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Putera Batam University Vol 14 No 2 (2026)**IMPLEMENTING THE “ONE WORLD, ONE FAMILY” VALUE AS A
MEANS OF STRENGTHENING HARMONY AND TEAMWORK IN
THE BUSINESS ENVIRONMENT****Jenalli¹⁾, Kharisma Austin Makaba²⁾**^{1,2)} Faculty of Business, Universal University

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ABSTRACT

The dynamics of modern organizations, both in the business sector and in educational institutions, are often hampered by internal conflicts and intergenerational gaps within teams. This study aims to explore the implementation of the “One World, One Family” philosophy as a strategy to strengthen harmony in teamwork. Using a descriptive qualitative approach with a case study method at Maitreyawira School in Batam, data were collected from 9 informants through in-depth interviews, observations, and document analysis. Data validity was tested using source, method, and temporal triangulation techniques. The results indicate that the “One World, One Family” values have been successfully internalized as a “Clan Culture,” transforming professional relationships into deeper emotional bonds. Leadership employs an inverted pyramid model (Servant Leadership) that prioritizes service, thereby creating a high level of psychological safety for team members to communicate openly and collaborate proactively. Furthermore, this value supports the creation of a “Person-Organization Fit” that facilitates adaptation among staff across generations. Although coordination challenges arise during periods of heavy workload, this philosophy has proven effective as a buffer against affective conflict. This study concludes that the internalization of universal values can transform individualistic egos into collective solidarity, serving as a competitive advantage for the organization.

JEL Classification: M12; M14; M54**Keywords:** One Global Family, Team Harmony, Servant Leadership, Clan Culture, Psychological Safety**INTRODUCTION**

Amid competitive business dynamics and the shift toward Industry 5.0, the effectiveness of teamwork has become a key driver of innovation, the achievement of strategic goals, and organizational resilience (Mohammed et al., 2025; Paredes-Saavedra et al., 2024; Wijaya et al., 2022). However, the implementation of *teamwork* currently faces significant challenges in the form of affective conflicts triggered by cultural diversity, differing values, and *generational gaps*, particularly with the massive influx of Generation Z into the workforce (Darmawan, 2025; McKinsey, 2023; Ozolina et al., 2024). These conflicts and mismatches in communication styles are not merely minor *soft-skill* issues but real threats that can undermine team cohesion, hinder knowledge sharing, and ultimately harm a company’s long-term performance (Khoa & Huynh, 2024; Lukito et al., 2025; Wardani et al., 2024). Therefore, a robust values-based approach is needed to bridge these internal and external frictions so that teams remain harmonious and adaptive (Pratama & Caponecchia, 2025).

This study focuses on Maitreyawira School in Batam, an educational institution comprising junior high school (SMPS), senior high school (SMAS), and vocational high school (SMKS) units located within the Maha Vihara Duta Maitreya complex in Batam. The primary uniqueness of this research subject lies in its consistent integration of the “One World, One

Family” philosophy—not merely as a motto, but as a core management strategy to foster team harmony through the values of universal love and inclusivity. However, in practice, the issue identified is the potential for affective conflicts and communication barriers triggered by a *generational gap* among teaching staff, which, if not properly managed, could threaten organizational cohesion. Maitreyawira School was selected as the research subject due to its unique organizational culture, which allows for empirical testing of how universal family values can bridge the gap between the team’s emotional needs (*clan culture*) and the demands of accountability and organized operational performance.

In response to the challenge of team conflict, previous literature has highlighted the importance of an organizational culture centered on family values and solidarity (*clan culture*) as a competitive advantage. Findings from various studies consistently confirm that integrating empathy and personal relationships within teams has proven effective in facilitating conflict resolution, building trust, and creating psychological *safety* for employees to collaborate without fear of failure (Aichouche et al., 2022; Dettling, 2023; Mikušová et al., 2024; Rorensia et al., 2025). Furthermore, work environments that prioritize well-being and organizational happiness have been found to foster innovation and better cross-cultural integration, while ensuring productivity amid digital disruption (Bencsik et al., 2025; Corlăteanu, 2024; Senbursa & Dunder, 2024; Yunanda et al., 2025).

Theoretically, the relevance of family values in modern management is reinforced by the *Family Systems Theory* framework, which has proven effective in mitigating emotional dynamics and preventing interpersonal tensions in the workplace (Ahing & Situmorang, 2024; Amanah et al., 2025; Nowell & Schou, 2025). Based on these findings, the “One World, One Family” philosophy emerges as a strategic approach rooted in the universal value of love, viewing all elements of an organization as one large family. This universal approach is not merely idealistic; it has been empirically demonstrated to stimulate social awareness and transform individualistic egos into collective solidarity—which is essential for team harmony (Mubarok et al., 2025; Xu & Guo, 2024).

Although the importance of a family-oriented culture has been recognized, there remains a fundamental research gap regarding the implementation of the “One World, One Family” universal value in strengthening teamwork in business environments, particularly its impact on structured work behavior. Previous studies have tended to separate the emotional strengths of clan culture from the demands of accountability and business operations (Lukito et al., 2025; Rorensia et al., 2025). Very few studies have examined the fundamental alignment of how family-oriented values can be bridged to enhance a team’s structural performance. Therefore, this study aims to conduct an empirical test and describe the implementation of the “One World, One Family” philosophy as an effort to strengthen teamwork harmony, while also exploring how this philosophy is put into practice to transform individualistic egos into collective solidarity that supports the organization’s operational performance.

This study makes a significant contribution, both theoretically and practically, to the field of human resource management. Theoretically, this study successfully fills a gap in the literature by examining the application of the universal value of “One World, One Family” as a practical strategy for strengthening teamwork in business environments, an area that has thus far received limited attention. This research validates the transformation of functional professional relationships (*patembayan*) into deep, familial bonds (*paguyuban*) through the

internalization of humanistic values. Furthermore, these findings enrich organizational behavior theory by empirically demonstrating that the inverted pyramid leadership model (*Servant Leadership*) is highly effective in fostering psychological *safety*, which enables team members to communicate honestly and innovate without fear.

In practical terms, the findings of this study serve as a guide for managers to create an inclusive and supportive work environment aimed at boosting productivity and reducing conflict. The “One World, One Family” philosophy has proven effective as a buffer mechanism to mitigate affective conflicts that often arise due to intergenerational gaps, particularly between Generation Z and Millennials. For employees, implementing these values enhances a sense of *belonging* and psychological well-being, which fosters spontaneous solidarity—or *Organizational Citizenship Behavior* (OCB)—where staff help one another without being asked. On a broader scale, the application of these values of harmony and solidarity supports the creation of a more just and harmonious society.

LITERATURE REVIEW

Literature Review and Theoretical Framework

The success of modern organizations depends heavily on the quality of human resources (HR) interactions. In the era of multigenerational organizations, differences in values and communication styles often trigger emotional conflicts that threaten the effectiveness of *teamwork* (Darmawan, 2025; Wardani et al., 2024). Various previous studies emphasize that trust, open communication, and collaboration are key prerequisites for achieving team harmony and performance productivity (Elsayed, 2024; Lasmi et al., 2021; Najati & Susanto, 2022). To mitigate such internal friction, a supportive organizational climate is required. An organizational culture based on family values (*clan culture*) has been empirically proven to increase loyalty, mitigate destructive conflicts, and strengthen group cohesion (Wang & Duan, 2025; Xu & Guo, 2024).

In response to a research gap regarding the integration of humanistic values into operational management, this study proposes the “One World, One Family” Philosophy as a managerial paradigm that fosters harmony. This philosophy is rooted in the values of universal love, empathy, and solidarity, which view all elements of the organization as one big family (Hosan et al., 2023). As a tangible manifestation of *clan culture*, this approach fosters *psychological safety* in the workplace. The alignment of personal values with a “family-like” workplace culture has been shown to provide emotional stability for employees, enabling them to collaborate positively and minimize ego-based conflicts (Amanah et al., 2025; Mubarak et al., 2025; Senbursa & Dunder, 2024).

Conceptual Framework and Propositions

The conceptual framework in this study is based on the assumption that the main challenge to *teamwork* today is conflict resulting from a generational gap that disrupts organizational communication. The “One World, One Family” philosophy is positioned as both a resolution tool and a social bonding agent.

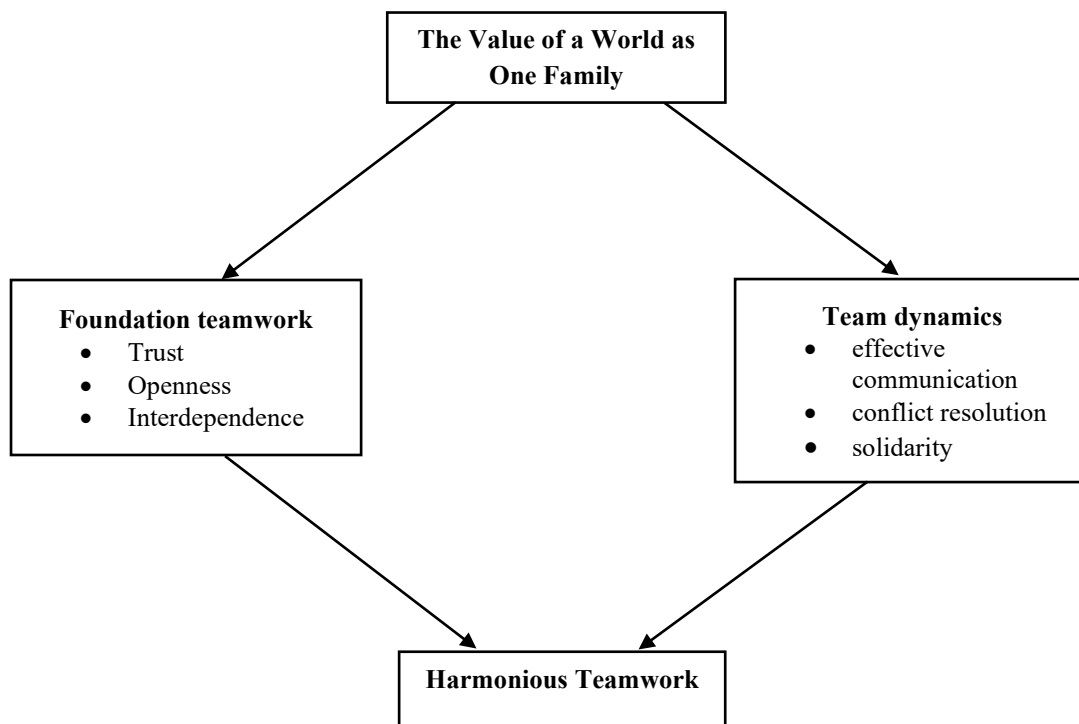


Figure 2.1. Conceptual Framework

Source: Data compiled by the author (2025)

By treating team members like family, it is hoped that a sense of trust, openness, and belonging will develop, thereby strengthening the foundation of cooperation. Strengthening this foundation will transform team dynamics into more adaptive ones, ultimately leading to an overall improvement in *teamwork* harmony. Based on this theoretical synthesis, this study proposes the following proposition:

"The application of the 'One World, One Family' values—manifested through togetherness, open communication, and mutual respect—plays a significant role as a strengthening force in transforming individualistic egos into harmony and solidarity through teamwork within the organizational environment."

METHODS

This study employs a qualitative design using a descriptive case study approach. This design was chosen because it provides a highly suitable framework for exploring social phenomena and the complex relationships among the aspects under investigation, namely the implementation of the "One World, One Family" values and teamwork harmony within the context of a real-world organization (Rifa'i, 2023). Through this case study design, the researcher can describe individuals' experiences, interactions, and perceptions to comprehensively understand how the organization's culture and values influence working relationships among team members (Lim, 2024; Nugroho et al., 2024).

Table 1: Characteristics of Research Informants

Informant's Initials	Work Unit	Position	Length of Service
Ms. FI	High School	Guidance Counselor	6 Years
Ms. IZ	Junior High School	Teacher	5 Years
Ms. SU	High School	Teacher/Curriculum Coordinator	12 Years
Ms. CY	Junior High School	Teacher/Student Affairs Coordinator	11 Years
Ms. MN	Vocational High School	Teacher	17 Years
Mr. CW	Vocational High School	Teacher	5 Years
Mr. MD	High School	Teacher	2 Years
Mr. SE	Junior High School	Teacher	20 Years
Ms. ME	Vocational High School	Teacher/Public Relations Coordinator	5 Years

Source: Informant data

This study was conducted with the participation of nine key informants from Maitreyawira School in Batam (located in the Maha Vihara Duta Maitreya Complex, Batam). Informants were selected using purposive sampling based on the following criteria: they were unit leaders or team members directly involved in the operations of junior high schools (SMPS), senior high schools (SMAS), and vocational high schools (SMKS). The distribution of informants consisted of 3 representatives from each of these educational levels. Participants with the characteristics of unit leaders and field team members were selected because they were deemed to have a deep understanding of the implementation of strategic policies and the real dynamics surrounding the “One World, One Family” values in fostering harmony in daily operations.

Data collection and measurement were conducted using three qualitative instruments: *in-depth interviews*, direct observation, and document analysis. Interviews were used to explore informants’ understanding of the impact of organizational values; observations focused on the dynamics of social interactions among team members in the workplace; and document analysis examined secondary data in the form of the foundation’s publications and records of internal collaboration. To ensure the credibility and validity of the findings, this study assessed data validity using triangulation techniques (Husnullail et al., 2024). Source triangulation was conducted by cross-referencing the perspectives of leaders and team members; methodological triangulation combined the results of interviews, observations, and documents; while temporal triangulation compared data from the beginning and end of the research phase. *Performance success* was achieved when data from these various methods demonstrated strong patterns of saturation and consistency.

These primary and secondary data collection procedures were carried out directly at the research site over a three-month period, from March to May 2026. The research process began with obtaining confidentiality agreements from participants, followed by in-depth interviews with 9 key informants and field observations. All collected qualitative data were analyzed interactively and systematically using the Miles and Huberman (1994) analytical model. The analysis process comprised four main steps that proceeded simultaneously: 1) continuous data collection in the field; 2) data reduction to select specific information focused on the values of the “One Family World” and *teamwork* harmony; 3) *data display*, integrated into a qualitative narrative and linked to the conceptual framework; and 4) the gradual drawing and verification of conclusions based on the results of data triangulation.

RESULTS AND DISCUSSION

Research Findings

Based on the results of the qualitative research, the implementation of the universal “One World, One Family” values has been shown to provide a solid moral foundation through the values of love, empathy, and morality to foster social harmony within the team (Hosan et al., 2023). The integration of personal and family values has the potential to enhance a close collaborative atmosphere among team members (Amanah et al., 2025). The data from the analysis of observations of the organization’s work programs is presented in the form of a classification table below:

Table 2. Matrix of Findings on the Implementation of the “One World, One Family” Values

Main Theme	Operational Indicators in the Field	Behavioral Trends (Key Findings)
Internalization of Family Values	A personal approach by leadership, regular group reflection sessions, and breaking down hierarchical barriers (e.g., during shared meals)	The hierarchy is flexible yet professional; a high level of empathy among staff is evident in their day-to-day interactions.
Open Communication	Evaluations that focus on solutions (rather than finding fault), face-to-face mediation of personal issues (<i>one-by-one</i>).	A decrease in young staff members’ resistance to instructions; a significant reduction in the escalation of emotional conflicts through deliberation.
Solidarity and Teamwork	Mentoring new staff, helping each other out with workloads beyond core responsibilities.	There has been a shift from individualistic (ego-driven) task completion to spontaneous collective responsibility.
Team Challenge Dynamics	A surge in workload during exam or graduation season; the arrival of new staff from outside the organizational culture.	Fluctuations in the effectiveness of coordination during peak workloads; sporadic miscommunications due to time pressure and the onboarding of new staff.

Source: Processed Research Data (2026)

Based on the data presented in Table 2, the field findings validate several key phenomena. *First*, the understanding of “One World, One Family” as a “*borderless value*”—which all informants interpret as a philosophy that transcends racial and religious barriers—is manifested in inclusive traditions such as communal iftar meals for non-Muslim staff. *Second*, the emergence of a “*no-blaming culture*” in which teams prioritize problem mitigation over assigning blame, and where reprimands are always delivered on a one-on-one basis. *Third*, a high level of *spontaneous solidarity* that goes beyond formal job descriptions, such as senior teachers taking the initiative to enter report card data for overwhelmed junior teachers, or working together to carry food supplies during school events even outside of regular working hours. However, vulnerabilities in this harmony still emerge during periods of peak academic workload or when new teachers are adapting, which require a continuous process of conflict resolution.

Internalizing Family Values

The internalization of the “One World, One Family” values serves as the cornerstone of an organizational culture that successfully transforms rigid professional relationships into deep, heartfelt familial bonds—or a sense of *community*. This practice is driven by the implementation of the *Servant Leadership* model using an inverted pyramid approach, in which leaders set aside their egos to serve and support the professional growth of their staff. The breaking down of these hierarchical barriers is clearly evident in daily activities such as the tradition of shared meals, which brings together all members of the organization—from leadership to cleaning staff—around the same table. Through this internalization, the universal

humanistic values become the guiding force that consistently directs the collaborative behavior of the organization's members.

Open Communication

In terms of communication, the organization prioritizes an evaluation system that focuses on finding solutions rather than assigning blame to individuals, thereby fostering a strong “*no-blame*” culture. Sensitive issues are addressed and conflicts mediated through a personalized, face-to-face (*one-on-one*) approach to preserve team members' self-esteem and ensure their psychological safety. This openness in communication has proven effective in reducing resistance from younger staff members toward leadership instructions and minimizing the escalation of emotional conflicts through inclusive discussions. This polite yet open communication style is key to enabling every team member to feel confident in sharing ideas without fear of negative judgment.

Solidarity and Teamwork

The implementation of “One World, One Family” values triggers a paradigm shift from individualistic task completion to spontaneous collective responsibility, or *Organizational Citizenship Behavior* (OCB). Team solidarity is reflected in the willingness of colleagues—especially senior staff—to voluntarily provide *backup* to overwhelmed colleagues without waiting for instructions from management. This bond of solidarity goes beyond formal job descriptions, as evidenced by the total emotional support and direct physical assistance provided when team members face personal misfortunes or heavy work pressures. This synergy, rooted in a sense of shared ownership, ultimately creates a competitive advantage for the organization through solid teamwork.

Team Dynamics and Challenges

Although harmony has been established, major challenges still arise during periods of peak academic workload, such as exam season or graduation, which risk triggering time pressures and fluctuations in the effectiveness of coordination. The dynamics of intergenerational communication between junior employees (Gen Z and Millennials) and senior employees (Gen X) require a continuous process of adjusting communication styles to prevent miscommunication. Furthermore, the arrival of new staff from different work culture backgrounds requires a specific adaptation period, facilitated by leadership serving as *role models* in embodying the school's values of empathy. If not managed properly, an overly supportive environment also risks fostering a sense of “*psychological entitlement*” in certain individuals, which can hinder collective contributions.

DISCUSSION

The findings in the results section indicate that the implementation of “One World, One Family” values effectively validates its role as a tool for strengthening team harmony. Based on field operational data, specific activities such as “Joint Prayer and Sharing” and “Harmony Gathering for All PTK Members” successfully facilitated open communication, thereby significantly reducing communication style conflicts often triggered by *the generational gap* (Wardani et al., 2024). On the other hand, the implementation of activities such as “Graduation Evaluation Meetings” demonstrates that the application of these family-oriented values does not undermine professionalism. On the contrary, this approach successfully bridges the *research gap* between the need for emotional closeness through *clan culture* and the achievement of the organization's structural and functional accountability (Lukito et al., 2025; Rorensia et al., 2025; Sobari & Puspa, 2025). This alignment between staff members' personal

values and the school's humanistic values (*Person-Organization Fit*) facilitates adaptation among staff across generations and strengthens institutional commitment (Iskandar & Suratman, 2025).

The trend toward a high level of solidarity initiatives that go beyond formal obligations is a tangible manifestation of *Organizational Citizenship Behavior* (OCB). This behavior is driven by the creation of *psychological safety* resulting from the absence of fear of judgment (Madsgaard & Svellingen, 2025). Findings regarding a leadership approach that evaluates without assigning blame confirm the effectiveness of *Servant Leadership* through the “inverted pyramid” model, in which leaders *lead by example* and delegate trust to operational levels to handle crises independently first (Trihasto, 2024).

An Analysis of Psychological Security in Intergenerational Relationships

The scientific findings of this study unequivocally demonstrate that applying the “One World, One Family” philosophy within an organizational setting can transform individualistic egos into collective solidarity as a form of competitive advantage. An organizational culture centered on *Clan Culture* has proven highly effective in facilitating the resolution of affective conflicts and enhancing team cohesion through empathy in personal relationships (Aichouche et al., 2022; Dettling, 2023; Mikušová et al., 2024). As the influx of generational diversity—including the dominance of Generation Z staff—triggers potential emotional value clashes (Ozolina et al., 2024), a *psychologically safe* work environment enables employees to become more adaptive and bold in collaborating without fear of judgment when making mistakes (Rorensia et al., 2025; Yunanda et al., 2025). This openness in communication and the absence of fear are key for staff to set aside departmental egos (Rizkarima & Nugraha, 2025).

This reciprocal relationship further reinforces the relevance of applying *Family Systems Theory* in modern organizational management, demonstrating that universal family values are effective in preventing the escalation of personal conflicts and enhancing the well-being of team interactions (Ahing & Situmorang, 2024; Mubarak et al., 2025; Nowell & Schou, 2025). Field findings show that this safe climate directly stimulates cross-departmental assistance initiatives, both in school operational matters and in providing emotional support for personal issues (Fauziyyah & Trihudyatmanto, 2025; Puspita, 2024). This supportive and transparent work climate is fully aligned with the concept of *organizational well-being and happiness*, which is crucial for long-term operational resilience amid the intense dynamics of work demands (Bencsik, 2022; Bencsik et al., 2025; Senbursa & Dunder, 2024). Thus, this model of integrating shared values not only maintains staff psychological stability but also successfully optimizes the organization's structural performance in a harmonious and sustainable manner (Xu & Guo, 2024).

Challenges in Implementing Teamwork

Regarding the findings of fluctuations in coordination and miscommunication during peak periods of academic activity, these dynamics validate the organizational behavior literature, which states that time pressure and work-related stress risk reducing OCB initiatives and weakening synergy (Ningsih & Putri, 2025; Puspita, 2024). The generational gap between junior employees (Gen Z and Millennials) and senior employees (Gen X) further complicates communication adjustments (Harmen et al., 2025). The process of new members adapting to this culture of empathy also requires *vicarious learning* (social learning through observation) from senior leaders as *role models* (Ernawati et al., 2025; Idris et al., 2020). If not managed properly, an overly supportive environment risks fostering a sense of *psychological entitlement*

(the belief that one is entitled to special treatment) without being balanced by equivalent contributions (Weihua, 2025).

Research Implications

Theoretically, this study enriches the literature on *Clan Culture* by validating that professional relationships (*patembayan*) can be transformed into familial bonds (*paguyuban*) through the internalization of humanistic values, which bridge the team's emotional needs with structural accountability. Practically, the research findings provide a framework for HR management to mitigate affective conflicts and improve *person-organization fit* by making leadership by example the foundation of cross-generational *teamwork*.

Data Limitations and Validity

The researchers acknowledge the following limitations: variations in the depth of informants' responses, which affected the exploration of individuals' inner contexts; the timing of the study, which coincided with fluctuations in specific academic schedules; and limited generalizability due to the focus on a single institution. To ensure the data's validity, the researchers validated the data through source triangulation (cross-referencing the perspectives of leadership and operational staff), methodological triangulation (combining interviews, field observations, and document analysis), and temporal triangulation (comparing team interactions during periods of normal operations versus periods of high pressure). The consistency of the data across these three tests ensures that the study's conclusions represent a valid and objective reality.

CONCLUSION

This study concludes that the internalization of the philosophical values of the "One World, One Family" significantly strengthens teamwork through the formation of a deep-rooted *clan culture* free from structural barriers. This finding contributes to the organizational behavior literature by demonstrating that the integration of universal humanistic values can effectively transform functional work relationships (*patembayan*) into solid bonds of brotherhood (*paguyuban*). The success of this cultural transformation is strongly driven by the application of *Servant Leadership* through an inverted pyramid model, in which leaders' exemplary service to subordinates proves crucial for bridging *power distance*, fostering *psychological safety*, and mitigating potential horizontal conflicts amid the dynamics of cross-generational teams.

As a practical implication, educational institutions and organizational leaders are recommended to standardize structured *mentoring* programs and initiate periodic reflection forums to accelerate the alignment of individual and organizational values (*Person-Organization Fit*) for new staff. These managerial interventions are vital as a buffer to prevent emotional friction and mitigate feelings of *psychological entitlement*, particularly during periods of peak academic workload. To broaden the conceptual generalization, further research is recommended to adopt a quantitative or mixed-methods approach to empirically measure the impact of "One World, One Family" value implementation on institutional performance, job satisfaction, and employee loyalty across a wider range of organizational sectors.

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