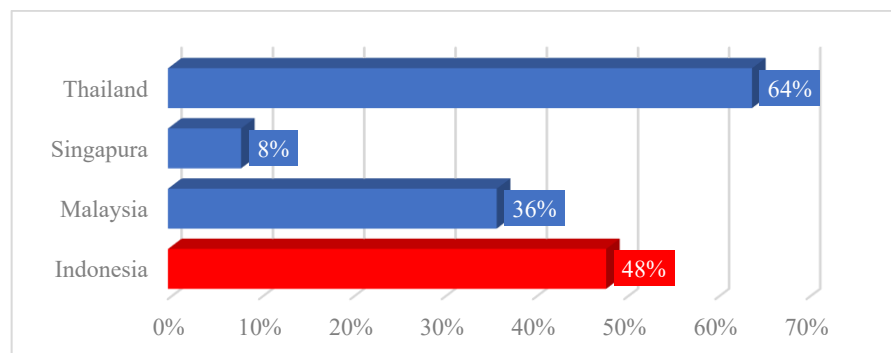
In Indonesia, motivation toward achievement is not solely driven by material outcomes or objective accomplishments. Instead, it is often influenced by visible symbols of social status. One key concept in this context is *gengsi*, which refers to appearance, image, and how others perceive one. As a result, positions or social status are frequently prioritized over the actual substance of achievement. In such a culture, individuals tend to maintain an outward image and personal dignity to appear successful, even if it does not necessarily align with their actual performance.

In contrast to Indonesia, Malaysia and Singapore have slightly higher scores of 50 and 48, respectively, although both remain in the “moderate” category on the motivation scale. Malaysia’s midpoint score reflects a cultural preference that does not lean heavily toward an aggressive achievement orientation, nor a fully consensus-driven approach. This suggests a balance between the drive for success and the desire to foster a supportive work environment.

Singapore, with a score of 48, also falls into the moderate category but leans more toward a consensus-oriented culture. This is reflected in various social values that emphasize equality, mutual agreement, and empathy toward others. In such a culture, humility and modesty are valued, whereas assertive debate or displays of intellectual superiority are considered impolite, as they may disrupt the harmony of discussion and mutual respect. The value of consensus aligns with Singapore’s core societal principles, including “community support” and “respect for individuals” (Chan & Rowley, 2021).

Thailand, which scores 34, ranks lowest in achievement motivation among the four countries. This reinforces the strong collectivist character already evident in previous cultural dimensions. Thai society tends to prioritize harmony, solidarity, and quality of life, while avoiding conflict and competitive pressure. Rather than aggressively pursuing success, Thai people value a balanced life and stable social relationships. In the workplace, decisions are generally made collectively and participatively. An effective manager is seen as someone supportive and non-dominant in their leadership. The main incentives in the work environment are not financial rewards, but time flexibility, comfort, and subtle recognition of personal contributions.

#### 4. Uncertainty Avoidance



**Figure 5. Comparison of Uncertainty Avoidance**

Source: Culture Compass, processed in 2025

The Uncertainty Avoidance (UA) dimension measures the extent to which members of a society feel uncomfortable with uncertainty and ambiguity. In organizations, the level of UA influences how individuals and groups respond to change, rules, conflict, and risk.

Indonesian society exhibits a moderately low level of uncertainty avoidance. This suggests a tendency, within organizational contexts, to accept ambiguity, remain flexible toward formal structures, and avoid confrontation. Javanese culture, as one of the dominant cultural influences in Indonesia, emphasizes the separation between the “inner self” and the “outer self,” which manifests in organizational behavior that values politeness, harmony, and indirect conflict avoidance.

In human resource management (HRM) practices, these characteristics are reflected in indirect organizational communication, the important role of mediators in resolving conflicts, and a general tendency to adapt to maintain social relationships. HR managers need to adopt a participative and empathetic leadership style to maintain workplace harmony.

Malaysia exhibits a lower level of UA than Indonesia. This indicates that Malaysian society is more relaxed regarding rules and highly tolerant of deviations from norms. In HRM contexts, organizations in Malaysia tend to emphasize work flexibility, non-rigid schedules, and an outcomes-focused approach rather than strict processes. This working style provides room for HR managers to implement best-practice-based policies rather than merely enforcing procedural compliance (Khatri, 2009).

This flexibility also enables management approaches that prioritize experiential learning, the development of soft skills, and adaptation to changing work environments. Managers tend to place less emphasis on formal systems and more on efficiency and interpersonal relationships.

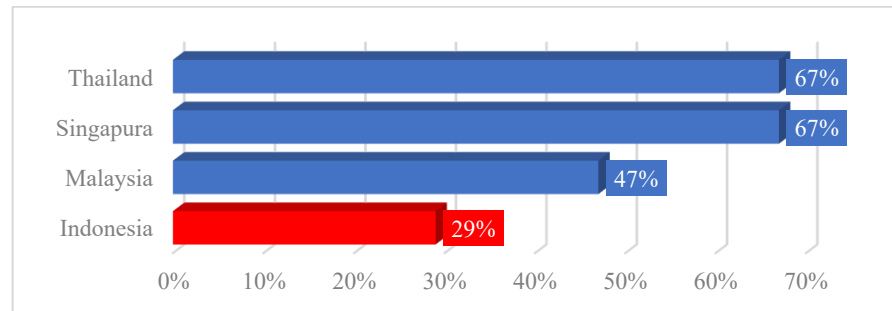
Singapore shows a very low UA score, indicating that its society is highly comfortable with uncertainty and change. Interestingly, however, adherence to rules remains strong, not due to a need for structured certainty, but due to the influence of the Power Distance dimension, which is high. In HRM contexts, this creates a highly professional and efficient work environment that is open to innovation.

Organizations in Singapore can adopt meritocratic systems, performance-based evaluations, and implement change policies with minimal cultural resistance. The leadership style tends to be top-down yet is respected for the strong legitimacy of authority, rather than out of fear of uncertainty.

In contrast to the other three countries, Thailand exhibits a relatively high level of uncertainty avoidance. Thai society tends to reject uncertainty and prefers clear structures, rules, and controls. Within organizations, this results in a tendency to avoid risk, maintain stability, and follow established procedures.

In HRM, organizations in Thailand tend to be more hierarchical and formal. Employees feel more comfortable when instructions come from superiors, and change is more readily accepted when it is introduced systematically. Therefore, HR managers must be able to balance innovation with formal structures to avoid creating cultural discomfort.

## 5. Long-Term Orientation



**Figure 6. Comparison of Long-Term Orientation**

Source: Culture Compass, processed in 2025

Long-Term Orientation (LTO) in organizational culture reflects the extent to which a society focuses on the future (long-term orientation) as opposed to the present or the past (short-term orientation). This value significantly influences managerial decision-making, strategic HR planning, career development, and human resource investment within organizations.

Indonesia's low LTO score of 29 indicates that its organizational culture is more normative, short-term oriented, and values tradition and quick results (Beugelsdijk et al., 2016). In the context of HR management, this leads to decision-making that is reactive, short-term-focused, and characterized by a lack of long-term investment in employee development, such as continuous training programs or strategic talent management.

This tendency also contributes to low tolerance for gradual learning processes and a preference for immediately visible outcomes. As a result, performance appraisal systems in Indonesia often emphasize short-term results rather than long-term growth or continuous innovation (Ralston et al., 1997).

With a score of 47, Malaysia falls between short- and long-term orientation. Its organizational culture reflects respect for tradition while also demonstrating openness to long-term investment and innovation when deemed beneficial in practice (Abdullah & Low, 2001). In HR management, this means that although hierarchical structures and personal relationships remain important, there is room

to develop career systems and long-term competency development, particularly within multinational organizations.

HR planning in Malaysia often balances local values with global adaptation, enabling companies to implement balanced strategies for employee training, development, and performance evaluation.

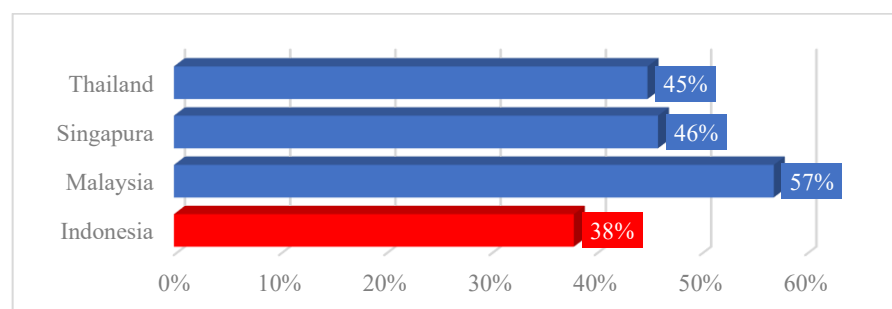
Singapore, with an LTO score of 67, exhibits a highly pragmatic and future-oriented organizational culture. Its society values perseverance, long-term planning, efficient resource use, and shows high tolerance for processes that require time to produce results. In HR practices, organizations in Singapore focus strongly on continuous development, talent management, and merit-based systems.

Leadership development programs, competency-based training, and long-term incentive systems are integral components of HR strategies in Singapore. This approach also reflects Confucian teachings, which emphasize continuous learning and character development, both of which are highly relevant in the modern workplace.

Similar to Singapore, Thailand also has a high LTO score (67), indicating a pragmatic society capable of adapting tradition to contemporary changes. Within organizations, this is reflected in HR policies that are responsive to external dynamics and focused on continuous improvement (Javidan et al., 2006). Thailand's work culture supports savings, long-term investment, and organizational loyalty, thereby fostering stability in industrial relations.

In practice, organizations in Thailand tend to adopt long-term training, potential-based performance assessments, and structured career systems with progressive development. HR managers are expected to design adaptive strategies that remain aligned with local cultural values.

## 6. Indulgence



**Figure 7. Comparison of Indulgence**  
Source: Culture Compass, processed in 2025

The Indulgence-Restraint dimension in Hofstede's framework is important for understanding the extent to which a culture permits

individuals to satisfy their desires and enjoy life freely. In the context of human resource management (HRM), understanding this dimension can help organizations design workplace policies that align with employees' cultural values, such as work-life balance, reward systems, and employee well-being programs (Sparrow et al., 2016).

With a score of 38, Indonesia falls into the Restraint category, reflecting a society that tends to suppress gratification and is more bound by strict social norms. In HRM practices, this can translate into a more conservative approach to employee welfare management, limited freedom of expression in the workplace, and resistance to flexible work policies (Tsalits & Kismono, 2019).

Restraint cultures are also associated with higher levels of work-related stress due to social pressure to conform and be productive. As a result, organizations in Indonesia should adopt more empathetic management approaches and pay greater attention to employees' mental health (Fila & Wilson, 2018).

Malaysia, with a relatively high score of 57, is classified as an Indulgent culture, which is positively correlated with openness to self-development initiatives, flexible work arrangements, and work-life balance. In organizational contexts, this creates opportunities to implement more innovative HRM practices, such as employee wellness programs, personalized reward systems, and the use of technology to support work flexibility (Weng & Mcelroy, 2012).

Organizations operating in Malaysia or employing Malaysian workers will be more effective if they adopt participative leadership styles and create space for idea exploration, intrinsic rewards, and recognition of individual contributions (Zhou & George, 2001).

Singapore (score 46) and Thailand (score 45) fall within the mid-range, indicating no dominant tendency toward either Indulgence or Restraint, reflecting a culturally flexible approach. In HRM practices, this enables organizations to develop adaptive and contextual policies that depend on organizational structure, industry sector, and internal values (Ang et al., 2011).

## **DISCUSSION**

### **Indonesia vs Malaysia**

The comparison between Indonesia and Malaysia reveals similarities in their organizational cultures, both of which are highly hierarchical and collectivist. However, Malaysia demonstrates a more extreme acceptance of power distance. This implies that, in managing human resources in Indonesia, there is an urgent need to transform passive loyalty into active engagement within organizations. If Malaysia can

maintain higher work productivity within an authoritarian culture, Indonesia should be even better able to adopt a more participatory, transformational leadership style (Aluko, 2018).

In terms of individualism, Indonesia's deeply rooted collectivism often hinders the implementation of performance-based management systems. While Malaysia also scores high in collectivist values, it is more open to professionalism and social mobility within organizations. Indonesia must recognize that familial relationships, which underpin its work culture, need to be reframed to avoid obstructing the development of competency-based talent management.

Regarding achievement motivation, both countries are at a moderate level, but Malaysia shows a greater tendency to adopt reward systems based on individual achievements within a team context. In contrast, Indonesia still tends to frame achievement in symbolic forms such as titles or social status, rather than actual work outcomes. This creates a disincentive for individual productivity (Zhou & George, 2001).

Interestingly, Malaysia demonstrates greater tolerance for uncertainty compared to Indonesia. Although Indonesians are not normatively opposed to ambiguity, organizational systems remain rigid and heavily regulated in practice. In Malaysia, organizations tend to be more flexible in making situational decisions (Khatri, 2009). This indicates that Indonesia's productivity challenges are not due to a lack of knowledge, but instead to a failure to harness its cultural potential for productive flexibility.

In terms of long-term orientation, Malaysia adopts a balanced approach between conservatism and adaptation. This allows long-term training programs to coexist with respect for local values. Conversely, HR training programs in Indonesia tend to be reactive, short-term, and lack a sustainable strategic direction (Abdullah & Low, 2001).

Lastly, Indonesia's restraint-oriented culture limits the development of employee well-being policies. Malaysia, with a higher indulgence score, has capitalized on individual freedom by implementing work-life balance programs that enhance employee retention and reduce burnout (Weng & Mcelroy, 2012). Therefore, if Indonesia aims to improve productivity, work culture reform must also address employees' psychological well-being.

### **Indonesia vs Singapore**

Technological and economic factors do not solely drive the productivity gap between Indonesia and Singapore; more profoundly, the stark contrast in value structures and management practices does.

Although both countries have high Power Distance scores, Singapore successfully balances its hierarchical structure with meritocratic principles. This fosters trust in leadership systems and enables the full utilization of individual competencies within organizations (Chan & Rowley, 2021).

In terms of individualism, Singapore blends Asian collectivist values with an individual performance system based on KPIs. This is not the case in Indonesia, where extreme collectivism reduces pressure on personal achievement and complicates the objective implementation of reward systems (Taras et al., 2010). The implication for human resource management is the urgent need to reshape evaluation systems around individual contributions within a team framework.

Although both countries demonstrate relatively equal levels of achievement motivation, Singapore cultivates a consensus culture that does not compromise efficiency. In contrast, consensus in Indonesia is often used to avoid conflict rather than to enhance productive collaboration. From a management perspective, this means that Indonesian organizations must redefine *musyawarah* from a formal procedure into a data- and outcome-driven problem-solving tool (Fila & Wilson, 2018).

When dealing with uncertainty, Singapore is significantly more tolerant and responsive. This cultural trait is reflected in its management systems, which are open to experimentation and innovation. In Indonesia, the challenge is not a lack of knowledge, but rather a reluctance to try new approaches for fear of violating norms, which ultimately hinders productivity (Sparrow et al., 2016).

The most striking difference lies in long-term orientation. Singapore consistently frames training, career development, and job rotation systems within a strategic time horizon. Indonesia, by contrast, tends to prioritize short-term outcomes and neglects long-term investment in talent (Beugelsdijk et al., 2016). Over time, this leads to stagnation in the quality of human capital.

Singapore's higher Indulgence score than Indonesia enables the implementation of flexible HRM policies that emphasize quality of work life. This fosters a healthy work culture, supports resilience, and reduces employee turnover (Weng & Mcelroy, 2012). Indonesia must realign its HRM policies not merely to demand loyalty but also to provide psychological added value to employees.

### **Indonesia vs Thailand**

Thailand's organizational culture profile is generally more adaptive in supporting the development of long-term productivity. While both countries are collectivist and hierarchical, Thailand exhibits a

paternalistic approach that allows space for empathy and personal attention, whereas Indonesia remains dominated by rigid formal structures (Nguyen et al, 2018). In terms of human resource management (HRM), this indicates that Thailand has a more relational and supportive leadership system, which is more conducive to fostering long-term productivity.

Regarding achievement motivation, Indonesia scores slightly higher, whereas Thailand is more consistent in balancing work and social life. Indonesia's work culture remains entrenched in symbolic achievements, whereas Thailand places greater emphasis on socially comfortable collective accomplishments. This difference makes it difficult for Indonesia to develop a healthy, results-oriented work culture.

Thailand's level of uncertainty avoidance is higher than Indonesia's, yet this is addressed through the establishment of transparent, procedural, and standardized systems. In contrast, ambiguity in Indonesia is often justified as a means of avoiding accountability rather than as a source of flexibility (Gelfand et al., 2008). This results in weak control systems and poor performance measurement in Indonesian organizations.

In terms of long-term orientation, Thailand has begun to internalize career-based competency development systems and tiered HR investments. In Indonesia, training is still primarily conducted to fulfill administrative obligations, rather than as part of a growth strategy. Over time, this leads to leadership crises and stagnating productivity (Javidan et al., 2006).

Thailand's slightly higher Indulgence score fosters a balance between self-expression and work responsibility. Indonesia, with a lower score, tends to restrict employees' ability to express personal needs, often leading to workplace alienation. Thailand, on the other hand, demonstrates that healthy work relationships based on mutual respect can become a sustainable source of intrinsic motivation (Zhou & George, 2001).

## **CONCLUSION**

The government and private organizations need to promote a transformational leadership model that prioritizes participation, empowerment, and two-way communication. Managerial training should focus on developing adaptive and ethical leadership competencies capable of moderating hierarchical structures without disregarding local values.

Indonesia must develop a merit-based human resource management (HRM) system that balances individual achievements with team performance. Reward and promotion systems should be designed to

recognize competence and work outcomes, rather than mere loyalty or social proximity.

Both the government and the business sector must implement sustainable competency development strategies grounded in long-term orientation. This includes structured training programs, talent mapping, and the establishment of a future leadership pipeline.

Organizational culture in Indonesia needs to become more open to change and innovation by creating a work ecosystem that tolerates failure, supports idea exploration, and fosters a psychologically safe environment for employees.

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