

Employees' Perceptions of Work Culture in the Office of West Sumatra Province Transportation Services

Raisa Purnama Jingga^{1*}, Jasrial², Merika Setiawati³, Singgih Ginanjar⁴

¹²³⁴ Department of Educational Administration, Padang State University, Padang, Indonesia

ARTICLE INFO

Article history:

Received May 11, 2026

Revised May 13, 2026

Accepted May 15, 2026

Available online June 30, 2026

Keywords:

Employees Perceptions, Work Culture, Government Agency



This is an open access article under the [CC BY](https://creativecommons.org/licenses/by/4.0/) license.

Copyright © 2022 by Author. Published by Laboratory of Educational Administration Departemen Universitas Negeri Padang

Corresponding Author:

Raisa Purnama Jingga

Email: purnamajinggaraissa@gmail.com

ABSTRACT

This research aims to determine employee perceptions of work culture at the West Sumatra Province Transportation Service Office. This type of research is quantitative descriptive with a population of all active employees totaling 104 employees and a sample of 83 employees taken using the Professional Random Sampling technique. The instrument used is a 5-point Likert Scale questionnaire consisting of 43 statement items which include indicators of cooperation, discipline, work professionalism, work attitudes and service quality, and has been tested for validity and reliability. The research results show that employee perceptions of work culture as a whole are in the good category with an average score of 4.36. The details: Cooperation 4.31, Discipline 4.40, Work Professionalism 4.36, Work Attitude 4.32, and Service Quality 4.42 are all in the good category. This shows that the work culture is adequate in supporting aspects of Cooperation, Discipline, Work Professionalism, Work Attitudes and Service Quality.

1. INTRODUCTION

Human resources are one of the most important elements in determining the success of an organization, especially within public institutions. In the current era of rapid technological and organizational change, government agencies are required to improve the quality of their human resources in order to provide effective and efficient public services. Employees who possess discipline, professionalism, cooperation, and positive work attitudes are considered capable of supporting organizational goals and improving institutional performance. Therefore, work culture becomes an essential aspect in shaping employee behavior and performance within public organizations.

Work culture refers to a system of values, norms, habits and behavioral patterns that guide employees in carrying out their duties and responsibilities in an organization. According to Edgar H. Schein, organizational culture consists of artifacts, espoused values, and basic assumptions that influence how members behave and interact in the workplace. In the context of government institutions, work culture plays a strategic role in encouraging discipline, responsibility, cooperation, professionalism and service quality. A positive work culture can create a conducive work environment, strengthen employee commitment, and increase organizational effectiveness.

Employee perceptions of work culture are also important because perceptions influence attitudes and behavior in the workplace. Perception is a process where individuals interpret and give meaning to information received from their environment. Each employee may have a different perception regarding the implementation of work culture depending on their experience and interactions within the organization. Positive perceptions of work culture tend to encourage employees to work more responsibly and cooperatively, while negative perceptions can reduce motivation and performance. The West Sumatra Provincial Transportation Service is one of the public institutions responsible for providing transportation services to the community. Based on

initial observations made during field practice activities, several problems related to work culture were identified. Some employees were found to be arriving late, leaving the office during working hours without clear permission, delaying tasks, and having low initiative in completing work. Apart from that, cooperation between employees has not been optimal because some employees are reluctant to help colleagues who are having difficulty completing tasks. Service quality is also considered less than optimal due to delays in completing administrative work and public services. These findings are supported by employee attendance data from October 2025 to February 2026 which shows a decrease in the number of employees arriving on time and an increase in employee tardiness. These conditions indicate that discipline has not yet become a strong organizational culture within the institution. Furthermore, problems related to professionalism, cooperation, work attitudes and service quality show that work culture improvements still need to be made. Several previous studies have discussed work culture in public organizations.

Research conducted by Prayitno found that a supportive work culture has a positive effect on employees' work-life balance. Another study conducted by Zulaika revealed that changes in work culture after the COVID-19 pandemic affected the coordination and performance of employees in public institutions. Meanwhile, Nurgalia's research shows that work culture and work discipline have a significant effect on employee performance. However, previous research has focused more on the influence of work culture on other variables, while research that specifically examines employee perceptions of work culture in local government agencies is still limited. Based on these conditions, this research aims to analyze employee perceptions of work culture at the West Sumatra Province Transportation Service. The study focuses on five main indicators of work culture, namely cooperation, discipline, professionalism, work attitudes and service quality. Through this research, it is hoped that a clearer understanding of the work culture within the institution can be obtained, as well as identifying aspects that still require improvement to support organizational effectiveness and the quality of public services.

2. METHOD, DATA, ANALYSIS

This research employed a descriptive method with a quantitative approach. According to (Sugiyono, 2019), quantitative descriptive research is based on the philosophy of positivism and is conducted by collecting data through research instruments, then analyzing it statistically to obtain objective and measurable results.

Quantitative descriptive methods are used to describe the condition of variables as they exist without examining the relationships between them (Sugiyono, 2019). Therefore, this study aims to quantitatively describe employee perceptions of work culture based on questionnaire data. The population was 104 employees, and the sample was 83 employees were taken using proportional random sampling technique, Likert scale questionnaire, analyzed using the mean formula and ideal score classification find out students' perceptions of work culture.

3. RESULT AND DISCUSSION

Result

The results of data processing regarding employee perceptions of work culture at the West Sumatra Province Transportation Service Office, in this research were reviewed based on real aspects cooperation, discipline, work professionalism, work attitude and service quality. The following table shows the results Employee perceptions of work culture at the West Sumatra Province Transportation Service Office:

Table1. Work culture at the West Sumatra Province Transportation Service Office

No	STATEMENT	STATEMENT	CATEGORY
1	Cooperation	4,31	Good
2	Discipline	4,40	Good
3	Working Profesional	4,36	Good
4	Word Atitude	4,32	Good
5	Service Quality	4,42	Good
Average		4.36	Good

Based on table 1, it can be seen that the average level of achievement of employee perceptions of work culture at the West Sumatra Province Transportation Service Office is 4.36 which is in the good category. This figure shows that all employees assess the work culture in the office as quite good in all aspects of culture. The highest score achieved was in the service quality indicator with an average of 4.42 (good category).

Discussion

In this section, a discussion of research findings regarding employees will be presented. Perceptions of work culture at the West Sumatra Province Transportation Service Office. These findings will be described based on five research indicators: aspects of cooperation, discipline, work professionalism, service quality work attitudes. For more details, discuss these findings explained as follows:

Employee Perceptions of Work Culture at the West Sumatra Province Transportation Service Office on Cooperation Indicators

The research results show that employee perceptions of work culture as seen from cooperation indicators at the West Sumatra Province Transportation Service Office are generally in the good category with an average score of 4.31. In the cooperation aspect there are 10 statement items, the highest average score is in the statement "Employees communicate using language that is easy to understand" with a score of 4.56 (Good). This is in line with the opinion of Sedarmayanti (2017), good cooperation in an organization is greatly influenced by the ability of employee members to communicate clearly, simply and easily understood, because communication is the basis for building harmonious and productive working relationships. Apart from that, Robbins & Judge (2017) stated that easy-to-understand communication builds trust in teams, prevents conflict and increases the effectiveness of collaboration.

On the other hand, the statement that received the lowest average score was "Employees rely on colleagues when working with teams" with a score of 4.13 (Good). This score identifies that there is still doubt among employees. This condition shows that employees do not fully trust their colleagues in completing their tasks. Maulidya et al., (2023) stated that the success of teamwork lies in the ability of team members to manage differences in abilities and views in order to solve problems quickly and precisely. If employees tend to doubt or distrust their colleagues, then this can be an indicator that their ability to manage tasks together or make decisions within a team still needs to be improved.

Employee Perceptions of Work Culture at the West Sumatra Province Transportation Service Office on Work Discipline Indicators

The results of the research on employee perceptions of work culture, seen from work discipline indicators, are generally in the good category with an average score of 4.40. This shows that the work culture according to employee perception is in the good category. Of the several items in the work discipline indicator, the highest score is in the statement "Employees comply with applicable regulations in the office" with an average score of 4.53 in the good category. On the other hand, the lowest score is in the statement "Employees complete work within the specified hours" with an average score of 4.33 in the good category, which means that the aspect of timeliness in completing work is still not optimal. This condition shows that employee work discipline is still dominated by compliance with formal rules compared to orientation towards work results. Employees tend to follow the rules that have been set, but are not yet fully able to manage working time effectively.

According to Hasibuan (2017), work discipline is a person's awareness and willingness to obey all applicable organizational regulations and social norms. Discipline is not only reflected in compliance with rules, but also from responsibility in completing work on time. Meanwhile, Veithzal Rivai (2013), explains that effective work discipline includes punctuality, compliance with work standards, and consistent behavior in carrying out tasks. Thus, the results of this study indicate that compliance is strong, but timeliness still needs to be improved.

Employee Perceptions of Work Culture at the West Sumatra Province Transportation Service Office on Professional Indicators

In general, the professional work indicator has an average of 4.36 in the good category. The highest score is found in the statement "Employees work carefully in completing tasks" with an average of 4.48 (good), while the lowest score is in the statement "Employees evaluate the results of work before submitting it" with an average of 4.22 (good). This indicates that the aspect of thoroughness in work is quite good, but has not been fully balanced with the habit of evaluating work results. In practice, accuracy that is not accompanied by evaluation can lead to administrative or technical errors that have the potential to reduce the quality of organizational services. This shows that there are still employees who do not re-check their work results before submitting them.

According to Wibowo (2014) in a performance management study, work professionalism is demonstrated through competence, thoroughness, and continuous evaluation of work results as a form of individual responsibility towards the organization. In line with Rahmawati (2023), employees who have high professionalism tend to not only complete work according to target, but also carry out double checks to ensure the quality and accuracy of work results. Thus, evaluation becomes an important indicator in measuring the professional level of employees.

Employee Perceptions of Work Culture at the West Sumatra Province Transportation Service Office on Work Attitude Indicators

The work attitude indicator has an average of 4.32 in the good category. In this indicator, the statement that received the highest score was "Employees are consistent with the tasks they carry out" with an average of 4.45 which is in the good category. On the other hand, the lowest score is in the statement "Employees dare to take risks for the progress of the office" with an average of 4.08 in the good category. This shows that employees tend to focus on the tasks given and are serious about completing them, but there is still doubt or caution in making risky decisions.

According to Aji et al. (2020), a good work attitude is reflected in initiative, responsibility and courage in making strategic decisions to support increased employee performance. Apart from that, Rahmawati et al., (2022) also explained that employees with positive work attitudes tend to have a high commitment to the organization, but need to be supported by a work culture that encourages the courage to take risks so that innovation can develop.

Employee Perceptions of Work Culture at the West Sumatra Province Transportation Service Office on Service Quality Indicators

The Service Quality indicator has an average of 4.42 in the good category. In this indicator, the statement that received the highest score was "Employees provide service instructions that are easy to understand" with an average of 4.54 (good category). On the other hand, the lowest scores were found in the statements "Employees look for solutions if they have problems in a job" and "Employees dare to propose ideas at work" with an average of 4.32 (good category). This shows that employees will provide good work services and provide clear information. However, employees have difficulty finding solutions if they are hampered by problems and do not have the courage to convey ideas at work.

These findings indicate that the quality of service from procedural and communication aspects is running well, but is not fully supported by the ability to find solutions and the courage to innovate. In fact, in public services, the ability to find solutions quickly and precisely is an important part of maintaining public satisfaction. Apart from that, courage in conveying ideas is also an important factor in improving service quality on an ongoing basis.

Theoretically, service quality is not only measured by the results of the services provided, but also by the process and attitudes of employees in dealing with problems. According to Hardiyansyah (2018), the quality of public services includes clarity of information, accuracy of service, and the ability of officials to respond to and resolve problems faced by the community. This is reinforced by research by Putri and Kurniawan (2022) which states that optimal service quality is determined by the ability of employees to provide solutions to service obstacles and the existence of initiative in improving work processes.

In addition, Sari et al. (2023) in their research explains that the low level of employee courage in expressing ideas is caused by a work culture that does not fully encourage active participation and innovation. Therefore, an open and supportive work environment is needed so that employees feel safe to convey constructive ideas.

4. CONCLUSION

Based on the research results, it can be concluded that employee perceptions of work culture at the West Sumatra Province Transportation Service Office are generally in the good category with average score 4.36. This shows that the work culture implemented is able to support the creation of a good work culture. If we look in detail, the indicator with the highest score is service quality with an average score of 4.42, which shows that the employee work culture in providing services is in the good category. This can be seen from the attitude of employees who are responsive, friendly, able to provide services according to procedures, and strive to provide optimal service to the community and colleagues within the agency. On the other hand, the indicator that received the lowest score was cooperation with an average score of 4.31 which is included in the good category. However, cooperation between employees in completing joint tasks, helping colleagues, and building effective communication and coordination still requires further attention and improvement.

5. ACKNOWLEDGE

The author would like to express his deepest gratitude to the leadership and employees of the West Sumatra Province Transportation Service who have given permission and provided support during the research process. The author also expresses his appreciation to the lecturers of the Department of Educational Administration, Faculty of Education, Padang State University for their guidance, advice and academic support while completing this research. Special thanks go to the author's family and friends for their continuous encouragement, motivation and support throughout the research and writing process.

6. REFERENCES

- Aji., et al. (2020). *Sikap Kerja dan Kinerja Pegawai dalam Organisasi*. Jakarta, Indonesia: Prenadamedia Group.
- Edgar H. Schein. (2010). *Organizational Culture and Leadership (4th ed.)*. San Francisco, CA: Jossey-Bass.
- Hardiyansyah. (2018). *Kualitas Pelayanan Publik: Konsep, Dimensi, Indikator dan Implementasinya*. Yogyakarta, Indonesia: Gava Media.
- Hasibuan. (2017). *Manajemen Sumber Daya Manusia*. Jakarta, Indonesia: Bumi Aksara.
- K Lengkong, V. P., H Dotulong, L. O., Ekonomi Dan Bisnis, F., & Manajemen Universitas Sam Ratulangi, J. (2019). *Pengaruh Komitmen Organisasi, Budaya Organisasi, dan Karakteristik Organisasi terhadap Produktivitas Karyawan AJB Bumiputera 1912 Kantor Cabang Manado Tikala*. 7(2), 2531–2540
- Leo Arischa, K., & Frinaldi, A. (2023). *Implementasi Budaya Kerja pada Organisasi Sektor Publik di Indonesia*.
- Lestari, E. (2024). *Persepsi Konsumen Mengenai Harga, Lokasi dan Kualitas Pasar terhadap Minat Beli Konsumen di Pasar Klandasan*. *Jurnal Minfo Polgan*, 13(1), 133–138.
- Lie Darwin. (2021). *Pengembangan dan Budaya Organisasi*. Medan: Yayasan Kita Menulis.
- Maulidya., et al. (2023). *Kerja Sama Tim dalam Organisasi dan Pengaruhnya terhadap Kinerja*. Bandung, Indonesia: Alfabeta.
- Natika., & Septianti. (2023). *Profesionalisme Aparatur Sipil Negara (Vol. 5)*.
- Nurgalia., et al. (2024). *Budaya Kerja dan Disiplin Kerja dalam Meningkatkan Kinerja Pegawai pada KPU Kabupaten Kolaka Utara*. *Jurnal Administrasi dan Manajemen*, 5(2), 112–120.
- Prayitno. (2024). *Persepsi Karyawan terhadap Budaya Kerja dan Dampaknya pada Keseimbangan Kehidupan-Pekerjaan di Indonesia*. *Jurnal Manajemen Sumber Daya Manusia*, 8(1), 45–56.
- Putri., & Kurniawan. (2022). *Pengaruh Inisiatif Pegawai terhadap Kualitas Pelayanan Publik*. *Jurnal Administrasi Publik*, 10(1), 88–97.
- Rahmawati. (2023). *Profesionalisme Kerja dan Evaluasi Kinerja Pegawai*. Yogyakarta, Indonesia: Deepublish.
- Rahmawati., et al. (2022). *Sikap Kerja Positif dan Komitmen Organisasi Pegawai*. *Jurnal Manajemen dan Organisasi*, 6(2), 101–110.
- Robbins., & Judge. (2017). *Organizational Behavior (17th ed.)*. New Jersey, NJ: Pearson Education.

- Sari., et al. (2023). *Budaya Kerja dan Keberanian Pegawai dalam Mengemukakan Ide*. *Jurnal Administrasi Publik Indonesia*, 4(3), 77–85.
- Sedarmayanti. (2017). *Manajemen Sumber Daya Manusia Reformasi Birokrasi dan Manajemen Pegawai Negeri Sipil*. Bandung, Indonesia: Refika Aditama.
- Sianturi., Panjaitan., & Simorangkir. (2023). *The Influence of Professionalism and Spiritual Intelligence on IAKN Employee Performance Tarutung in 2023*. *Formosa Journal of Science and Technology*, 2(10), 2795–2814.
- Tasya., Akbar., & Lina. (2024). *Work Discipline on Employee Performance through Work Productivity*. *Advances in Human Resource Management Research*, 2(3), 166–178.
- Ummah., Rahman., Husna., Sugeng., & Mahsuni. (2024). *Filosofi Manajemen Budaya Kerja terhadap Kinerja Karyawan di PR Gudang Jaya Prima*. *Jurnal Ilmiah Ekonomi dan Manajemen*, 2(1), 596–602.
- Veithzal Rivai. (2013). *Manajemen Sumber Daya Manusia untuk Perusahaan*. Jakarta, Indonesia: Rajawali Pers.
- Wibowo. (2014). *Manajemen Kinerja*. Jakarta, Indonesia: Rajawali Pers.
- Widianto., & Zunaidi. (2024). *Measuring the Level of Public Service Quality using SERVQUAL Method in Gayungan Village, Surabaya City*. *TRANSFORMASI: Jurnal Manajemen Pemerintahan*, 78–87.
- Yusuf. (2016). *Metode Penelitian Kuantitatif, Kualitatif & Penelitian Gabungan*. Jakarta, Indonesia: Prenada Media.
- Zulaika. (2024). *Perubahan Budaya Kerja Pegawai Negeri Sipil Setelah Adanya Pandemi Covid-19 pada Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Kota Tarakan Provinsi Kalimantan Utara*. *Jurnal Administrasi Negara*, 9(1), 55–66.