

Organizational Culture at the Department of Education of Batam City

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ABSTRACT

This research was motivated by the existing gap between the ideal conditions and the actual situation in the field regarding organizational culture. The purpose of this study was to examine the organizational culture at the Department of Education of Batam City, viewed from the aspects of professionalism, commitment, cooperation, and honesty. This study employed a quantitative descriptive approach. The population consisted of 90 employees of the Department of Education of Batam City. The sample was determined using the Krejcie & Morgan table at a 5% margin of error, resulting in a sample size of 75 respondents. The research instrument used was a questionnaire consisting of 40 items. The questionnaire was tested for its validity and reliability using SPSS version 26. The data were analyzed using the mean formula and the Respondent Achievement Level (TCR) in percentage form. The analysis results showed that the average score for organizational culture from the aspect of professionalism was 42.9 with a TCR of 85.7% (categorized as good); from the aspect of commitment, it was 4.33 with a TCR of 86.5% (good); from the aspect of cooperation, it was 4.33 with a TCR of 86.5% (good); and from the aspect of honesty, it was 4.47 with a TCR of 89.4% (good). Based on the findings, it can be concluded that the overall organizational culture at the Department of Education of Batam City falls into the "good" category, with an average score of 4.35 and a TCR of 87.03%..

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1. INTRODUCTION

An organization is a platform where two or more individuals come together and work cooperatively in a rational and systematic manner—planned, organized, directed, and controlled—in utilizing resources, infrastructure, data, and more, effectively and efficiently to achieve the organization's goals. Every organization possesses its own culture, which serves as a distinguishing factor from other organizations and forms a unique identity of its own (Rosita et al., 2024). Organizational culture is viewed as a way of behaving in social interactions. It can be understood through types of behaviors and the symbolic characteristics of the organization. Social cues can be identified by how individuals express themselves, interact, and position themselves in their work, which can be observed through their actions and tendencies in completing their day-to-day tasks. Susanto, as cited in Sumartik (2018), describes organizational culture as a set of core values that guide all human resources in addressing various problems in their lives. These values help them face both external and internal issues by fostering alignment and integration with the organization, where understanding and adherence to these established values are required.

Organizational culture is considered important because it influences the outcomes of employees' work and serves as a foundation for the implementation of organizational activities. The

Education Office of Batam City also has its own distinctive organizational culture as a government institution, with characteristics similar to other organizations. The existing culture must be addressed appropriately and effectively based on organizational principles in order to achieve the real goals of the organization.

Based on the author's observations during the MBKM program at the Batam City Education Office from August 25, 2024 to December 5, 2024, several phenomena were identified that contradict the values of organizational culture, including: (1) Employees complaining about disproportionate or unequal workload distribution; (2) A lack of communication and collaboration among some employees, both within and across departments when completing tasks; (3) Inadequate enforcement of discipline; (4) Employees prioritizing personal interests over organizational goals; (5) A lack of understanding among some employees regarding the importance of work evaluation, leading to repeated errors. Some employees tend to delegate their tasks to others due to lack of understanding, and revisions from supervisors are still frequently required when preparing official letters.

2. METHOD, DATA, ANALYSIS

This research is a descriptive quantitative study. All subjects in this study were employees of the Department of Education of Batam City. The sample was determined using the Krejcie and Morgan Table with a 95% confidence level based on the total population. The sampling technique used in this study was Proportional Random Sampling. According to Sugiyono (2014), Proportional Random Sampling is a sampling technique in which the sample size is taken proportionally to the number of individuals in each group or stratum. Therefore, the sample size for this survey was 75 employees. A Likert Scale questionnaire was used as the research instrument. The mean (average) value was used to analyze the research data.

3. RESULT AND DISCUSSION

Result

The recapitulation of organizational culture at the Department of Education of Batam City can be seen in Table 1.

Tabel 1. Training Effectiveness Data Results

No	Indicator	Average Score	TCR (%)	Category
1	Professionalism	4,29	85,7	Good
2	Commitment	4,3	86,5	Good
3	Cooperation	4,33	86,5	Good
4	Honesty	4,47	89,4	Good

Discussion

Professionalism is the first indicator of organizational culture at the Department of Education of Batam City. Overall, the average score for organizational culture in this department is 4.29 with a Respondent Achievement Level (TCR) of 85.7%, which falls into the good category. The highest average score was 4.48 with a TCR of 89.6% on the item: "Carrying out tasks in accordance with established work standards." This reflects individual awareness and responsibility in performing work professionally, in line with the guidelines or standard operating procedures set by the organization. From a theoretical perspective, this behavior aligns with the concept of professionalism, which emphasizes the importance of working based on high standards and professional codes of ethics. According to Hasibuan (2017), one of the dimensions of professionalism is belief in self-regulation, which refers to the belief that the standards and rules established within a profession must be followed as a form of professional responsibility. Additionally, Gibson et al. (1997) state that carrying out tasks according to work standards reflects individual effectiveness within an organization, as work standards are designed to maintain quality, efficiency, and consistency in performance. When individuals are able to carry out tasks according to standards, the organization will be better positioned to achieve its goals optimally. Therefore, strong work integrity and adherence to professional values, as well as compliance with established rules within the organization, are essential. The lowest average score was 3.99 with a TCR (Respondent

Achievement Level) of 79.7%, found in the item: "Paying attention to time in completing tasks so as not to exceed the established deadline." This indicates that some employees are not yet fully consistent in adhering to time accuracy when completing their tasks. This may be caused by several factors such as ineffective time management, high workload, or a lack of discipline in managing work time. Theoretically, punctuality in completing tasks is closely related to work discipline. According to Mangkunegara (2009), work discipline reflects the level of employee compliance with established rules, and working time is one of the key indicators of such discipline. Furthermore, Robbins and Judge (2017) argue that good time management is a component of work efficiency and is an important indicator in assessing employee performance. Delays in task completion can lead to disruptions in other tasks, reduce team productivity, and hinder the achievement of organizational goals. Therefore, it is essential to foster awareness of time management and discipline so that tasks can be completed on time in accordance with the organization's targets. Discussion is the most important part of the entire contents of scientific articles. The objectives of the discussion are: answering research problems, interpreting findings, integrating findings from research into existing sets of knowledge and composing new theories or modifying existing theories.

The next indicator is commitment. Overall, the average score for organizational culture at the Department of Education of Batam City is 4.30 with a TCR (Respondent Achievement Level) of 86.5%, which falls into the good category. The highest average score was 4.48 with a TCR of 89.6% on the item: "Feeling proud to be part of this organization." This reflects a strong sense of belonging and emotional attachment to the organization. In organizational culture theory, this is related to the concept of involvement, where employees feel they are an important part of the organization and demonstrate loyalty to it. According to Denison (1990), pride in the organization is one of the indicators of involvement, which serves as a foundation for building a strong organizational culture. When individuals feel proud to be part of an organization, they tend to work wholeheartedly, show high motivation, and display strong loyalty. Furthermore, Robbins and Judge (2017) state that emotional attachment to the organization contributes to increased organizational commitment, job satisfaction, and employee productivity. This item reflects that the organizational culture at the Department of Education of Batam City has successfully fostered a sense of unity and pride among employees, which serves as an important asset in supporting the overall success of the organization. The lowest average score was 4.23 with a TCR (Respondent Achievement Level) of 84.5%, found in the item: "Prioritizing the interests of the organization when working." Although this score is still categorized as good, it indicates that some employees have not fully placed organizational interests above personal or group interests in carrying out their duties. This item is closely related to organizational commitment, which reflects the extent to which individuals are willing to prioritize the organization's goals and values in their work activities. According to organizational commitment theory, as stated by Porter et al. in Robbins and Judge (2017), commitment includes the desire to remain a member of the organization, belief in its values, and a willingness to exert effort on behalf of the organization. A less-than-optimal level of commitment can affect efficiency, collaboration, and the achievement of the organization's strategic goals. Furthermore, according to Steers and Mowday in Robbins and Judge (2017), prioritizing the organization's interests is a form of loyalty and a high sense of responsibility toward one's work. When employees place personal interests above those of the organization, it can disrupt coordination, communication, and team integrity, thereby hindering the development of a healthy organizational culture. Therefore, it is essential for the organization to continuously instill organizational values, encourage the internalization of its vision and mission, and build collective awareness that the organization's success will positively impact all individuals within it.

The next indicator of organizational culture at the Department of Education of Batam City is cooperation. Overall, the average score for organizational culture in this department is 4.33, with a TCR (Respondent Achievement Level) of 86.5%, categorized as good. The highest average score was 4.39 with a TCR of 87.7%, found in the item: "Being open in expressing opinions to colleagues." This result indicates that a culture of open communication has been fairly well developed in the work environment, where employees feel comfortable sharing ideas, feedback, and opinions honestly

and constructively with their colleagues. Openness in communication is a crucial element in teamwork. According to Robbins and Judge (2017), open communication builds trust among team members, prevents conflict, and enhances collaboration effectiveness. Furthermore, Luthans (2006) emphasizes that openness in expressing opinions is part of a healthy organizational culture, as it encourages active participation and a sense of ownership in the work process. Additionally, according to the theory of social cooperation by Roucek and Warren, as cited in Soekanto (2006), cooperation involves joint efforts to achieve common goals, which not only rely on individual roles but also require communication, coordination, and mutual understanding among group members. In this context, openness in expressing opinions serves as the foundation for healthy interaction in the workplace. This item shows that a culture of openness has become an integral part of the work dynamic at the Department of Education of Batam City and supports the creation of a collaborative and productive work environment. The lowest average score was 4.27 with a TCR (Respondent Achievement Level) of 85.3%, found in the item: "Accepting feedback from colleagues as part of constructive communication." This score indicates that some employees are not yet fully open to receiving feedback from colleagues as part of a healthy cooperation process. The ability to accept feedback is a vital component of effective interpersonal communication in the workplace. According to Luthans (2006), constructive communication not only involves the ability to express opinions but also includes the willingness to listen and openly accept feedback as a form of shared learning. A lack of openness to feedback can hinder collaboration, create distance between individuals, and reduce team effectiveness. Furthermore, Robbins and Judge (2017) state that a healthy work culture is characterized by respectful two-way dialogue, where criticism is accepted as part of improvement rather than perceived as a personal attack. When feedback is not well received, it can lead to resistance, hidden conflict, or decreased team morale. Thus, although the achievement level of this item remains high, the organization needs to strengthen values such as openness, mutual trust, and the willingness to learn from one another so that the culture of cooperation can function more optimally. Efforts such as communication training, routine team feedback sessions, and reinforcing a reflective culture may serve as effective strategies to enhance the quality of constructive communication within the organization. 2) "Every conflict or difference of opinion within the team is resolved openly and respectfully." This item received the lowest score in the cooperation aspect, indicating that open and respectful conflict resolution has not yet fully become a norm in the work environment. Conflicts and differences of opinion are natural occurrences in team settings. However, what differentiates a healthy organization is how these conflicts are managed constructively. According to Robbins & Judge (2017), conflicts that are resolved openly and with mutual respect can enhance understanding among team members, encourage innovation, and strengthen working relationships. Conversely, conflicts that are ignored or handled poorly can lead to tension, reduced trust, and hinder team performance. Additionally, Luthans (2006) emphasizes the importance of conflict resolution skills in effective team functioning. An organizational culture that supports open dialogue, empathy, and appreciation for differences is more likely to achieve consensus and maintain workplace harmony. This item highlights the need to improve interpersonal communication skills, empathy, and conflict management among employees. Initiatives such as team-building training, facilitated open discussion forums, or reinforcing the value of mutual respect can serve as strategic steps to foster a healthier and more productive conflict resolution culture within the organization.

The next indicator of organizational culture at the Department of Education of Batam City is honesty. Overall, the average score for organizational culture at the Department of Education of Batam City is 4.47 with a TCR (Tendensi Capaian Responden) of 89.4%, which falls into the "good" category. The highest average score is 4.68 with a TCR of 93.6% for the item: 1) "In this office, honesty is highly valued and upheld by every member of the organization." This high score reflects that the value of honesty is deeply embedded in the organizational culture and has become a shared social norm among its members. In organizational culture theory, honesty is one of the fundamental values that builds trust, integrity, and organizational credibility. According to Zubaedi (2011), honesty is the ability to convey the truth, admit mistakes, be trustworthy, and act honorably. Honesty that is upheld creates an organizational climate that is transparent, open, and fosters healthy work

ethics. Furthermore, Winarsih (2019) states that an honest person will act in accordance with reality, based on truth, and refrain from manipulation or deceit. In an organizational context, this plays a vital role in building trust between leaders and staff, among colleagues, and between the organization and the public. Thus, this item shows that the Department of Education of Batam City has successfully instilled honesty as an essential part of its organizational culture, which serves as a strong foundation in supporting institutional performance and integrity. The lowest average score was 4.32 with a TCR of 86.4%, for the item: 1) "Having the courage to speak the truth even in difficult or sensitive situations." This score indicates that there are challenges regarding individuals' willingness to express the truth openly when facing risky or sensitive circumstances. The courage to speak the truth in difficult situations is a part of personal and professional integrity. According to Zubaedi (2011), honesty is not only about telling the truth but also about the ability to consistently voice the truth, including when that truth may be unpleasant or potentially cause social pressure. In an organizational context, this attitude is important to prevent a culture of silence, build accountability, and strengthen trust and work ethics. However, as noted by Winarsih (2019), speaking the truth in difficult situations requires moral courage, as it often involves social or professional risks. Individuals may fear negative impacts on work relationships, supervisor evaluations, or even personal consequences, leading them to remain silent or conceal the truth. Therefore, although the overall value of honesty is already good, this score suggests that the organization needs to create a safe and supportive environment for employees to speak the truth without fear. This can be achieved by fostering a culture of openness, promoting leadership that is responsive to feedback, and providing protection for employees who voice the truth in a constructive manner.

4. CONCLUSION

Based on the results of the study, it can be concluded that the organizational culture at the Department of Education of Batam City falls under the category of "Good" in all observed aspects. The details are as follows: The aspect of Professionalism is categorized as "Good" with an average score of 4.29 and a TCR of 85.7%, The aspect of Commitment is categorized as "Good" with an average score of 4.30 and a TCR of 86.5%, The aspect of Teamwork is categorized as "Good" with an average score of 4.33 and a TCR of 86.5%, The aspect of Honesty is categorized as "Good" with an average score of 4.47 and a TCR of 89.4%. Overall, the organizational culture at the Department of Education of Batam City—based on the four indicators of professionalism, commitment, teamwork, and honesty—is categorized as "Good", with an overall average score of 4.35 and a TCR of 87.03%. These findings indicate that the organizational culture within the institution has been established in a positive and effective manner.

Suggestion that the author can provide:

1. Head of Department

The Head of the Batam City Education Office is expected to continuously strengthen the organizational culture by creating a work environment that supports open communication, reinforcing the values of honesty, and enhancing supervision of employee discipline, particularly in terms of punctuality and commitment to organizational goals.

2. Employee

All employees are expected to continuously enhance their professional attitude at work by adhering to applicable work standards, maintaining integrity through honesty, and fostering good cooperation with colleagues through open and respectful communication. Employees are also expected to prioritize organizational interests, accept feedback constructively, and actively resolve conflicts wisely in order to create a harmonious and productive work environment.

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