Rector's Office

Bumi Serpong Damai, 18 February 2013
Ref: L/Rec/0193/II/13 – MiA/AnH

Head of Corporate Communication Department
Top 500 Companies in Indonesia

Subject: Invitation to participate in the study "Comparing Corporate Communication Cultures"

Dear Madam or Sir,

Swiss German University (SGU) is the first international university in Indonesia, established in the year 2000 as a joint effort between Germany, Austria, Switzerland and Indonesia. Within all its activities, SGU aims to provide excellent, innovative and research oriented European education with an Asian perspective.

Related to that, SGU is currently conducting a study titled "Comparing Corporate Communication Cultures" (CCCC). The study is led by Curtin University of Australia and joined by seven universities from seven countries. Swiss German University is specifically in charge of this study in Indonesia

The purpose of the study is to identify and measure the links between a country's culture and the corporate communication practices that take place in its business environment. The Top 500 companies from each the countries will be surveyed, amounting up to 4,000 companies participating worldwide in this study. This is the first time a study of this scale and magnitude has been done and your company as one of the top 500 companies in this country is cordially invited to participate in the online survey.

This research is an independent research without any commercial intention nor sponsor. For Indonesia, the funding for this research was born by the Central Research Fund of SGU. Our project head, Ibu Anis Hamidati, would be glad to give further information (email; anis.hamidati@sgu.ac.id; telephone: 021-3045 0045 ext. 5502; mobile: 0812-22985992).

We are looking forward to having your participation in this study and thank you in advance for your contribution.

Sincerely Yours,

Prof. Dr. Martin Löffelholz
Rector

Swiss German University
EduTown BSDCity
Tangerang 15339
INDONESIA

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Agreement

SWISS GERMAN UNIVERSITY

Management of Central Research Fund (CRF) Research Grant

This agreement is made in

BSDCity, on Saturday, Sixteenth of February, Two Thousand Thirteen

between and by

I. Name   : Swiss German University
    Address   : Edutown Kav.II.1 BSD City, Tangerang 15339
    In this case is represented by Prof. Dr. Martin Löffelholz, as the Rector, hereinafter called the First Party.

II. Name/*Nama*   : Anis Hamidati
    Address/*Alamat*   : Jl. Teratai Putih 1/7/40 Perumnas Klender
    as the CRF Team Leader at *Swiss German University*, with research project title of Comparing Corporate Communication Culture, hereinafter called the Second Party.

The First party and the Second Party are jointly referred to as the Parties.

The Parties agree to enter into Agreement under the terms and conditions as follows:

Article One
Scope of Agreement

In this agreement, the First Party allocates the research grant to the Second Party, and the Second Party accepts this responsibility as the Principal Investigator (PI), to manage the research fund granted by **SGU CRF Program** for the above title with the purpose that the research is to be conducted efficiently and finalized in timely manner.

In the fund arrangement, The Second Party agrees to abide by the terms of reference and articles determined by the CRF Guidelines and in agreement with the approved proposal by the First Party. The Second Party agrees to manage the grant prudently and with accountability.

Article Two
Research Fund Spending Realization

2.1 The total agreed amount of CRF fund for this agreement is: Rp 29,800,000 (twenty nine million eight hundred thousand rupiah).

2.2 The fund will be transferred by the First Party to the Second Party directly within 10 working days after the contract signing, to the following account:

        Name of Team Leader   : Anis Hamidati
        Name of Bank   : BCA
        Account Number   : 6330457358

Template_ Agreement SGU-CRF_CCCC

Swiss German University
Campus EduTown BSDCity
Tangerang 15339 – Indonesia

Tel. +62 21 30450045
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info@sgu.ac.id
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Address / Branch of Bank   : Buaran

2.3 In the first term, the First Party will transfer an amount of 70% of total agreed fund of Rp 29,800,000 (twenty nine million eight hundred thousand rupiah).

2.4 In the second term, upon the condition of satisfactory of final report by the Second Party, the First Party will transfer an amount of 30% of total agreed fund of Rp 29,800,000 (twenty nine million eight hundred thousand rupiah).

Article Three
Right and Responsibilities

3.1   Right and responsibility of the First Party
The First Party has the responsibility to support the CRF budget realization process.

The First Party has the right to review the budget realization request from the Second Party.

3.2   Right and responsibility of the Second Party
The Second Party has the right to accept the disbursement of research fund from the First Party.

The Second Party has the responsibility of managing the research expenses to never exceed the budget granted according to the approved research budget proposal.

The Second Party has the responsibility to make the final report of the research fund to ARCS in timely manner.

The Second Party has the responsibility of returning the excess fund to the First Party according to the settlement report of the fund.

Article Four
Dispute Settlement

The Parties agree, that, if any dispute or difference of any kind or nature whatsoever arise out of or in connection with this Agreement, to settle such dispute in the first instance by mutual discussions between the Parties.

The Agreement shall be made in 2 (two) copies, both of which are sufficiently duty stamped copies, whereas each shall contain and prevail the same as the original and it shall have the same legal power.

First Party   Second Party

Materai one copy   Materai another copy

Prof. Dr. Martin Löffelholz   Anis Hamidati M.Comn & Media St.
Rector, Swiss German University   Swiss German University

Attachment:
Appoved CRF Proposal

Template_ Agreement SGU-CRF_CCCC

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Comparing Corporate Communication Cultures

2nd Meeting, 16 February 2013

Milestones:

- Receiving of CRF grant!

- Questionnaire ready in both languages, Indonesian and English. All technical aspects are done.

Countries participating

- Australia
- Austria
- Germany
- Indonesia
- Israel
- New Zealand
- Switzerland
- Vietnam

What is the work?

- Contacting respondent via calling and emailing, putting their details on database, sending email giving link to the respondent's individual links, follow up and ensure they filled in the questionnaire.

- If online correspondent is not possible and respondents prefer face-to-face meeting, please set up meeting and assist in manual filling in of questionnaire. Our responsibility here includes transferring the questionnaire to the online version.

- Writing of joint-papers in the last stage.

Who to contact?

- Sample: Top 500 companies based on Orbis Database, dated 15th January 2013.

- Included in sample: contact numbers and email addresses as your initial point of contact.

- Contact details of public listed companies in IDX is available.

Who fills in the survey?

- The person who is in charge of corporate communication, in the highest level.

- Secretaries/assistants are not to fill in the survey, only the person in charge.

- Researchers are allowed to assist in filling in the survey.

Procedure

1. Call respondents, ask for their details: Full name, position in the company, type of company, phone no., email address, salutation, personal contact (BB or other direct contact?). Record the date.

2. Fill in their details in the respondent's excel sheet.

3. Email their individual link to their survey (record the date). Include a letter from the Rector and details of the research.

4. Follow up, follow up, follow up.

5. Write down the reporting detailing your effort in contacting and persuading the respondents to participate. What where the issues?

6. On weekly basis, please send the soft copy of the respondent's excel sheet to anis.hamidati@sgu.ac.id. No log sheet necessary, but please provide all details in the excel sheet.

In cases where online survey is not possible:

We have other methods available!

- SGU car, Rector's car, Taxi vouchers, and reimbursement is available if necessary for us to meet up face to face and assist in filling in the survey (up to 140 trips).

- Group discussion outside (meeting room hire) is also available if necessary (up to 25 people).

- If they need us to send a formal printed out letter, please email details of name and address of recipients, so that we can send out immediately.

- Mobile phone vouchers are available for contacting respondent. Please contact me and send me the phone number so I can send it immediately through e-banking.

Incentives

- For every successfully filled in questionnaire, there is an incentive of Rp. 60,000,- for the first 100.

SWISS GERMAN UNIVERSITY

CENTRAL RESEARCH FUND

FINAL REPORT

COMPARING CORPORATE COMMUNICATION CULTURES

Anis Hamidati, 11121045 – Team Leader
Martin Löffelholz, 11111208 – Team Member
Parhimpunan Simatupang, 120711000 – Team Member
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Research Center for Novel and Creative Solutions in Business and Technology

Academic Research and Community Service (ARCS) Department

2013

SWISS GERMAN UNIVERSITY

APPROVAL PAGE

Title of Proposal : Comparing Corporate Communication Cultures

Name of Team Leader : Anis Hamidati

Research Center : Research Center for Novel and Creative Solutions

in Business and Technology

E-mail : anis.hamidati@sgu.ac.id

Mobile phone : 081222985992

Duration of CR Program : 6 months; from Januari 2013 to June 2013

Approved Budget : Rp. 29,800,000,-

Budget from Other Source : Rp. -

EduTown, BSDCity, Tangerang

Date:

Team Leader	Head of ARCS
Signature	Signature
Name: Anis Hamidati	Name: Ir. Arko, MSc. Ph.D
NIK 11121045	NIK

SUMMARY

The study aims to compare the corporate communication cultures among different nations. Commonalities and differences between corporate communication cultures across the five countries from three continents are assessed using a common survey. The study attempts to provide explanation of both the commonalities and differences by looking at the perceived social context of the cultures in which they are embedded in. Thus the design of the research differentiate between the social context and corporate communication practices as the two main categories of culture. The former is divided into answering the organization and practices of corporate communication, while the latter focuses on the perception of the culture in the society.

In answering the research questions, top 500+ companies from Australia, Austria, Indonesia, Germany, and Switzerland were surveyed during January to October 2013. The target respondents are those who holds the highest responsibility for the corporate communication within the company. A total of 2,532 companies across the five countries were surveyed with a response rate of 16.5%.

The pattern of corporate communication practices as well as the corporate culture in the participating countries are found to be similar. Austria, Germany and Switzerland are from the same region and the responses mirrors one another. Similarities are also found in responses from Australia despite it being being geographically remote from the first three countries. The most significant differences come from Indonesia as the only participating country from the Asia. However, the overall pattern from all countries have been rather similar with only minor differences.

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Chapter 1. Introduction

The study of public relation in general has been influenced largely by Western concept of thinking, even in the context of Indonesia or other nations despite not being within the periphery of West. This is pointed out by Botan who asserts that "understanding of what PR is and can be" has been very much determined by a kind of Western path dependency (1992: 157). More than often, Western concepts too easily serve as a global benchmark with traditional research designs being replicated in other cultures with little reflection.

There are two possible directions in which we can expand our horizon and find out more about what PR "can be". On the one hand, there is a need for more innovative qualitative research identifying communication practices of which we are not yet aware, and, on the other hand, we also need more explorative designs in qualitative research. We need to develop new variables and analyse their relations beyond well-established Western item sets. This is where Comparing Corporate Communication Cultures comes in.

To understand how corporate communication in the context of today's globalized world, Swiss German University of Indonesia took part in a joint-research cooperation headed by Curtin University of Australia in seeking out the commonalities and the differences between corporate communication cultures across the globe and how they can be explained by the perceived social context of the cultures in which they are embedded. This global project is joined by many other universities around the world who are in charge of getting responses or data from their respective countries.

The Top 500+ companies from each the countries were surveyed. The respondents targeted are practitioners holding the highest responsibility for corporate communication in their respective companies. The response rate is expected to be a minimum of 100 analysable questionnaires or 20% of the overall population of each country.

Swiss German University is in charge of conducting the research for the Indonesian region. Those involved are researchers from within the Faculty of Business Administration and Humanities of Swiss German University. The methods proposed in getting the responses included online and offline questionnaires, direct interview, and focus group discussion.

Chapter 2. Literature Study

The concept of culture is not that of an objectified macro-structure determining corporate communication practices – even though this is what common-place phrases like "culture influences public relations" might suggest. This kind of understanding leaves the impression that culture is an isolated reality, somehow hovering above social practices. Instead, culture is expressed and represented by social practices. Common norms, values, attitudes, behaviours and institutional settings became manifest in communication and social practices. Consequently, the analysis here is not about the relations between a separate culture on one hand and PR practices on another. The aim here is to "document the cultural variations in communication patterns" (Zaharna, 2000: 88). To do this, the research design distinguishes between corporate communication cultures on the one hand and cultures perceived in and located within the social context on the other hand. Culture is understood to be dialectic of social context and social practice.

Most cross-cultural research in public relations collects primary data only on PR practices as the dependent variable, whereas data on the meso- and macro-level of culture are found to be somewhere outside of the research design (e.g. Feehery-Simmons, 2002; Lim et. al, 2005). Linking the primary with secondary data bears two main problems where 1) the secondary data are often outdated (e.g. referring the old scores from Hofstede) and are aggregated (one number representing the cultural feature of a whole country). They cannot be traced back to the non-aggregated individual level: one number represents the national culture, triggering speculation as to how this number might explain the findings about PR in this country.

This research is designed to overcome the problem by generating primary data both on the perceived social context on one hand and on basic principles of corporate communication on the other. This differentiated approach also allows to look for cultural mixes, cultural cleavages and different degrees of match between an organization and its environment within the same country (Sison, 2009).

Accordingly, the research design systematically differentiate between social context and corporate communication practices as the main categories of culture: 1) social context (primarily independent variables) which include the individual respondent, the respondent's organization, the institutional environment of the

organization, the societal environment of the organization, and 2) the corporate communication practices (primarily dependent variables) which include tasks and stakeholders, power, bargaining vs. arguing, adaptation vs. induction, and universalism vs. relativism. The hypotheses proposed focus on bivariate relations between these cultural categories.

Chapter 3. Research Problem, Objectives & Outcomes

The Western perspective in looking at corporate communication is seen to be somewhat limiting considering the global convergence of the society which requires a more wholistic look into the industry. A more appropriate study needs to be conducted to give more facets in understanding communication cultures within corporations of different countries. This multi-country research is expected to provide a more comprehensive look into the current global corporate communication culture.

Moreover, a quantitative study of this scale is not often found conducted within Indonesia. Studies here are more likely to be based on limited factual data. The scale of the data gathered from this research would give a clearer picture of the corporate communication culture and function. The standard instrument used for the survey to all countries ensures validity and could provide explanation as to how the Indonesian context is different than to those of others.

The research questions were constructed to address three parts, 1) how corporate communication is organized in the respondents' companies, 2) the practice of corporate communication, and 3) the perception of the culture in the society where the respondents work.

The objective of this research is to study and to compare the corporate communication cultures across the countries and gain understanding of how this function varies and operates in the growingly globalized business context. This research is the first of its kind to be conducted in this magnitude, both in the Indonesian context or in the global context, providing an unparalleled rich data in understanding corporate communication which could be explored further by SGU.

The procedures in contacting the Top 500+ companies in Indonesia has serves its function to promote SGU as a leading research university for those in the Indonesian business community. This joint-research was also sought for its wide connection to the international academic community, both for joint-publication and to increase SGU's exposure to the group.

Chapter 4. Research Methods

The companies targeted in this research are those which are among the top 500 companies derived from Orbis database dated 15th January 2013. The database and the particular date was chosen to ensure uniformity and standardization in selecting the companies in all participating countries. To further ensure the legibility of these companies, the ones that were not contactable were crossed out to be replaced by the 500+ companies. 566 companies were attempted to be contacted for the research, with an overall total of 505 contactable companies. The online questionnaire was officially closed early October 2013.

The following steps were taken in contacting and getting responses: a) calling respondents, b) sending email/hard copy mail/fax to respondents containing details of the research, introductory letter from SGU Rector, a link to online questionnaire, and a copy of the questionnaire, c) sending a reminder via email. In cases where phone calls are difficult to administer, emails were sent directly.

The main method employed for this data gathering was an online survey through the Qualtrics tool. The other proposed methods include Focus Group Discussion, direct interview and returning filled-in questionnaire via mail/email. The respondents were able to choose which of these methods were more convenient for them. Out of the overall of 66 responses gained, 44 respondents chose the online questionnaire method, 5 chose direct interview, while 15 chose offline survey (fill-in the questionnaire manually).
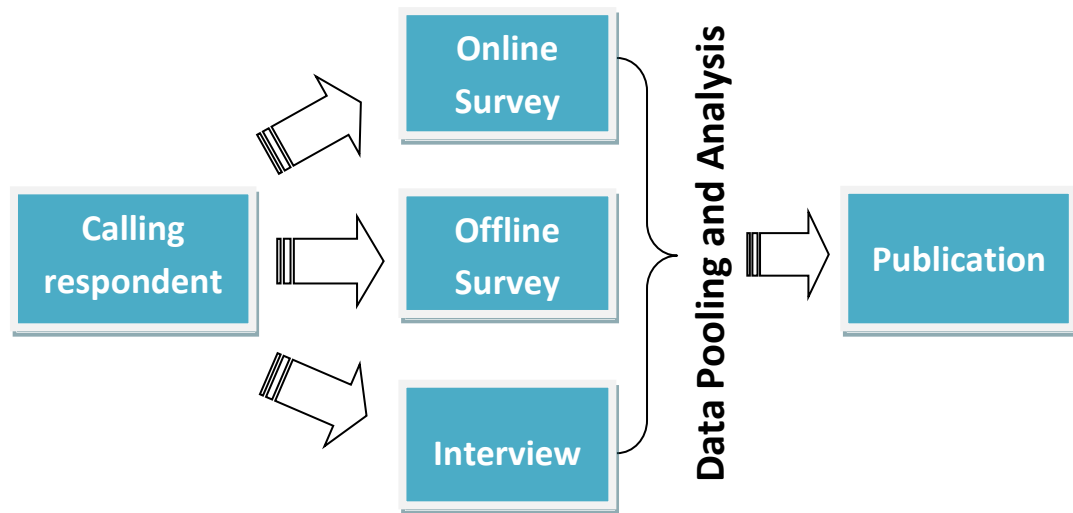
Figure 1 Data gathering processs and publication

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Table 1 Activities and Time Schedule

ACTIVITIES	2012						2013											
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec
The prospected project partners formally declare their participation in the project	CU SGU																	
Developing a draft of the question		CU	CU															
Feedback, pre-testing and finalizing the questionnaire			CU SGU	CU SGU	CU SGU	CU SGU												
Identification of respondents based on Top 500 lists					CU SGU	CU SGU												
Finalizing the questionnaire, writing a commentary and setting up the questionnaire						CU												
Translation of the questionnaire and ethics clearance							SGU											
Uploading the latest ORBIS samples of Top 500							CU											
ORBIS Data Cleansing							CU											
Preparing documentation to contact the respondents								SGU										
Calling and emailing all respondents, inviting them to participate, conducting the survey								SGU	SGU	SGU	SGU	SGU	SGU	SGU	SGU	SGU		
Conducting a follow-up								SGU	SGU	SGU	SGU	SGU	SGU	SGU	SGU	SGU		
Data analysis																	SGU & O.	SGU & O.
Publication*																		

* Publication efforts will be continued throughout 2014.

Chapter 5. Results achieved

All-countries' result

The research started off with participations from quite a number of countries. Due to the constraints in getting the data, some universities pulled out from participating, namely Israel, Philippines and Vietnam. In the case of Israel, some of the problems reported has to do with their competitive and ambitious business environment which makes it difficult for potential respondents to find the time and resources to participate in the survey. Vietnam and Philippines also found it difficult in getting responses until the stipulated deadline. In the end, CCCC managed to retain the participation from five countries: Australia, Austria, Germany, Switzerland, and Indonesia as the sole participant from Asia.

The proposed response rate was 20% from each country. As the survey continued, it was evident that the target was too high and the benchmark was lowered to 10%. Switzerland was the only country that reached the initial target with 25.4%, followed by Australia with 16.5%, Germany with 15.7%, Indonesia with 12.9%, and Austria with 12.6%.

Table 2 Response rate from all countries

	Australia	Austria	Germany	Indonesia	Switzerland
Unadjusted sample	646	570	734	566	750
Adjusted sample	502	516	509	505	500
Responses	83	65	80	64	127
Response rate	16,5%	12,6%	15,7%	12,9%	25,4%

Results from Indonesia

Reaching the minimum target was challenging in Indonesia's case. Perhaps due to the nature of the region, it was not easy to persuade the respondents to participate, especially considering that the target respondents are high ranking

officials who holds the highest responsibility for their company's corporate communication. Moreover, due to their heavy workload and other research projects, some researchers from the faculty decided not to continue with this project. Their workload were consequently distributed between team leader and research assistants who were recruited during the data collection period. In the end, those who still remain in the project and therefore will continue to write publication are the following researchers: Anis Hamidati, Martin Löffelholz, Ezmieralda Melissa, Hasniati Halim, Samuel Anantadjaya, and Vishnuvardhana Soeprapto.

By October 2013 when the survey was closed, the total number of participants completing the survey amount to 58 respondents. The data from 6 more respondents were added because they have completed the minimum number of questions despite not completing the overall survey, amounting to a total of 64 responses from Indonesia.

Findings

Some pointers from the overall findings include:

- The use of English as a corporate language is evident in all countries. For non-English speaking counties, the range of companies using English range between 9 – 16%. Despite the prominence of English, language barrier by potential employee is still considered a major consideration in selecting workers for the job.

- There is a similar pattern found in the amount of workloads for all countries for the following work: corporate communication/public relations, marketing, and advertising.

- The largest amount of specific workloads is administration, followed by conducting internal communication and investor relations.

- More females are found to be working in the corporate communication department for all countries, except for Indonesia where the number of males is still larger.

- Media relations is considered one of the most important aspects of the work in all countries, as is internal communication and crisis communication.

- Investor relations is considered one of the most important aspect of the work in Indonesia, although other countries the work to be as important. This parallels the finding that Indonesia sees stockholders/investors as most important for the company, ranging higher than all other countries.

- Fundraising is considered one of the least important aspects of the work in all countries.

- Community relations is considered of average importance for all countries. The result parallels the finding that local communities category is considered of average importance for all countries.

- Government relations is considered most important for Australia and Indonesia, while Austria regards it as least important.

- Competitors are considered of average importance for Australia and Indonesia, while Germany regards it as least important.

- Employee's category is considered as most important for companies for all countries, as is the customer's category.

- There is a similar pattern across all countries in which print media, broadcast media and online media are considered as most important. However the print media ranks higher than the two, followed by broadcast media and online media.

- Political parties are not considered important for corporate communication work. There is a similar pattern for all countries where the majority consider political parties to be least important.

- There is a similar pattern for all countries where the number one strategy to get media coverage is by increasing the story's news value. This is followed by providing useful and informative news to the audience.

- Bureaucracy is considered quite positive in the case of Indonesia. The majority of respondents agree that the many regulations are supporting them to get their work done properly (76%). Although the majority of those from all countries agree, their range is only between 26 – 30%.

- A similar patterns occur in all countries, in which they view the corporate communication work in their respective countries is NOT unique in terms of how to politics work, the way people run their business, the civil society and activism, the role of print and broadcast media, as well as the role of online and social media. Some exceptions are Germany and Austria who see their corporate communication work is unique due to their print and broadcast media.

- All countries view that university degree is a desirable aspect in recruiting public relations personnel. Necessary university subjects to be successful in management of corporate communication include business management, communication and social sciences, and specialization in public relations. Subjects such as specialization in journalism, along with media and cultural studies are not considered important for corporate communication.

Chapter 6. Plan for next stage of research

The overall data gathering is already completed and the current stage is data analysis and publication. The plan is to publish to results to journals and conferences. The Indonesian paper is planned to be submitted in a DIKTI accredited journal, namely Gadjah Mada International Journal of Business which is indexed by Scopus, Business Source Complete, and Informit.

The International result will be published within the upcoming year. The nearest call-for-paper for comparative results between Indonesia, Australia and Germany is proposed to be published in the Corporate Communication International Conference on Corporate Communication 2014 in Hong Kong. Other options include European Communication Research and Education Association (ECREA 2014) to be held in Lisbon, and EUPREA's annual congress. The main aim for the International comparisons is to conduct a panel presentation in which all participating countries would be able to present their specific findings and make comparisons.

Chapter 7. Conclusion and Recommendation

From the findings, it is evident that the pattern of corporate communication in the participating countries are quite similar. Austria, Germany and Switzerland are of the same regions and the response for three is closest to one another. Botans' assertion that the understanding what PR is and can be has been very much determined by a kind of Western path dependency (1992) may have its merits. This is supported with similar result from a western nation, Australia despite it being geographically remote from the first three countries. The most significant differences come from Indonesia as the only participating country from the Asian region. However, the overall pattern from all countries have been rather similar with only minor differences.

The population were clustered and were not widely spread, leading to the difficulty in concluding that these findings represent the global majority. The research needs to be expanded further to include more countries from more continents.

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