



## Organizational Culture Transformation and Public Service Effectiveness: Evidence from the Investment and One-Stop Integrated Service Office of Riau Islands Province

Munarmi<sup>1\*</sup>, Rudi Subiyakto<sup>2</sup>, Dedi Afrizal<sup>3</sup>

Corresponding Author Email: [azmimisyah@gmail.com](mailto:azmimisyah@gmail.com)

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### Abstract

Work culture is a strategic element in determining the effectiveness of public service delivery. The Investment and One-Stop Integrated Service Office of Riau Islands Province has experienced organizational transformation through the simplification of bureaucratic structures, digitalization of licensing services, and implementation of the Core Values of BerAKHLAK for civil servants. However, several challenges remain, including unequal digital competencies among employees, adaptation to functional positions, and consistency in implementing performance management systems. This study aims to analyze the work culture within the organization using Denison's Organizational Culture Theory. A qualitative descriptive approach was employed through interviews, observations, and document analysis. The findings indicate that employee involvement has improved through functional positions, although competency development remains uneven. Organizational consistency is supported by the implementation of BerAKHLAK values, yet coordination among units still requires strengthening. Adaptability has increased through digital service transformation, but technological mastery remains a challenge for some employees. The mission dimension demonstrates that employees generally understand organizational objectives related to investment and licensing services. The study concludes that the organizational work culture is progressing toward a more adaptive, professional, and service-oriented culture, although continuous efforts are needed to strengthen collaboration, digital competencies, and organizational integration.

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<sup>1</sup> Universitas Maritim Raja Ali Haji, Indonesia  
<sup>2</sup> Universitas Maritim Raja Ali Haji, Indonesia  
<sup>3</sup> Universitas Maritim Raja Ali Haji, Indonesia

## Introduction

The quality of public services has become one of the primary indicators of government performance in the era of bureaucratic reform. Governments are increasingly expected to provide services that are efficient, transparent, accountable, responsive, and capable of meeting the growing demands of citizens and business actors. In this context, public organizations are required not only to improve administrative procedures and technological systems but also to strengthen the organizational culture that underlies employee behavior and institutional performance. Organizational culture plays a crucial role in shaping how public servants interact with stakeholders, respond to challenges, and contribute to the achievement of organizational objectives. Consequently, the development of a strong work culture has become an essential component of public sector modernization and administrative reform.

In Indonesia, efforts to improve public sector performance have been intensified through the implementation of bureaucratic reform programs aimed at creating a professional, effective, and service-oriented government. Bureaucratic reform emphasizes not only structural and procedural changes but also cultural transformation within government institutions. The government recognizes that organizational effectiveness cannot be achieved solely through regulatory adjustments and technological innovation. Sustainable improvement requires changes in values, attitudes, and work behaviors among civil servants. Therefore, organizational culture has become one of the strategic pillars in achieving the objectives of bureaucratic reform and enhancing the quality of public services.

The enactment of Law Number 5 of 2014 concerning State Civil Apparatus (ASN) marked a significant milestone in strengthening professionalism within the Indonesian public sector. The law emphasizes merit-based management, competency development, accountability, and performance orientation among civil servants. In addition, the government introduced various policies to foster a more adaptive and service-focused bureaucracy. One of the most significant initiatives was the establishment of the Core Values of BerAKHLAK through Circular Letter of the Minister of Administrative and Bureaucratic Reform Number 20 of 2021. BerAKHLAK, which stands for Service-Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative, serves as a unified set of values intended to guide the behavior of all Indonesian civil servants.

The implementation of BerAKHLAK represents a strategic effort to create a common organizational culture across government institutions. These values are expected to encourage public servants to prioritize public interests, maintain integrity, continuously improve competencies, collaborate effectively, and adapt to environmental changes. More importantly, BerAKHLAK is designed to transform organizational culture from a compliance-based orientation toward a performance- and service-oriented mindset. Through the internalization of these values, government institutions are expected to enhance organizational effectiveness and improve public trust in government services. The importance of organizational culture becomes increasingly evident in institutions that provide direct services to the public and business community. Among these institutions, the Investment and One-Stop Integrated Service Office (DPMPTSP) occupies a strategic position because it serves as the primary gateway for investment and licensing services. DPMPTSP is responsible for facilitating business permits, coordinating investment activities, and supporting regional economic development. The quality of services provided by DPMPTSP significantly influences investor confidence, ease of doing business, and regional competitiveness. Therefore, the effectiveness of

DPMPTSP is closely associated with the quality of its organizational culture and employee performance.

The Investment and One-Stop Integrated Service Office of Riau Islands Province plays a particularly important role in supporting economic growth within the province. As one of Indonesia's strategic border regions, the Riau Islands possess considerable economic potential due to their geographical proximity to Singapore and Malaysia. The province has been identified as a key area for investment development, particularly in manufacturing, maritime industries, tourism, logistics, and trade. To capitalize on these opportunities, DPMPTSP Riau Islands Province is expected to provide efficient, reliable, and investor-friendly services. Achieving these expectations requires not only adequate resources and regulatory support but also a strong organizational culture that encourages professionalism, innovation, and responsiveness among employees. Despite ongoing reform efforts, several organizational challenges continue to affect the performance of public institutions, including DPMPTSP Riau Islands Province. One major challenge involves the implementation of bureaucratic simplification policies that have transformed many structural positions into functional positions. This transformation aims to reduce hierarchical layers, accelerate decision-making processes, and strengthen professional competencies among civil servants. While the policy offers opportunities for improving organizational flexibility and efficiency, it also creates new challenges related to role adjustment, coordination mechanisms, and employee adaptation. Employees who previously worked within traditional hierarchical structures must now operate in a more collaborative and competency-based environment.

The transition from structural to functional positions has significant implications for organizational culture. Functional positions emphasize technical expertise, professional accountability, and individual performance. Consequently, employees are expected to demonstrate greater initiative, responsibility, and collaboration in carrying out their duties. However, organizational adaptation to this new structure is not always smooth. Differences in understanding job responsibilities, communication patterns, and coordination processes may influence employee behavior and overall organizational performance. Therefore, examining organizational culture becomes essential to understanding how employees adapt to these structural changes and how the organization supports this transformation.

Another important challenge relates to the ongoing digital transformation of public services. The Indonesian government has actively promoted the digitalization of licensing and investment services to improve efficiency, transparency, and accessibility. One of the most significant initiatives is the implementation of the Online Single Submission (OSS) system, which integrates business licensing processes into a single electronic platform. Through OSS, businesses can apply for permits more quickly and transparently, reducing administrative burdens and improving service delivery. While digitalization offers substantial benefits, its successful implementation depends largely on the readiness and competence of employees. In DPMPTSP Riau Islands Province, variations in digital literacy and technological competencies among employees remain evident. Some employees have adapted effectively to digital systems, while others continue to face difficulties in utilizing technology optimally. This disparity can affect service consistency, processing times, and customer satisfaction. Furthermore, rapid technological changes require continuous learning and adaptability, making organizational culture an important factor in supporting digital transformation.

In addition to digitalization, the implementation of performance management systems has introduced new demands on employees. The use of the Sistem Manajemen Kinerja (SIMANJA) requires civil servants to document, monitor, and evaluate their work performance systematically. The system is intended to strengthen accountability, transparency, and performance measurement within

government institutions. However, employees often demonstrate varying levels of understanding regarding performance indicators, reporting procedures, and the relationship between individual performance and organizational objectives. These differences may influence employee motivation, commitment, and work behavior, highlighting the importance of a supportive organizational culture.

Previous studies have consistently demonstrated the relationship between organizational culture and organizational effectiveness. Research indicates that strong organizational cultures contribute to higher employee engagement, better service quality, improved adaptability, and enhanced organizational performance. In public sector organizations, organizational culture has been found to influence employee commitment, innovation, collaboration, and responsiveness to public needs. However, studies specifically examining work culture within licensing and investment service institutions, particularly in the context of bureaucratic simplification and digital transformation, remain relatively limited. This gap highlights the need for further research focusing on organizational culture within DPMPTSP.

To analyze organizational culture comprehensively, this study adopts Denison's Organizational Culture Theory as its primary analytical framework. Denison's model is widely recognized for its ability to link organizational culture with organizational effectiveness through four key dimensions: involvement, consistency, adaptability, and mission. The involvement dimension focuses on employee empowerment, teamwork, and capability development. Consistency emphasizes shared values, coordination, and organizational integration. Adaptability examines the organization's ability to respond to environmental changes and stakeholder needs. Meanwhile, the mission dimension evaluates the clarity of organizational goals, strategic direction, and vision. These dimensions provide a comprehensive framework for understanding organizational culture within public service institutions.

The selection of Denison's model is particularly relevant for DPMPTSP Riau Islands Province because the organization is currently experiencing significant structural, technological, and managerial transformations. The model enables researchers to assess how employees participate in organizational activities, how organizational values are internalized, how employees respond to change, and how organizational objectives are understood and implemented. Furthermore, integrating Denison's framework with the Core Values of BerAKHLAK provides a contextual understanding of organizational culture within the Indonesian public sector. Based on the aforementioned background, this study seeks to analyze the work culture of the Investment and One-Stop Integrated Service Office of Riau Islands Province. Specifically, the study aims to examine organizational culture through the dimensions of involvement, consistency, adaptability, and mission while considering the implementation of BerAKHLAK values within organizational practices. The findings are expected to contribute to the development of organizational culture theory in public administration and provide practical recommendations for strengthening work culture within public service institutions. Ultimately, understanding organizational culture is essential for ensuring the success of bureaucratic reform and public service transformation. A strong organizational culture can serve as a foundation for improving employee performance, enhancing service quality, supporting innovation, and achieving organizational goals. Therefore, this research is expected to provide valuable insights into how organizational culture can be strengthened to support sustainable improvements in public service delivery and regional investment development.

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## Methods

This study employed a descriptive qualitative approach to analyze the work culture at the Investment and One-Stop Integrated Service Office (DPMPTSP) of Riau Islands Province. A qualitative approach was selected because it enables a comprehensive understanding of organizational culture through the experiences, perceptions, and behaviors of employees in their daily work activities. This approach is particularly appropriate for examining organizational culture, which is reflected not only in formal regulations but also in workplace interactions, values, and practices. The research was conducted at DPMPTSP Riau Islands Province, Indonesia. The institution was chosen because it plays a strategic role in providing licensing and investment services and has experienced significant organizational changes due to bureaucratic reform, the transformation of structural positions into functional positions, the implementation of digital service systems, and the adoption of the BerAKHLAK Core Values for civil servants. These developments make the institution an appropriate setting for investigating organizational culture within a transforming public-sector organization.

This study focused on organizational culture based on Denison's Organizational Culture Model, which consists of four dimensions: involvement, consistency, adaptability, and mission. The involvement dimension examines employee empowerment, teamwork, and capability development. The consistency dimension focuses on shared values, organizational agreement, and coordination among units. Adaptability assesses the organization's ability to respond to changes, learn from experience, and meet stakeholder needs. Meanwhile, the mission dimension evaluates employees' understanding of organizational vision, strategic direction, and goals. To strengthen the analysis, the study also considered the implementation of the BerAKHLAK Core Values as a framework for understanding civil servants' work behavior. Informants were selected using purposive sampling techniques based on their knowledge, experience, and involvement in organizational activities. The informants consisted of the Head of DPMPTSP, the Secretary, functional officers, licensing officers, and administrative staff who were directly involved in service delivery and organizational operations.

Data were collected through in-depth interviews, observation, and documentation. In-depth interviews were conducted to obtain detailed information regarding employees' experiences, perceptions, and views related to organizational culture. Observation was carried out to examine employee behavior, workplace interactions, coordination patterns, and service delivery practices. Documentation was used to collect supporting information from organizational reports, regulations, standard operating procedures (SOP), strategic planning documents, and other relevant records. The collected data were analyzed using the interactive model proposed by Miles, Huberman, and Saldaña (2014), which consists of data condensation, data display, and conclusion drawing and verification. Data condensation involved selecting and organizing relevant information according to the research focus. Data display was conducted by presenting findings in narrative and thematic forms to facilitate interpretation. Finally, conclusions were drawn and continuously verified throughout the research process to ensure consistency and accuracy. To ensure the credibility of the findings, the study applied source triangulation and method triangulation by comparing information obtained from different informants and data collection techniques. In addition, member checking was conducted by confirming interview results with selected participants to ensure the validity and trustworthiness of the research findings.

## Results and Discussions

### 1. Results

This study aimed to analyze the work culture at the Investment and One-Stop Integrated Service Office (DPMPTSP) of Riau Islands Province using Denison's Organizational Culture Model, which consists of four dimensions: involvement, consistency, adaptability, and mission. The findings indicate that organizational culture has generally supported the implementation of public services and bureaucratic reform initiatives. However, several challenges remain regarding employee competency development, organizational coordination, technological adaptation, and the alignment of organizational goals with daily work practices.

#### a. Involvement

The involvement dimension examines the extent to which employees participate in organizational activities through empowerment, teamwork, and capability development. The findings reveal that employee involvement has increased following the transformation of structural positions into functional positions. Employees are now encouraged to perform tasks based on their professional competencies and technical expertise rather than relying solely on hierarchical instructions. Interview results indicate that most employees feel they have greater opportunities to contribute to organizational activities and decision-making processes. Functional officers are actively involved in licensing evaluations, investment facilitation, and service improvement initiatives. This condition reflects a more participatory work environment where employees are expected to take responsibility for their respective areas of expertise.

Team orientation was also evident in daily organizational activities. Service delivery processes require coordination among different units, particularly in licensing verification, investment assessment, and public information services. Employees frequently collaborate to ensure that licensing procedures are completed efficiently and in accordance with applicable regulations. Such collaboration reflects the implementation of the BerAKHLAK values, particularly the principles of Collaboration and Harmony. Despite these positive developments, capability development remains a challenge. Several informants reported that not all employees possess the same level of technical and digital competence. Differences in skills sometimes affect service efficiency and create dependency on certain employees who are more experienced in operating digital systems. Therefore, continuous training and competency development programs remain necessary to strengthen employee involvement and organizational performance. These findings support Denison's argument that employee participation and empowerment contribute significantly to organizational effectiveness. Employees who are actively involved in organizational processes tend to demonstrate stronger commitment and responsibility toward service outcomes.

#### b. Consistency

Consistency refers to the existence of shared values, organizational agreement, and coordination mechanisms that guide employee behavior. The findings show that DPMPTSP Riau Islands Province has actively promoted the implementation of the BerAKHLAK Core Values as the foundation of organizational culture. Most employees demonstrated a clear understanding of service-oriented behavior, accountability, professionalism, and collaboration. These values have been integrated into organizational meetings, performance evaluations, and daily work activities. As a result, employees generally share common expectations regarding workplace behavior and service standards. The organization has also established standard operating procedures (SOPs) to ensure uniformity in service delivery. These procedures provide guidance for employees in processing licenses, handling public

inquiries, and coordinating with other government institutions. The presence of standardized procedures contributes to consistency in organizational performance and service quality.

However, the study identified challenges related to coordination and integration. The transformation from a hierarchical structure to a more functional organizational arrangement has altered traditional communication patterns. Some employees indicated that coordination among units occasionally becomes more complex because responsibilities are distributed across multiple functional positions. This condition sometimes creates delays in information sharing and decision-making processes. From Denison's perspective, consistency is achieved when organizational members share common values and maintain effective coordination. While shared values are relatively strong within DPMPTSP, further efforts are needed to strengthen cross-unit communication and organizational integration. Improved coordination mechanisms would enhance organizational efficiency and reduce potential service disruptions.

### **c. Adaptability**

Adaptability assesses an organization's ability to respond to environmental changes, stakeholder expectations, and technological developments. The findings reveal that adaptability has become one of the most important dimensions of organizational culture at DPMPTSP Riau Islands Province due to the rapid digital transformation of public services. The implementation of the Online Single Submission (OSS) system and other digital service platforms has significantly changed service delivery processes. Employees are required to adapt to new technologies, electronic licensing procedures, and continuously evolving regulatory frameworks. Most informants acknowledged that digitalization has improved efficiency, transparency, and accessibility of public services. Employees generally demonstrated positive attitudes toward organizational change. Many recognized the importance of digital innovation in improving service quality and supporting investment development. Organizational leaders have also encouraged employees to participate in training programs and technical workshops to improve digital competencies. Nevertheless, the findings indicate that digital competency levels remain uneven among employees. Some staff members have adapted quickly to technological changes, while others continue to experience difficulties in operating digital systems effectively. These differences occasionally affect service speed and problem-solving capacity, particularly when technical issues arise.

Furthermore, employees reported that frequent policy changes and regulatory updates require continuous learning and adaptation. Organizational learning therefore becomes an essential component of maintaining service quality and operational effectiveness. The findings support Denison's view that adaptability is critical for organizational sustainability. Organizations that successfully encourage learning, innovation, and responsiveness are better positioned to achieve long-term effectiveness in dynamic environments.

### **d. Mission**

The mission dimension evaluates employees' understanding of organizational goals, strategic direction, and future aspirations. The findings indicate that most employees clearly understand the strategic role of DPMPTSP in promoting investment and improving licensing services within Riau Islands Province. Employees recognize that their responsibilities extend beyond administrative tasks and contribute directly to regional economic development. This understanding influences their commitment to providing efficient, transparent, and professional services to investors and the public. The organization has effectively communicated its vision and mission through strategic planning documents, performance management systems, coordination meetings, and organizational briefings. As a result, employees generally understand the importance of supporting investment growth, facilitating business activities, and enhancing public satisfaction. In addition, the implementation of the SIMANJA

performance management system has strengthened the relationship between individual performance and organizational objectives. Employees are encouraged to align their work targets with institutional priorities, creating greater accountability and performance awareness.

However, some informants suggested that organizational goals could be communicated more consistently across all levels of the organization. Continuous reinforcement of strategic objectives would help ensure that every employee remains focused on achieving organizational priorities amid changing work demands and service challenges. According to Denison's framework, organizations with a clear mission are more likely to maintain direction and achieve sustainable performance. The findings suggest that DPMPTSP possesses a relatively strong mission orientation, which serves as a guiding force for employee behavior and organizational development.

## **2. Discussion**

### **a. Involvement Empowerment**

The findings indicate that employee empowerment has increased following the implementation of bureaucratic simplification within DPMPTSP Riau Islands Province. Employees occupying functional positions are granted greater authority to perform tasks based on their expertise and professional competence. This condition encourages employees to participate actively in service delivery and problem-solving processes. Informants explained that they are increasingly involved in decision-making related to licensing services, allowing them to contribute ideas and recommendations directly. According to Denison (1990), empowerment reflects the extent to which employees feel ownership of their work and possess the authority to make decisions. The findings suggest that employee empowerment has positively influenced work responsibility and accountability. Employees who perceive themselves as trusted by the organization tend to demonstrate stronger commitment to achieving service objectives. This finding supports previous studies indicating that empowerment contributes to improved organizational performance by increasing employee motivation and engagement. However, empowerment remains constrained by differences in employee competencies. Some employees continue to rely on guidance from senior staff when addressing technical issues related to licensing systems and digital services. Therefore, empowerment should be accompanied by continuous competency development to ensure that employees are capable of exercising their responsibilities effectively.

### **b. Team Orientation**

The study found that teamwork plays a significant role in supporting organizational performance. Service delivery processes require collaboration among various units responsible for licensing verification, investment facilitation, administration, and public information services. Employees regularly coordinate and exchange information to ensure that licensing procedures are completed efficiently and accurately. From Denison's perspective, team orientation reflects the organization's ability to encourage cooperation and collective responsibility. The findings demonstrate that teamwork has facilitated problem-solving and improved service responsiveness. This condition is consistent with the BerAKHLAK value of Collaborative, which emphasizes synergy and cooperation among civil servants. Nevertheless, several informants noted that coordination challenges occasionally arise due to differences in work priorities among units. The transition from hierarchical structures to functional positions has increased the need for horizontal communication. Consequently, strengthening teamwork



through regular coordination meetings and collaborative work mechanisms remains necessary to improve organizational effectiveness.

### **c. Capability Development**

Capability development remains one of the most critical challenges within DPMPTSP. Although employees have participated in various training programs and technical workshops, differences in knowledge and digital competencies remain evident. Several informants reported that technological changes occur rapidly, requiring employees to continuously update their skills and knowledge. Denison argues that organizations with strong cultures invest in employee development because human resources represent a key determinant of organizational success. The findings indicate that DPMPTSP has recognized the importance of competency development through training activities related to digital services, licensing regulations, and performance management systems. However, the frequency and scope of training programs are still considered insufficient to meet evolving organizational demands. These findings suggest that sustainable organizational effectiveness depends on the institution's ability to strengthen employee competencies. Continuous learning programs and structured professional development initiatives are therefore essential for enhancing employee performance and supporting organizational transformation.

### **d. Consistency**

#### **1) Core Values**

The findings reveal that the implementation of BerAKHLAK has become an important foundation of organizational culture within DPMPTSP. Employees generally understand the values of accountability, professionalism, loyalty, adaptability, and service orientation. These values guide employee behavior and influence interactions with colleagues and service users. Denison emphasizes that strong organizational cultures are characterized by shared values that create stability and predictability. The findings indicate that BerAKHLAK has contributed to the development of common behavioral standards among employees. Shared values help reduce uncertainty and promote consistency in service delivery. Despite this positive development, the internalization of values remains uneven. While most employees demonstrate commitment to organizational values, variations still exist in the extent to which these values are reflected in daily work practices. Continuous reinforcement through leadership and organizational communication is therefore necessary.

#### **2) Agreement**

Agreement refers to the organization's ability to develop consensus regarding important issues and organizational priorities. The findings indicate that employees generally share common perceptions regarding the importance of public service quality, investment promotion, and organizational performance. Regular meetings and coordination forums provide opportunities for employees to discuss operational challenges and identify collective solutions. Such practices contribute to the development of mutual understanding and organizational cohesion. However, some informants noted that differences in interpretation occasionally emerge regarding policy implementation and technical procedures. These differences can create inconsistencies in service delivery if not addressed effectively. Therefore, organizational leaders play a crucial role in facilitating dialogue and building consensus among employees.

#### **3) Coordination and Integration**

Coordination and integration remain important challenges within DPMPTSP. The bureaucratic simplification policy has altered organizational structures and communication patterns, requiring

employees to adapt to new coordination mechanisms. Several informants acknowledged that coordination among functional positions sometimes requires additional effort due to overlapping responsibilities and communication barriers. According to Denison, coordination and integration are essential for maintaining organizational effectiveness because they ensure that different units work toward common objectives. The findings suggest that although coordination mechanisms have improved, further efforts are needed to strengthen communication and collaboration across organizational units. Improving integration will help reduce duplication of work, accelerate decision-making processes, and enhance service quality. Consequently, organizational leaders should continue to promote collaborative practices and strengthen cross-functional communication channels.

### **e. Adaptability**

#### **1) Customer Focus**

The findings indicate that DPMPTSP places considerable emphasis on customer-oriented service delivery. Employees understand that investors and service users are important stakeholders whose satisfaction directly influences organizational performance. This awareness has encouraged employees to provide responsive and professional services. Denison argues that organizations with strong adaptability continuously monitor and respond to stakeholder needs. The findings demonstrate that customer focus has become an integral part of organizational culture, particularly following the implementation of digital licensing systems designed to improve service accessibility and efficiency. Nevertheless, some service users continue to experience difficulties related to administrative requirements and digital procedures. Therefore, continuous service improvement remains necessary to ensure that stakeholder expectations are consistently met.

#### **2) Creating Change**

The ability to create and manage change is evident in the organization's response to bureaucratic reform and digital transformation. Employees have adapted to the implementation of OSS, SIMANJA, and other technological innovations that support service delivery. The findings suggest that organizational leaders have played an important role in encouraging employees to embrace change. Training activities, technical guidance, and internal communication have helped reduce resistance and facilitate adaptation. However, the pace of change sometimes creates uncertainty among employees, particularly those with limited technological competencies. Consequently, change management strategies should focus not only on technological implementation but also on employee readiness and support mechanisms.

#### **3) Organizational Learning**

Organizational learning is reflected in employees' efforts to acquire new knowledge and improve their competencies. Informants emphasized the importance of training, technical guidance, and experience sharing in helping employees adapt to changing organizational demands. Denison identifies organizational learning as a critical component of adaptability because it enables organizations to generate innovation and maintain competitiveness. The findings indicate that learning activities have contributed positively to employee performance and service quality. However, learning opportunities should be expanded to ensure that all employees have equal access to professional development. Strengthening a learning culture will support long-term organizational effectiveness and sustainability.

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## **f. Mission**

### **1) Strategic Direction**

The findings reveal that employees generally understand the strategic direction of DPMPSTSP as an institution responsible for facilitating investment and improving licensing services. This understanding helps employees align their activities with organizational priorities. According to Denison, strategic direction provides guidance for organizational actions and decision-making processes. The findings suggest that employees are aware of the institution's role in supporting regional economic development through quality public services.

### **2) Vision**

The organizational vision serves as an important source of motivation for employees. Informants indicated that the vision is regularly communicated through meetings, strategic planning documents, and performance evaluation activities. A clearly communicated vision helps employees understand the broader purpose of their work and encourages commitment to organizational objectives. This finding supports Denison's assertion that vision contributes to organizational cohesion and long-term effectiveness.

### **3) Goals and Objectives**

The study found that employees generally understand organizational goals related to service quality improvement, investment promotion, and bureaucratic reform. Performance management systems such as SIMANJA have strengthened awareness of individual responsibilities and organizational targets. Nevertheless, several informants emphasized the need for more consistent communication regarding organizational objectives. Continuous reinforcement of goals and performance expectations would help ensure alignment between individual activities and organizational priorities. Overall, the mission dimension demonstrates that DPMPSTSP possesses a relatively strong sense of organizational purpose, which contributes positively to employee commitment and organizational performance.

## **Conclusion**

This study examined the work culture at the Investment and One-Stop Integrated Service Office (DPMPSTSP) of Riau Islands Province using Denison's Organizational Culture Model, which consists of the dimensions of involvement, consistency, adaptability, and mission. The findings indicate that the organizational culture has generally supported the implementation of public services and bureaucratic reform initiatives within the institution. The study reveals that employee participation and professional responsibility have increased as a result of organizational restructuring and the transition toward functional positions. Shared organizational values, particularly those reflected in the BerAKHLAK Core Values, have contributed to the development of a more service-oriented and accountable work environment. In addition, the organization has demonstrated a positive capacity to respond to technological changes and service innovation through the adoption of digital licensing systems and performance management mechanisms.

The findings further suggest that a clear understanding of organizational goals and strategic direction has strengthened employee commitment to supporting investment services and regional development. However, the effectiveness of organizational culture is still influenced by differences in employee competencies, coordination challenges among organizational units, and the need for continuous adaptation to technological and regulatory changes. Overall, the study concludes that the work culture at DPMPSTSP Riau Islands Province is evolving toward a more professional, adaptive,

collaborative, and performance-oriented culture. The interaction between employee involvement, organizational consistency, adaptability, and mission has become an important factor in supporting organizational effectiveness and improving the quality of public services.

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