

Analysis of organizational culture and climate for fast moving consumer goods in company X Bandung branch

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Abstract

Organizational culture serves as the foundation of shared values and beliefs, significantly influencing the formation of organizational climate. Effective organizational communication contributes to a positive work environment, ultimately impacting employee performance and satisfaction. This study aims to analyze how organizational culture shapes the corporate climate in an FMCG company's Bandung branch. Using a qualitative approach within an interpretive paradigm, this research explores how the company's core values integrity, collaboration, innovation, respect, and excellence affect employees' perceptions of their work environment. Data collection techniques include literature review, observation, and in-depth interviews with employees across different organizational levels. The findings reveal that a strong organizational culture, characterized by open communication and a trust-based work system, plays a crucial role in fostering a positive organizational climate. The absence of a formal attendance system in this company demands high levels of responsibility and honesty among employees, reinforcing their sense of ownership towards the company. Additionally, an informal yet professional work relationship enhances collaboration and innovation among employees. With a flexible and creativity-driven work culture, the company successfully establishes a positive organizational climate that boosts employee motivation and productivity. Amidst the intensifying competition in the FMCG industry, these findings offer valuable insights for companies in managing their organizational culture to maintain competitive advantage. This study also provides practical implications for organizations seeking to implement their workplace culture and climate.

Keywords: organizational culture; employee performance; satisfaction; employee's perception;

Introduction

In the dynamic era of globalization, the success of an organization is highly dependent on the effectiveness of the communication established within it (Bakir & Tyas, 2024). Effective communication also greatly influences and is important for every organization, especially in companies (Moslehpour et al., 2022). Some company shows different communication, but in doing the operational activities, company used organizational communication where it exchange information. Furthermore, it also functions as a liaison between various aspects of the organization, including vision, mission, values, and strategic goals (Imran et al., 2022). Rapid advances in communication technology have greatly facilitated interaction between individuals, supporting the achievement of personal and company goals (Putri et al., 2019). Communication allows individuals to share information, express thoughts, convey emotions, and provide direction, all of which are important elements in building relationships and achieving organizational goals (Mahadi, 2021). According to Goldhaber (1986), organizational communication is a process of creating and exchanging messages in a network of interdependent relationships with the aim of overcoming an environment that is uncertain or always changing (Darmawan et al., 2021). Organizational communication occurs when messages are sent and received within an organization's formal and informal groups (Rice & Searle, 2022). There are also the terms "organization" and "communication", which means that organizational communication is communication that occurs between individuals within the organization and individuals outside the organization with the aim of achieving a goal (Sari & Rumyeni, 2024). Effective communication can certainly build trust and foster a sense of ownership of a company's organizational goals (Wijaya et al., 2023). Therefore, organizational communication is a solid foundation for building a strong corporate culture. In this concept, organization communication can be seen from culture and climate.

A strong company culture will provide clear direction for every member of the organization, increase productivity and motivation, and can help everyone in the organization achieve common goals (Akpa et al., 2021). Regardless of the cultural ties created, organizational culture still exists and is upheld in an organization or in people's daily lives. According to (Habudin, 2020) organizational culture is a system and values that are understood and developed by an organization, where this will guide the behavior of each member of the organization or company itself. This understanding explains that organizational culture is related to behavioral norms and values that are understood and accepted by every individual who is a member of an organization or company. These values are used as a basis for regulating behavior within an organization or company. So that effective communication allows companies to build a strong corporate culture, which will provide clear direction for every member of the organization or company by fostering trust and fostering a sense of ownership of the goals of the organization or company.

A part from that, organizational communication also plays an important role in managing organizational change. When change occurs, open and transparent communication can help reduce employee resistance, increase employee involvement in the change process, and speed up adaptation to the change. Thus, organizational communication is not just tools to convey messages or information, but is also a strategic instrument that can be used to achieve competitive advantage. Every company depends on organizational communication, this is of course related to the nature of various cultural values in a company which ultimately have a relationship with the organization's tools, technology, systems and lifestyle in the organization, so that a strong culture will be the key to success for the organization (Lestari, 2019). Organizational culture is the basis or foundation of shared values and beliefs which have a significant influence in shaping organizational climate.

Organizational culture is used in industry by create culture innovation. Some fast moving consumer goods sector shows value efficiency by implementing organization culture. In this case, culture shows some different expectation where it can impact performance and engagement. Organizational culture can be vary according to how the company form. The use of technology as adaptation help industry in creating better performance. If organizational communication is carried out effectively, it will contribute to the formation of a positive organizational climate. Organizational climate according to Steers 1985 (in Fahidatul et al., 2021) is a form of organizational environmental quality with internal benchmarks experienced by its members, where this has an influence on member behavior which can be reflected in a specific characteristic or component of the organization. Organizational climate is the shared perception of members or employees regarding views on the work environment, reflecting the attitudes, values and expectations that develop within the organization. The existence of an organizational climate that has positive values, characterized by a sense of trust, appreciation, support and open communication. Organizational climate is the basis of personality traits inherent in an organization that can be felt and influences the behavior of an individual who is a member and the organizational climate is formed because of the activities or actions carried out within the organization (Reta, 2021). Employees who perceive a positive organizational climate tend to be more motivated, engaged, and productive. Conversely, a negative organizational climate can hinder employee performance, increase turnover, and reduce the company's reputation (Lestari, 2019). Therefore, it is important for companies to understand and manage the organizational climate in order to create a work environment that is conducive to organizational growth and success.

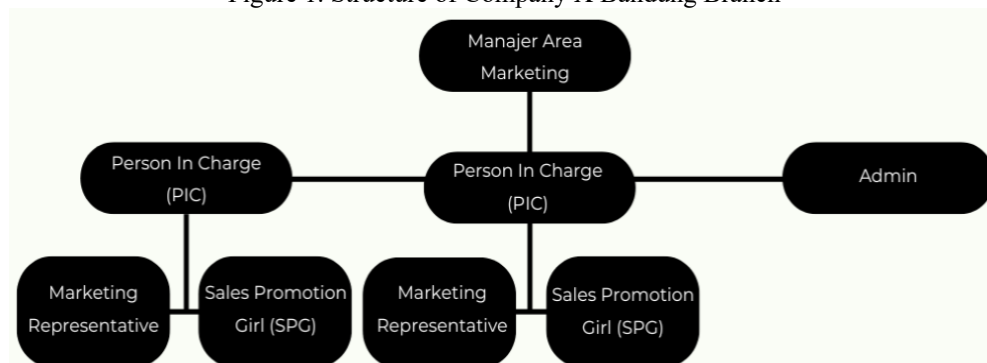
Amidst the tight competition in the Fast Moving Consumer Goods (FMCG) industry in Indonesia, there is a company that stands out for its attention to corporate culture and employees. This company, which is one of the main players in the Indonesian FMCG market, is known for producing a variety of health food and beverage products that are popular among the public. With a mission to inspire a nutritious life, the company strives to understand consumer needs and provide solutions through quality products and services that are oriented towards nutritional value. The company believes that employees are the main asset, and a strong corporate culture is the foundation for their success. This is reflected in various initiatives and programs designed to create a positive, collaborative, and innovative work environment. In addition, in 2024 this company will also be included in one of the top 10 of the top 100 companies for fresh graduates according to *prospel.com*. This can be seen from the interest of job seekers, especially fresh graduates, in choosing this company.

The company in planting its trust in employee performance certainly cannot be separated from the communication of superiors to workers regarding the corporate culture embedded in the company..

The company's organizational culture is based on five main values, namely Integrity, which emphasizes high moral standards as the basis for trust in work relationships, Collaboration, which prioritizes cooperation in achieving common goals, Innovation, which encourages the creation of new ideas to remain competitive, Respect, which emphasizes respect for differences and respectful relationships, and Excellence, which represents efforts to achieve superior performance (adminlina, 2020). To strengthen these values, the company creates a comfortable work environment, with an office space concept without any partitions between employee position levels, a relaxed dress policy, and close relationships between co-workers. This company also implements a unique work system, where there is no attendance system for employees. On the other hand, responsibility and honesty are the main indicators in assessing employee performance. This flexible and trust-based work system gives employees the freedom to develop innovative ideas that can contribute to company productivity and create a more positive organizational climate.

This company has deployed marketing teams to various regions, with Bandung as one of the main locations that is the object of this research. Initial research conducted on four company employees consisting of marketing representative, junior executive, senior executive And people engagement specialist shows that corporate culture has a significant relationship in shaping organizational climate. Especially in the Bandung branch, this company shows superior marketing performance. This research aims to analyze the organizational culture of company X in shaping the company climate in the marketing area of the Bandung branch. Based on the results of previous pre-research, organizational culture is strongly suspected to have a significant role in forming a positive and supportive organizational climate, thus having an impact on increasing employee motivation and job satisfaction. This company certainly has a structure or start within the company organization, especially the Bandung branch. The following is the structure of the Bandung branch company that researchers obtained from pre-research results as shown in Figure 1.

Figure 1. Structure of Company X Bandung Branch



Source: Results Processed by Researchers, 2025

In the organizational structure of the Bandung branch company, it can be seen that in the top position there is a marketing area manager as the superior, then there is a PIC or person in charge which is filled by the department senior executive area marketing And junior executive area marketing who is tasked with managing and being responsible for the performance of MR or marketing representative And sales promotion girl (SPG) outlet. The next structure is the admin whose job is to monitor and fill in related data stock items ordered or out of stock. In the position below, there is MR or marketing representative who is responsible for carrying out marketing activities from superiors and implementing them on targets based on market research. This position is also responsible for thinking brand activation with goals in line with focus brand each in a particular region. The last position is SPG or sales promotion girl whose job is to sell and promote products to consumers in the area outlet.

In this research, researchers carried out literature review in previous research, namely a study conducted by (Lestari, 2019) with the title "PT Telkom Organizational Communication Patterns in Forming Company Culture" In this research the aim is to understand how the communication patterns of PT. Telkom forms a company culture, which is seen from three aspects: determining, selecting and storing information related to culture, which is then distributed to all staff. Using qualitative methodology, this research found that the company's organizational communication pattern leads to a wheel pattern, where a central leader is clear and the only one who can receive messages from all employees. In the second research, conducted by (Sari & Rummyeni, 2024), this research aims to understand organizational communication patterns in warehouse and distribution projects. Using qualitative methodology, this research found that communication patterns in the Metalcom project consisted of two types, namely formal and informal. Formal communication consists of top-down communication, horizontal communication, and diagonal communication. Additionally, formal communication channels consist of Metalcom project warehousing and distribution using team technology.

From the two studies above, it can be seen that organizational communication patterns have a crucial role in shaping company culture. Either through centralized communication patterns such as at PT. Telkom, or through a more flexible combination of formal and informal communications such as in the Metalcom project. This communication pattern is the foundation for creating a unique company culture. From these two studies, it is also clear that strong organizational communication patterns, which are built through effective communication, not only become the identity of the organization, but also have a significant impact on the sustainability of employee performance. A positive and supportive company culture can increase employee motivation, engagement and productivity and create a work environment that supports individual growth and development. In both studies, significant differences were found research gap (Ditamei., 2022), namely, a distance or gap of research that can be carried out by individuals or researchers related to previous experience or research. There is a difference between this research and others, where previous research focused more on telecommunications companies (PT. Telkom) and special projects (Metalcom). In addition, research (Lestari, 2019) tends to focus on centralized communication patterns, while research (Sari & Rummyeni, 2024) places more emphasis on a combination of formal and informal communication. Thus, there is still a gap to dig deeper into the research that the author conducted entitled "Analysis of Corporate Culture and Organizational Climate in One of the Bandung Branch FMCG Companies" on how the organizational culture of company X shapes the corporate climate in the Bandung branch.

Method

In this research, researchers used an interpretive paradigm. The interpretive paradigm that researchers use has the aim of knowing and understanding the organizational culture of company X in shaping the company climate in the Bandung branch. In this research, researchers used qualitative research methods, where this research approach focuses on in-depth understanding of social phenomena in their original context (Abdussamad, 2021:30). Qualitative research aims to explore the quality, value and meaning contained in a phenomenon. Therefore, the approach used in this research is qualitative with a case study method, which allows researchers to explore in detail how the organizational culture of company X contributes to shaping the organizational climate in the Bandung branch. Case studies were chosen because they allow rich data collection through various techniques, such as observation, in-depth interviews, and document studies (Assyakurrohim et al., 2023). In this research, informants were selected using techniques purposive sampling, which involves selecting individuals based on their relevance to the research. Informants consist of key informants (such as Area Marketing Managers and People Engagement Specialist), supporting informants (Senior and Junior Executive Marketing Area, as well Marketing Representative), and expert informants (academics or practitioners in the field of organizational communication).

Informant	Criteria
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Area Marketing Managers and People Engagement Specialist	<ul style="list-style-type: none"> - Have sufficient experience in marketing - Have worked in a company for more than 2 years
Senior and Junior Executive Marketing Area	<ul style="list-style-type: none"> - Have sufficient experience in marketing - Have worked in a company for more than 2 years
Marketing Representative	<ul style="list-style-type: none"> - Have sufficient experience in marketing - Have worked in a company for more than 2 years
academics or practitioners in the field of organizational communication	<ul style="list-style-type: none"> - Have sufficient experience in marketing - Have knowledge in communication fields - Experience in communication organization

Source : Author

Data was collected through direct observation, in-depth interviews, and literature study. To increase the validity of the data, this research uses source triangulation, namely comparing information obtained from various informants with the results of observations and company documentation (Mekarisce, 2020). Data analysis was carried out using the Miles and Huberman model, which includes three main stages: data reduction, display data, and data verification. Data reduction was carried out by sorting relevant information, then the data was grouped according to organizational climate indicators based on Steve Kelneer's (1990) theory. The data was then analyzed using NVivo 12 Pro software, which assisted in the coding process to obtain more accurate patterns and findings (Nursyifa & Hayati, 2020). Through this approach, it is hoped that research can provide a more comprehensive understanding of the relationship between organizational culture and organizational climate at Company X Bandung branch

Results and Discussion

Flexibility Conformity

Based on this table, it can be seen that the results coding from software NVivo 12 Pro regarding flexibility conformity on coding reference from the results of interviews with informants which lead to adaptation with a balanced position, namely at code "Adaptation" appears 10 times, accounting for 50% of the total references. There are also further ones code "Flexibility" also appears 10 times, which also accounts for 50% of the total references. The total references found were 20, with 100% distribution between the two codes. These results indicate that informants equally often discuss "Adaptation" and "Flexibility" in context Flexibility Conformity. This indicates that these two aspects have the same weight in the informants' views regarding the topic discussed. The balance between the frequency of occurrence of the codes "Adaptation" and "Flexibility" shows that in the context of the culture and climate of the organization under study, these two aspects are equally important. Flexible organizations need to have the ability to adapt to change, and conversely, adaptability requires flexibility as reflected in table 3.

Table 3. Coding Of References Flexibility Conformity

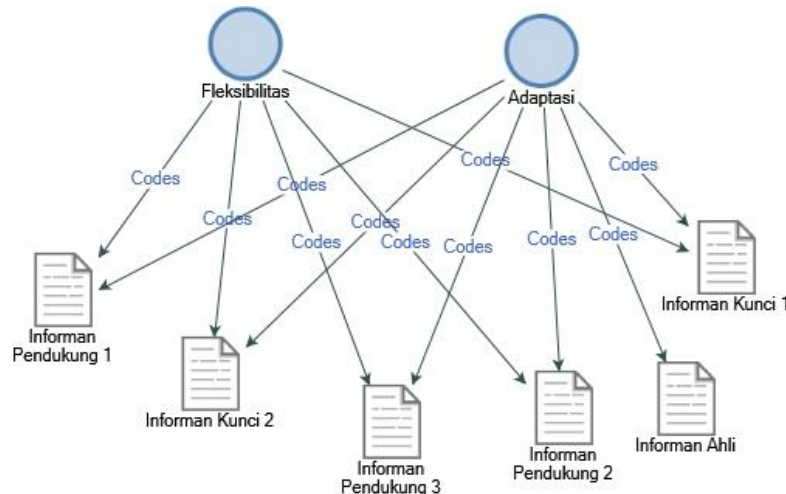
Codes	Number of coding preferences	Percentage
Nodes\Flexibility Conformity\Adaptation	10	50%
Nodes\Flexibility Conformity\Flexibility	10	50%
	20	100%

Source: Results Processed by Researchers, 2025

Coding contribution to themes Flexibility Conformity present from the informants. On the visual representation of the coding results (coding) informant interviews related to Flexibility Conformity by using the NVivo 12 Pro application. This chart illustrates how various informants

contributed to the two main codes, namely "Flexibility" and "Adaptation". This chart provides a clear visualization of how various informants contributed to the theme Flexibility Conformity. It can be seen that "Flexibility" is discussed more by supporting informants and key informants, while "Adaptation" is discussed by various types of informants, including expert informants, which shows that this topic has broad and deep relevance as reflected in chart 3.

Chart 3. Contribution On Coding Of Flexibility Conformity



Source: Results Processed by Researchers, 2025

Furthermore, using NVIVO 12 Pro software, researchers also present word cloud which describes the frequency of occurrence of related words "Flexibility Conformity" from the results of analysis of informant interviews using NVivo. Where there are three keywords that are most frequently discussed, namely team, superior, and boundaries, providing an in-depth picture of organizational dynamics in company X as reflected in figure 4.

It can be seen further, where there are also the words "leadership", "together", "work", and "friend" which are words that are often discussed later. This is because the informants who are employees of the Bandung branch marketing area at company In the context of a company culture that upholds the value of "Respect", interactions between the team and superiors are established with a nuance of mutual respect.

Informal leadership relationships allow for open discussions without seniority restrictions, creating comfort and cohesion within the team (Guo et al., 2022). The value "Respect" here means respecting differences in backgrounds and opinions, so that each team member feels heard and appreciated. The existence of the word "limits" suggests the existence of structure and rules, but in a "Respect" culture, these limits do not preclude flexibility and adaptation. A respected boss is able to direct the team within a clear corridor, but still provides room for innovation and change. Thus, word cloud this reflects how the value "Respect" facilitates "Flexibility Conformity" at company X, creating a positive, adaptive, collaborative and respectful work environment.

Responsibility

Based on results coding from software NVivo 12 Pro related to "Responsibility". This analysis was carried out using NVivo 12 Pro software, which helps researchers in organizing and analyzing qualitative data. Based on the table, it can be seen that. The code "Responsibility" appeared 8 times, which covers 62% of the total references. The code "Trust" appeared 5 times, which covers 38% of the total references. The total references found were 13, with 100% distribution between the two codes. These results indicate that informants talked about "Responsibility" more often than "Trust" in context "Responsibility". This indicates that the responsibility aspect is more dominant in the informants' views regarding the topic discussed. The dominance of the "Responsibility" code indicates that in the context of the culture and organizational climate studied, the responsibility aspect

is highly emphasized. Although "Trust" is also important, "Responsibility" is the main focus in the informants' discussions, as reflected in table 1.

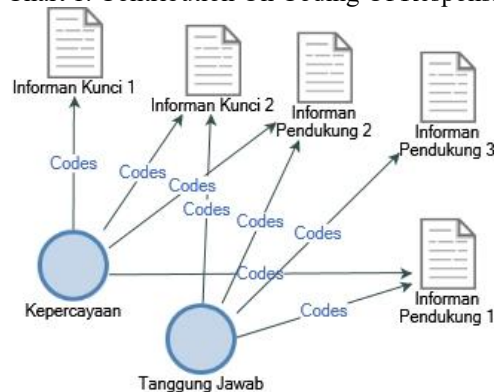
Tabel 1. Coding Of References Responsibility

Codes	Number of coding preferences	Percentage
Nodes\\Responsibility\\Tanggung Jawab	8	62%
Nodes\\ Responsibility\\Kepercayaan	5	38%
	13	100%

Source: Results Processed by Researchers, 2025

Coding contribution to themes Responsibility present from the informants. Informant contributions to coding "Responsibility" which was analyzed using NVivo 12 Pro. Two main circles can be seen representing the "Trust" and "Responsibility" codes. The lines connecting the circles with the informant's documents show how each informant contributed to these two codes. Key Informant 1 and Key Informant 2 contributed to the "Trust" code, while Supporting Informant 1, Supporting Informant 2, and Supporting Informant 3 contributed to the "Responsibility" code. This chart shows that the concept of responsibility is more discussed by supporting informants, while trust is discussed more by key informants. Thus, this chart provides a clear visualization of how various informants understand and contribute to the theme of responsibility in the organizational context as reflected in chart 1.

Chart 1. Contribution On Coding Of Responsibility



Source: Results Processed by Researchers, 2025

Furthermore, using NVIVO 12 Pro software, researchers also present word cloud which describes the frequency of occurrence of related related words "Responsibility" from the results of the analysis of informant interviews using NVivo 12 Pro. The three keywords most frequently discussed, namely work, boss, and honest, indicate that these three aspects have an important role in shaping perceptions about "Responsibility", as reflected in figure 2.

It can be seen further, where there are also the words "leadership", "close", "respect", and "communication" are the words that are often discussed next. This is because the informants who are employees of the marketing area of the Bandung branch of company respect with each other, so that this creates open communication within a team. The word "work" which appears in large size indicates that the activities and tasks carried out are the main focus in the context of responsibility. "Superior" also emerged as a significant word, suggesting that the role and expectations of superiors have a major influence on how responsibilities are understood and carried out. Meanwhile, the word "honest" also stands out, emphasizing the importance of integrity and honesty in carrying out responsibilities. If the culture of company implemented, there will be some responsibility shown by

employees (Kim & Jung, 2022). For instance, the research on knowledge management has shown that the most potent elements of human behavior in a social network context are knowledge sharing and leadership (Haider et al., 2022). People want to work with leaders they can respect and trust, which is why this is the case (Modise & Modise, 2023).

Every leader is undoubtedly unique in their personality and character, and each one affects how well their employees or subordinates work. The degree to which a leader's character and personality have a significant impact on raising employee performance. That is, how their actions and demeanor may inspire staff to consistently raise performance (Siregar et al., 2024). The idea of ethical leadership is a strategy that affects workers' work habits and takes social responsibility within a company into consideration (Ayoko, 2022; Sarwar et al., 2020). It is the style in which leaders exhibit ethics, and it has an impact on everyone in fostering a positive workplace culture. People are more likely to trust such leadership, which encourages employees to act responsibly and make wise decisions. Researchers claim that moral leadership also increases social responsibility credibility and inspires employees to use sustainable practices and ecologically friendly methods (Khanam et al., 2023). When an organization's values align with its corporate social responsibility initiatives, it increases employee trust in the company and enhances workplace safety, which in turn boosts internal engagement. It uses shared ideals to inspire a high degree of togetherness. To put it briefly, moral leadership builds a stronger and more reliable firm by promoting both personal accountability and successful corporate social responsibility (Azhar et al., 2025; Bouichou et al., 2022; Nguyen et al., 2021).

Clarity

Based on results coding from software NVivo 12 Pro regarding clarity on coding reference From the results of interviews with informants, the code "Collaboration" appeared 12 times, covering 50% of the total references. Furthermore, the code "Open Communication" also appears 12 times, which covers 50% of the total references. Where the total references found were 24, with 100% distribution between the two codes. The balance between the frequency of occurrence of the codes "Collaboration" and "Open Communication" shows that in the context of the culture and organizational climate studied, these two aspects are equally important to achieve "Clarity". Organizations that have good clarity need to have effective collaboration and open communication, as reflected in table 2.

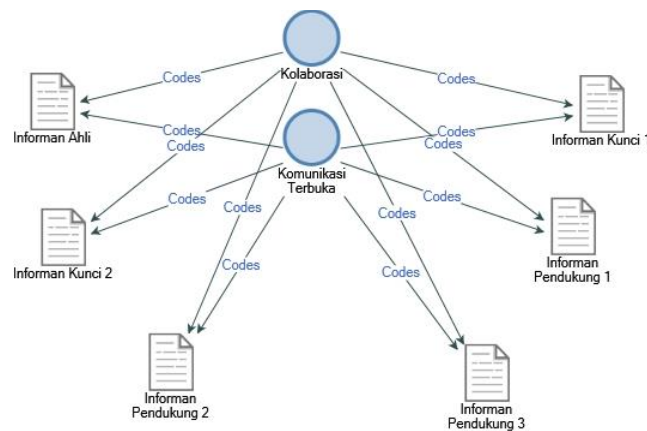
Tabel 2. Coding Of References Clarity

Codes	Number of coding references	Presentage
Node\\Clarity\\Kolaborasi	12	50%
Node\\Clarity\\Komunikasi Terbuka	12	50%
	24	100%

Source: Results Processed by Researchers, 2025

Coding's contribution to dimensions Clarity also present from the informants. Where you can see two main circles representing the codes "Collaboration" and "Open Communication". The lines connecting the circles to the informant documents show how each informant contributed to these two codes. Key Informant 1, Key Informant 2, Supporting Informant 1, Supporting Informant 2, and Supporting Informant 3 contributed to the code "Collaboration". Meanwhile, Expert Informant, Key Informant 1, Key Informant 2, Supporting Informant 1, Supporting Informant 2, and Supporting Informant 3 contributed to the "Open Communication" code. This chart shows that both aspects of clarity, namely collaboration and open communication, were discussed by various types of informants, from key informants to supporting informants and experts. Thus, this chart provides a clear visualization of how various informants understand and contribute to the theme of clarity in the organizational context, as reflected in chart 2.

Chart 2. Contribution On Coding Of Clarity



Source: Results Processed by Researchers, 2025

Furthermore, using NVIVO 12 Pro software, researchers also present word cloud which describes the frequency of occurrence of related words "Clarity" from the results of analysis of informant interviews using NVivo 12 Pro. The three keywords most frequently discussed, namely partition, collaboration, and superior, provide an in-depth picture of organizational dynamics in company in figure 3.

It can be seen further, where there are also the words "team", "mutual", "limitation", and "communication" is the word that is often discussed next. This is because the informants who are employees of the marketing area of the Bandung branch of company together effectively, sharing ideas, and achieving common goals. The existence of the word "division" shows that based on the results of the interview, at company The employees in the marketing area of the Bandung branch feel comfortable and in harmony with the company culture which is the basis and the climate they experience. Organizational culture is also greatly influenced by leadership; good leadership that promotes openness and justice may inspire workers, encourage them, and coordinate their efforts with the organization's strategic objectives (Yahya & Ratna Pury, 2024).

In this study, researchers discuss the findings that refer to cluster analysis via the NVivo 12 Pro software to see if it exists coding similarity which is found on coding reference in this research can be seen in Figure 5. Existence coding similarity found in the findings coding reference The researcher will discuss this further in this subchapter. Based on the results of interviews with key informants and supporters, three cultural values of Company X were identified that stood out and differentiated it from other companies, namely integrity, collaboration and respect. These values were analyzed using Steve Kelneer's organizational climate theory, which resulted in the finding that three dimensions of organizational climate, namely Responsibility, Clarity, And Flexibility Conformity relevant to these cultural values.

Responsibility: Integrity and Trust in a Culture of Integrity

Dimensions Responsibility reflects employees' feelings of responsibility towards their duties. The results of the NVivo analysis show that responsibility is more dominant than trust in the informants' views. The value of integrity in company X culture is based on trust, but implemented through responsibility. Employees in the Bandung branch marketing area feel responsible for maintaining the company's integrity, for example by not abusing the trust given (no absenteeism). Word cloud shows that work, boss, and honesty are keywords that are often discussed. Responsibility is manifested in teamwork, superior support, and honesty.

To bridge the gap between the concept of responsibility and daily practice, it is important to see how this culture of responsibility is implemented in a more concrete context in the work environment. In company X, the value of integrity is not just a slogan, but is translated into the form of individual and collective responsibility. One example is how employees, especially in the

marketing area of the Bandung branch, feel they have a responsibility to maintain the company's good name and trust. This is reflected in the work system that does not apply attendance for leaders, because a strong sense of responsibility and trust has been formed from management towards employees.

The results of the NVivo 12 Pro analysis strengthen these findings, where responsibility appears as the dominant element highlighted by informants compared to trust itself. This means that although trust is the basis of organizational culture, it is responsibility that is the real form of implementing integrity values in the field. Employees show their seriousness in carrying out their duties without strict supervision, proving that a culture of responsibility has been deeply rooted in the work system of company X. In addition, visualization through word clouds displays keywords such as "work", "superiors", and "honest" which often appear in informant conversations. These words reflect that responsibility is not only individual, but also intertwined in a healthy working relationship between the team and the leader. Support from superiors and honesty between coworkers strengthen the implementation of responsibility as a collective culture. Thus, the Responsibility dimension in this organization not only shapes personal performance, but also strengthens the integrity and trust in teamwork.

Bao et al., (2024) stated that integrity in culture is needed to help companies obtain a good image. In this case, cultural integrity is applied to build positive external perceptions and build moral attitudes. Castro-González et al., (2021) shows that trust in company can create credibility in customer's mind. Integrity is needed in the relationship between a company and its customers to influence the audience's perspective and thoughts. Integrity can promote accountability in one organization. In this case, leaders prioritize integrity can show their members some responsibility actions. Through commitment of integrity, individuals can take ownership of their own work. If leaders show some integrity, it can be said that they are establishing some cultural responsibility. Integrity can help in increasing organization value where leaders can show some ethical standards to motivate workers. Integrity plays an important role in promoting fairness. Leaders that value integrity show open communication and honesty. In this case, transparency can ensure employees to perform feedback, suggestion and concern (Daerefamama & Ifejika, 2025). Integration of diverse cultural values, where some people show respect for these values. Many people in organizations do not reflect integrity due to environmental motivations to do so. However, a good leader needs to maintain integrity to help teach employees about good character (Johar & Roopalatha., 2024).

Clarity: Collaboration and Open Communication in a Collaborative Culture

Dimensions Clarity reflects employees' understanding of the organization's expectations of them. NVivo analysis results show a balance between collaboration and open communication, indicating that both aspects are equally important in achieving clarity. The value of collaboration in X company culture encourages Bandung branch employees to work together internally and externally, and communicate openly without barriers of seniority. Word cloud shows that partition, collaboration, and superior are keywords that are often discussed. Effective collaboration and open communication create clarity about organizational roles and expectations.

This role clarity is further strengthened when accompanied by a collaborative work culture. In carrying out their duties, employees do not work individually, but must be able to work together and communicate with other teams. Collaboration is an important element in building clarity, because it involves active interaction that allows the exchange of information, clarification of tasks, and strengthening synergy between individuals. Gendon (2024) stated that good collaboration has been proven to improve employee performance, because it allows them to work in more effective and efficient coordination. The relationship between clarity and collaboration is evident in the culture of company X, especially in the marketing area of the Bandung branch. The results of the NVivo 12 Pro analysis show that the value of collaboration in this company culture encourages employees to work together internally and externally, and builds open communication without any seniority barriers. This creates an equal and inclusive workspace, where every employee feels safe to express ideas, discuss, and even provide input to superiors. This culture reflects the openness of the organization in building shared clarity, not only structurally, but also interpersonally. The role of superiors is also an important factor in creating a work atmosphere that supports clarity. Superiors who actively encourage collaboration and open communication are able to create a work environment that supports

the participation of all team members equally. From the results of the NVivo word cloud, words such as "partition", "collaboration", and "superiors" often appear and become the center of attention of informants. This shows that a flexible organizational structure, fluid relationships between individuals, and open leadership contribute greatly to creating clarity regarding the roles and responsibilities of each individual in the organization. Thus, the Clarity dimension in the culture of company X shows that effective collaboration and open communication are not only complementary, but also the core of creating clarity in work. These values make each individual feel understood and understand what they should do. This not only strengthens the work functions of individuals and teams, but also forms a harmonious work culture, clear direction, and adaptive to changes in organizational dynamics.

Organizations are using collaborative to promote internal communication and cooperation as digitalization continues to progress and impact work and life in general (Parojčić et al., 2024). Both inside and outside of these companies, these platforms and technologies have created new opportunities to improve social capital, communication, and teamwork (Olaniyi et al., 2024). Effective coordination and quicker issue resolution are made possible by the use of collaboration technologies like Microsoft Teams or Slack, which enhance teamwork and contribute to improved outcomes. This type of communication also reduces the cost of hiring and training new staff, because employees who feel valued and engaged have less turnover. Since the free flow of ideas creates chances for innovative solutions and enhancements to goods, services, and procedures, companies that promote open internal communication frequently see better levels of creativity. Technology and operational resources are not the only factors that affect an organization's effectiveness. It relies on managers' capacity to inspire staff, focus their energies on shared objectives, and foster an environment that rewards excellence and creativity (Tkalac Verčič et al., 2024).

Communication is different in other cultures but still carry the same norm regarding communication style. Some culture value direct communication where they can express their own thoughts and opinion. But some prefer indirect communication in conveying messages. Some people also understand their norms in personal space (Sherefetdinova, 2023). Information clarity is often lacking in organizations. Some individuals are unable to understand the information provided, which can hinder cooperation between individuals. Developing a collaborative culture is necessary to ensure that information can help complete organizational activities (Ali & Haapasalo, 2023). According to (Igbinenikaro et al., 2024), challenges and barriers can be found in collaboration during activities. Efektif collaboration is diferent among one individuals. In this context, collaboration represents an opportunity for each individual. However, if individuals cannot seek information regarding the effectiveness of collaboration, these opportunities will be lost. The process of seeking these opportunities requires skills and knowledge to develop new competencies. Collaboration with professionals helps facilitate and stimulate the performance of individuals.

Flexibility Conformity: Adaptation and Flexibility in a Culture of Respect

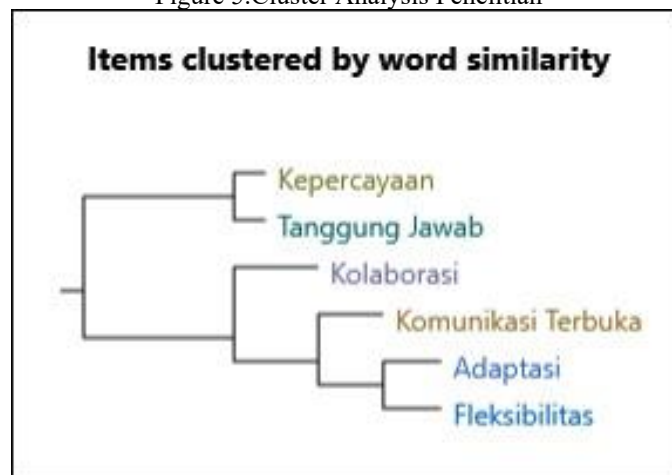
Dimensions Flexibility Conformity reflects the freedom of employees in the Bandung branch marketing area in acting and adapting to their duties. The results of the NVivo analysis show a balance between adaptation and flexibility, indicating that these two aspects are equally important in the informant's view. The value of respect in company X culture allows employees from various backgrounds to respect and adapt to each other, creating a flexible and non-rigid work climate. Informal leadership relationships, without seniority restrictions, also support employee flexibility. Word cloud shows that team, boss, and boundaries are frequently discussed keywords. A solid and collaborative team, a supportive boss, and flexible boundaries contribute to Flexibility Conformity. (Turan et al., 2022) stated that adaptation and flexibility has relationship with respect. Flexible organizational cultures that let people to be independent and self-sufficient and are marked by a high tolerance for ambiguity (Kołodziej, 2022). In this case, there are some research showing flexibility conformity where ositive mediators were the effective management of work flexibility, a greater degree of control over one's work, higher levels of role autonomy (Marino & Capone, 2021).

This is in line with deeper findings from NVivo's analysis in the Bandung branch marketing area, where the Flexibility Conformity dimension is reflected through the balance between adaptation

and flexibility, which is considered equally important by informants. Informal leadership relationships, without seniority limitations, also strengthen this flexibility. The word cloud also shows that terms such as "team", "superior", and "boundaries" are prominent keywords, describing a solid team, supportive superiors, and loose boundaries as the main supporting factors of Flexibility Conformity. Furthermore, the relationship between a flexible organizational climate and a culture of respect is also evident in how employees create a new, inclusive culture. For example, employees from diverse backgrounds form shared habits such as making gym schedules together and bringing healthy food supplies. These habits not only strengthen social interaction and team cohesion, but are also in line with the company's identity as a health food and beverage company. These initiatives are concrete forms of adaptation to differences, where employees respect each other's preferences and lifestyles, while creating a flexible working environment and supporting collaborative task adjustments.

Based on cluster analysis conducted using NVivo 12 Pro, it was found that the values of Respect, Collaboration and Integrity have a direct relationship with the three main dimensions of organizational climate, namely Flexibility Conformity, Responsibility, And Clarity which is reflected in figure 5.

Figure 5.Cluster Analysis Penelitian



Source: Researcher Processed Results, 2025

Cluster Analysis This illustrates how the cultural values of company X are interrelated and shape the organizational climate in the Bandung branch. This chart is read from bottom to top, showing the hierarchical relationship between elements. At its basic level, the value of "Respect" is implemented by respecting the differences in employee backgrounds. This difference is not a barrier, but rather an encouragement **Adaptation** to adjust attitudes and ways of acting at work. This adaptation process allows employees of the Bandung branch marketing area to be more **Flexible** in discussing and working together in teams. This flexibility impacts the value of "Collaboration." Bandung branch marketing area employees feel that they do not work alone, but collaborate with each other internally and externally. This collaboration is realized in **Open Communication**, because there are no partitions or boundaries between superiors and subordinates. This open communication supports the value of "Integrity". Employees take care **Trust** company, as in a system without absenteeism. This brings up **Responsibility** It is important to maintain this trust as an implementation of integrity. Adaptation is shows in culture where individuals have sensitivity in personal space but they need to quickly adapt with the environment. In adaptation, people tend to observe others by seeking clarification and expressing boundaries. This also shows some empathy and cultural communication. Open communication is required to make adaptation can flow more quickly. When people have open communication, they can feel freely and adapt quickly (Sherefetdinova, 2023). Every member of an organization needs sufficient knowledge to demonstrate their responsibilities at work. Communication serves as a tool for responding to and paying attention to responsibility and respect for leaders (Interprofessional Education Collaborative, 2023). Open communication is one of

the cultural value used in organization. In this case, open communication help in engagement between leader and employee in an organization (Arifin et al., 2024). Within a team, the use of different languages can increase issues such as miscommunication. Many people experience working in teams with different cultures. These cultural differences exhibit different values and behaviors. This commitment will impact the efficiency and performance of the organization (Schweimler, 2022)

Based on cluster analysis, "Trust" and "Responsibility" become the most dominant values. This shows that integrity, which is based on trust and manifested in responsibility, is the value most upheld at company X. Other values, such as respect, collaboration, and open communication, support and strengthen integrity. Overall, this chart shows how the cultural values of company. This is inline with (Sukmanegara et al., 2022) which shows that Clarity needs Collaboration and Open Communication in a Collaborative Culture need positive influence of strategic flexibility.

Conclusion

Based on the analysis of research results, the organizational culture of Company X shows that trust and responsibility are dominant values. In this case, Company X can demonstrate strength and support by paying attention to these two aspects. However, the interview results revealed that three of the five cultural values, namely integration, collaboration and respect, have unique and different implementations. The value of integration is reflected in the company's policy of not implementing absenteeism at the leadership level, which fosters a high sense of trust and responsibility in employees. Meanwhile, the value of collaboration is realized by the absence of barriers between superiors and subordinates, creating an open work environment and allowing communication without hesitation. The value of respect is also an important aspect of company X culture, where employees respect differences in backgrounds and create shared values to support a harmonious and healthy work life.

Furthermore, the analysis of this research is linked to Steve Kelneer's organizational climate theory which consists of six indicators. However, based on the results of interviews and analysis using NVivo 12 Pro software, only three indicators were found that appeared dominant, namely Flexibility Conformity, Responsibility, dan Clarity. Thus, Company X organizational culture which is based on the values of integration, collaboration and respect has formed a positive organizational climate in the Bandung branch. This climate is reflected in flexibility in adapting, responsibility in maintaining trust, and clarity in organizational roles and expectations. As a result, employees feel comfortable, motivated, and have a clearer understanding of the company's goals.

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