Communicating Organizational Culture Through the Website at The 2022 Indonesia Public Relations Award-Winning Institution

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Abstract

Understanding culture in the life of higher education organizations is a challenge. Communicating science sometimes clashes with complex organizational and operational structures. Davies (2020) notes that presenting information science and other higher organizational products not only scientific facts and research knowledge, but also the culture of the organizations that produce those products. This study analyzes organizational culture communicated through the website as one of the organizational artefacts that can be seen and accessed by the public. This study used quantitative content analysis using measurements based on 5 main dimensions and 23 sub dimensions of organizational culture developed by Overbeeke and Snizek (2005). The organizations were selected based on the awards won at the 2022 Public Relations Indonesia Award in the Digital Channel category with the website sub category. 18 organizational websites were selected, then divided into seven organizational categories, namely SOEs, SOE Subsidiaries, Institutions, Ministries, Local Governments, Universities and Private Companies. Based on the findings, the organizations relatively convey all dimensions of organizational culture on the website. The first dimension of organizational practice mentions sub dimensions such as logo, founder, employee rewards, organizational

rewards, and heroic figures. The second dimension of organizational values denotes the mission statement, values, beliefs, strategies, and goals. The third dimension of organization and society shows code of conduct, awareness of the environment, consumer needs, and contribution to society. The fourth dimension of website appearance includes the number of categories, animation on the homepage, video clips on the site, possibility to place interactivity with the public, and professionalism. The fifth dimension of organizational culture consists of mentioning the terms organizational culture, elements of organizational culture, and emphasizing organizational culture as part of the organization.

Keywords

Communication, Organizational Culture, Public Relations, Websites

Introduction

Advances in information and communication technology and digital platforms nowadays have significantly changed the way organizations communicate with the public. As stated by Liang, Chang, Rothwell, and Shu (2016) that the advancing of information and technology allows online platform on the internet become the main source of knowledge and information sharing. Moreover, this improvement also developed the organization' communication strategies nearly in all aspects (Ageeva, Foroudi, Melewar, Nguyen, & Dennis, 2020). With this in mind, organizational communication is no longer limited to face-to-face meetings or written documents, but can be done through various digital platforms, such as email, instant messaging, social media, and the organization's website. Nowadays, websites considered as a one of the major sources of information. Moreover, it provides a very detail general to a specific information for the online readers (Vila, González, & Darcy, 2018). So, it is undoubtedly that the official website of the organization is one of the most important communication media in the digital era. Regarding to this, Karkin and Janssen (2014) shared the same perception that website is viewed as an essential strategic tool for communicating information about one organization in these days. Through the website, organizations can provide comprehensive and up-to-date information about the organization to stakeholders, such as customers, investors, employees, and the public. One of the important information that must be informed is the organizational culture it has.

Basically, organizational culture refers to how an organization operate. Busalim dan Ghabban (2021) stated that organizational culture is the "self-sustaining of behavior that determines how things are done" in an organization as it is rooted based on the historical ways. Organizational culture claimed to be a vital keys of business value, so improving organizational culture will increase organizational value (Graham et al., 2022). Additionally, organizational culture is also a key factor in achieving organizational goals and building long-term success. Moreover, there are several benefits of organizational culture including, determine

organizational identity, shape employee behavior, increase employee engagement and motivation, increase employee loyalty, increase customer trust, and help build organizational reputation.

In order to achieve the benefits of organizational culture, it is important to communicate organizational culture to the public through their official website. Undoubtedly, website become a starting point for customers and other stakeholders in getting to know and interact with the organization. Website not just provide general information about the organization, it also shares information about the organization's values, norms, and practices, as well as provide an overview of the organization's overall image. It is also can be used as two ways of communication where the customers can give feedback and share ideas reflect to the organization' culture (Arslan & Zaman, 2014). Eventually, it will create a-two-ways bound between organization and customers.

Nowadays, the use of internet in today's digital era has significantly improve the performance both on social media, and website. Especially, organizational social media and website in the aim to show and inform their organizational culture to the public. Some important factors that influence organizational culture should be considered, such as company values, leadership style, and work environment. (Ying et al., 2021). According to Chun, R., & Davies, G. (2001) and Overbeeke, M., & Snizek, W. E. (2005), organizational websites provide space to express character, personality, or culture, and make good communication media between organizations and online today (Park et al., 2016). Websites classified as a powerful tool in communicating a positive organizational culture which can help increase engagement and influence public perception of the organization. (Saleem et al., 2019). As an online communication media, websites must pay a serious attention and take advantage from the power of online communities, build good relationships with them to enhance brand image and business growth. (Loepp et al., 2018).

There are several elements that an organizational website reflects from organizational culture. First, vision and mission, which reflects the goals and core values held by the organization. Second, design and layout. Second, design and layout, which can reflect the organizational culture by selecting and choosing the appearance. For example, a website with a professional and serious appearance may reflect an organizational culture that is highly organized and results oriented. Meanwhile, a website that is more creative and colorful can reflect an organizational culture that is more innovative and experimental. Third, communication. The organization's website can reflect the communications used within the organization. For example, a website that uses formal and clear language can reflect an organizational culture that is communicative and transparent. Fourth, logo and brand identity as it can be seen as a representation of one organizational. For example, a simple and elegant logo can reflect an organizational culture that focuses on simplicity and quality. Fifth, awards and recognition. The organization's website can include awards or recognition received by the organization, which can reflect an organizational culture that is oriented towards high performance and

appreciation for achievements and the last one is content and information. The content and information presented on the organization's website can reflect the organizational culture. For example, a website that provides detailed information about products or services can reflect an organizational culture that is oriented towards quality and customer satisfaction.

In general, an organization's website can be a useful tool for communicating elements of an organization's culture and providing a clear view of the organization's values and identity. Communicating organizational culture through the website as an effort to build a positive image and reputation of the organization, requires a strong role of Public Relations (PR). Drafting messages and content that are consistent with the organizational culture, promoting the organization's website, building relationships with stakeholders, addressing issues related to the company: and measuring the effectiveness of the website. As in other countries, many organizations in Indonesia have realized the importance of building a strong and positive organizational culture and communicate it through organizational websites, such as organizations in the banking sector, e-commerce sector, manufacturing sector, oil and gas sector, even in the government organizations (*BUMN*).

There is few research that measure or evaluate the dimensions of organizational culture displayed through organizational websites, including researching PR performance through websites. There are several competitions to measure PR performance, one of which is the annual Indonesian Public Relations Awards (*PRIA*) organized by the Public Relations (PR) Indonesia Group. According to Asmono Wikan, as the Founder & CEO of PR INDONESIA Group, *PRIA* is the only event for the most comprehensive PR competition in Indonesia, being one of the barometers for the highest achievement of the communication performance of corporations, organizations, ministries, institutions, and local governments throughout Indonesia. (PR INDONESIA Group, 2022). One of the categories contested in the PRIA event is the digital channel category with a website sub-category. At the 2022 event, for this category there were eighteen institutions that won awards, either gold, silver, or bronze.

Based on the explanation above, this research will measure and analyze the dimensions of organizational culture displayed through the official website of the organization that won the 2022 Public Relations Indonesia Awards award, totaling 18 (eighteen) organizations, which are divided into seven organizational categories, namely *BUMN*, Subsidiaries BUMN Enterprises, Institutions, Ministries, Local Governments, Universities and Private Companies.

Measuring and analyzing the dimensions of organizational culture on their website, referring to the five dimensions and 23 sub- dimensions of organizational culture developed by Overbeeke and Snizek (Overbeeke & Snizek, 2005). Two of the five dimensions of Overbeeke and Snizek refer to Hofstede's cultural dimensions. The first dimension of organizational practice mentions sub-dimensions such as logos, founders, employee rewards, organizational rewards,

and heroic figures. The second dimension of organizational values denotes the mission statement, values, beliefs, strategies, and goals. Meanwhile, the other three dimensions developed by Overbeeke and Snizek are the three dimensions of organization and society showing a code of ethics, environmental awareness, consumer needs, and contribution to society. The fourth dimension, website appearance includes the number of categories, animation on the homepage, video clips on the site, the possibility to place interactivity with the public, and professionalism. The last dimension, organizational culture consists of mentioning the terms organizational culture, elements of organizational culture, and emphasizing organizational culture as part of the organization.

Literature Review

Organizational Website and Organizational Culture

The understanding of organizational culture has been widely researched by experts, both from academics and practitioners from various scientific perspectives. Organizational culture refers to a shared pattern of basics underlying beliefs, values, and norms that are developed and studied by a group of people who have worked together for a long time. Long enough that they share the same way of thinking, feeling, and acting (Scheins, 2010). A collection of assumptions, values, beliefs, norms, and behaviors that are used by members of the organization to view, understand, and interpret the world around them, as well as to solve problems and tasks faced in the organization (Cameron & Quinn, 2011). In the similar veins, it is also understood as a complex system of concepts, assumptions, values, norms, beliefs, and symbols used by organizational members to understand and interpret the environment around them and to determine their behavior (Alvesson, 2012). Another reference state the comparable understanding related to organizational culture as a system of thinking and behavior that is collective in nature and is used by members of the organization to perceive and overcome challenges and problems faced by the organization. A set of values, norms, beliefs, and behaviors that are consistently practiced and become part of an organization's way of life (Deal & Kennedy, 1982). Warrick (2017) highlight that the existence of culture in an organization recognized as a crucial factor in the success of organization. So, it can be concluded that organizational culture is the vital keys of an organization because it shapes the behavioral pattern of the organization operate.

It is a common fact that people from various cultural background not only speak different languages, but also the way of processing things and the action-reaction of them may be differ from one another (Vitols & Hirata, 2018). With this in mind, most definitions suggest that organizational culture has several specific characteristics. First, they all incorporate the concept of sharing, suggesting that organizational culture only develops within groups. Second, organizational culture is considered as a social construction, related to the location of each organization

and its employees, history, work environment and certain events. Third, many definitions imply that organizational culture is multidimensional and multilevel and includes many cognitive and symbolic strata. Fourth, most researchers also agree that organizational culture refers to something that is holistic, determined historically (by founders or leaders), related to anthropologists' study (such as rituals and symbols), are socially constructed (created and preserved by a group of people). that together form the organization, subtle, and difficult to change. (Nneji & Asikhia, 2021).

Based on these various opinions, it can be said that organizational culture is a collection of values, norms, beliefs, and behaviors that are used consistently and become part of the organizational way of life. Organizational culture is formed from patterns of behavior that are received indirectly and internalized by members of the organization through observations and experiences in the organizational environment. Moreover, organizational culture also shapes and influence the behavior of organizational members as well as overall organizational results.

Organizational Website

In this digital era, technology contributes significantly to almost every aspect in life, including organization. Nowadays, organization take part in building and maintaining website and online pages to improve their social network, enhance customers' interest to the organization, and build relationship with public (Parveen, Jaafar, & Ainin, 2015). These has become necessary because creating an organizational website will establish a strategic advantage for the organization itself. On the other words, the more information was shared, then the organization would gain more feedback (Liang, Chang, Rothwell, & Shu, 2016). Using website as a communication channel, allows organization to optimize the use of technology to display organizational culture effectively and efficiently in communicating with public. Therefore, the first thing that should be considered is designing the website design and features.

An interesting website should be more than just attractive, it should be informative, and easy to use (Ageeva, Foroudi, Melewar, Nguyen, & Dennis, 2020). Not just that, a well-designed organizational can improve effectiveness in communicating. (Ishaq et al., 2017). Website design also affect trust and engagement of the users (Erner et al., 2016). Designing a website, both aesthetics and usability (ease of use) are equally important to note in order to increase visitor interest and trust (Keijzer-Broers et al., 2020). An organization's website design can reflect the desired organizational culture well, especially if the design includes elements such as color, layout, and visual language. (Xue et al., 2019). Some website design elements, such as page layout, colors, and fonts, can reflect characteristics of an organization's culture, such as innovation, courage, and caution (Saleem et al., 2019).

Additionally, the organization must design a website that has a high-quality visual appearance which is attractive, responsive, and easy to access information

and recognize organizational culture. The design must represent the culture of the organization by consistently reflecting the values and brand of the organization. For example, if an organization prioritizes the values of innovation and creativity, then the website design must show that impression. This can help organizations to build a positive brand and increase the trust of outside parties. Responsive design allows the website to adapt to various screen sizes, so users can access the website easily from any devices, including desktops, laptops, tablets, and smartphones. Responsive design also allows websites to load content quickly, so users can access organizational information more efficiently. Moreover, Busalim and Ghabban (2021) argue that a website should provide the interactivity as one of the features, because it is a fundamental characteristic of online media and it is expected to change of customers' opinion and attitude which reflect to the content of the website.

Another website content that must be considered is website features that provide space for displaying organizational culture. Some important features that can be displayed include: the vision and mission of the organization on the main page of the website, organizational profiles, employee and team profiles, awards and achievements, news and activities, social responsibility, and contacts. A good organizational website design is not enough, it must be existed with the appropriate and interesting website content to make it more attractive (Xiangyu Wang et al., 2019). Website content that fits with the organizational culture, which reflects the values and philosophy of the organization. In addition, the content must display experiences and inspiring stories that represent the culture of the organization. Therefore, building a strong organizational culture through a website must pay attention to website design style, content, and user experience. Several strategies can be implemented, such as providing information about the company's history and core values, promoting diversity, and involving employees in the development and maintenance of the organization's website. (Ying et al., 2021).

Basically, involving website as one of the online communicating tools offers opportunities to organization as it helps attract new customers, and strengthen the existing ones (Shaltoni, 2017). Therefore, the choice of language on the website must be considered. Using the right language according to the target audience is another crucial key to increase customers' engagement towards the organization. If the organization is based in a specific country, then use the appropriate local language. However, if the organization has an international audience, use a language that is easily understood globally, such as English.

Organizational culture is the way an organization perceives, interprets, and responds to its environment. This can influence how organizations operate, motivate employees, and make decisions. In a specific viewpoint, organizational culture contributes in shaping the behavioral patterns of how an organization operates; what employees consider behaving appropriately and how they interact with one another; and the attitude of outside stakeholders towards the organization (Taye, Sang, & Muthanna, 2019). Organizational culture can be shaped by a variety

of factors, such as leaders' values, organizational policies and procedures, and employee behavior and attitudes. However, researchers these days begun to discover the close link between culture and organization' performance (Warrick, 2017). Experts conclude that in theory of organizational culture, organizations that have a strong and positive culture tend to achieve better performance. Meanwhile, organizations that have a weak or negative culture may experience problems in achieving their goals and missions.

Schein (2010) emphasizes the importance of understanding organizational culture as an important factor in organizational success. Organizational culture is defined as the patterns that emerge in actions, behaviors, knowledge, and thoughts among members of an organization. Organizational culture is a set of values, norms, beliefs, behaviors, and experiences that are shared by members of the organization and are reflected in the way the organization interacts with the outside world and with its members themselves. Schein classifies organizational culture into three levels: artifact level, value level, and basic assumption level. The artifact level includes things that can be seen, heard, or physically felt in the organization, such as symbols, architectural styles, and the language used. The value level includes the beliefs and values that underlie organizational behavior, such as views of truth, justice, and trust. Meanwhile, the level of basic assumptions is the most difficult level to observe, which are basic beliefs that are not expressed directly, but form the basis of organizational thinking and action, such as assumptions about human nature, nature and the relationship between humans and the environment (Scheins, 2010)

Organizational website is one of the measurable artefacts of organizational culture. To analyze the elements of organizational culture on organizational websites, this study refers to the five dimensions and 23 sub- dimensions of organizational culture developed by Overbeeke and Snizek. Two of the five dimensions refer to Hofstede's cultural dimensions, namely the first dimension, organizational practices mention sub-dimensions such as logos, founders, employee awards, organizational rewards, and heroic figures. The second dimension, organizational values show the mission statement, values, beliefs, strategies, and goals. (Hofstede, 1980). These are essential as Busalim and Ghabban (2021) state that the mission, vision, and strategic plan not only regarded as a culture of organization, it is also considered as the way to establish a relationship between employees and customers.

Moreover, the other three dimensions developed by Overbeeke and Snizek are the three dimensions of organization and society showing a code of ethics, environmental awareness, consumer needs, and contribution to society. The fourth dimension, website appearance includes the number of categories, animation on the homepage, video clips on the site, the possibility to place interactivity with the public, and professionalism. The fifth dimension of organizational culture consists of mentioning the terms organizational culture, elements of organizational culture, and emphasizing organizational culture as part of the organization. (Overbeeke & Snizek, 2005)

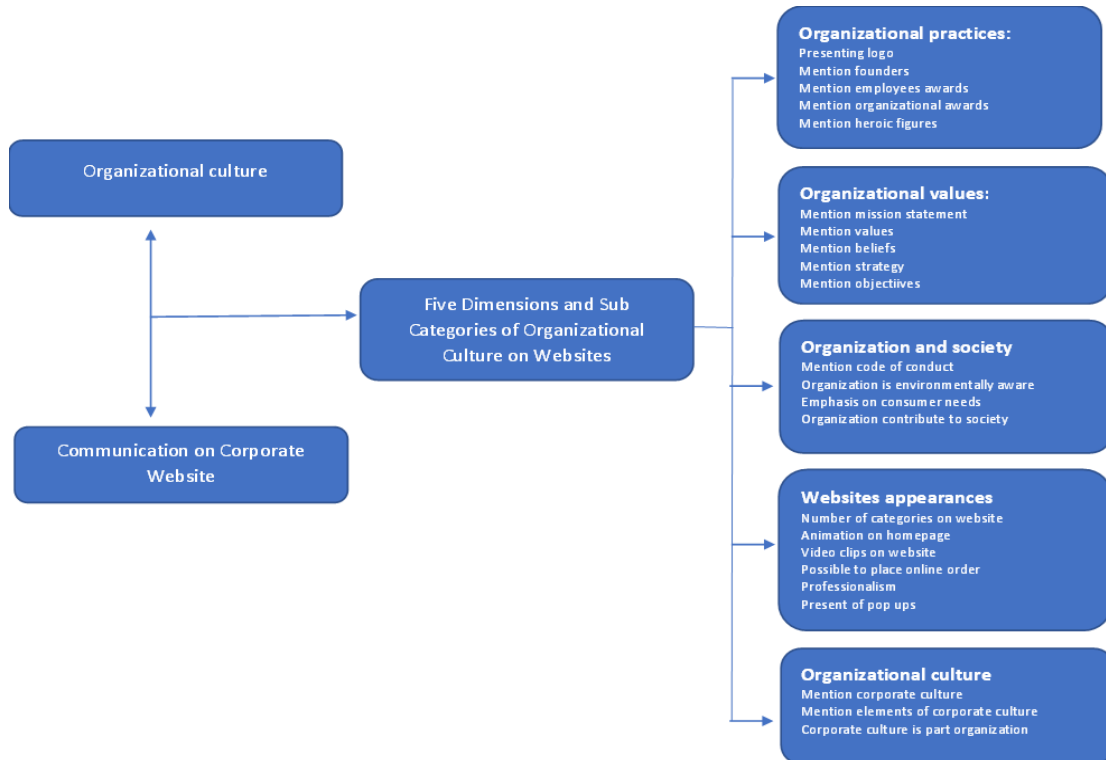Theoretical framework of this research can be seen as below:

Fig. 1. Theoretical framework
Source: (Overbeeke & Snizek, 2005) adjusted by the researcher

Method

This study used quantitative content analysis using measurements based on 5 main dimensions and 23 sub dimensions of organizational culture developed by Overbeeke and Snizek (2005). This can be done by collecting data from the several websites of the company whose organizational culture you want to measure. The method of data collection done by taking samples of certain pages on the company's website, such as the main page, company profile page, product or service page, and career page. The data collected in the form of text, images or videos contained on the page.

After the data was collected, the researcher conducted a content analysis by identifying any information related to organizational culture on the company's website. Related information was grouped into 5 main dimensions and 23 sub dimensions of organizational culture, namely, organizational practices with sub dimensions containing logos, founder names, employee awards, organizational awards, and heroic figures. Second, the organization's values with subdimensions denote the mission statement, values, beliefs, strategies, and goals. Third, the dimensions of organization and society with sub-dimensions show code of ethics, environmental awareness, consumer needs, and contribution to society. Fourth, the appearance of the website with sub- dimensions including the number of categories, animation on the homepage, video clips on the site, the possibility to place interactivity with the public, and professionalism and fifth, organizational

culture with sub- dimensions mentioning organizational culture, elements of organizational culture, and emphasizing organizational culture as part of the organization. Then, each of the information calculated and scored according to the relevant sub-dimensional organizational culture. Then, score data were processed and analyzed in order to measure the extent to which the company's organizational culture is reflected on its website.

Moreover, the organization's website was selected based on the awards won at the 2022 Indonesian Public Relations Award (*PRIA*) event in the Digital Channels category with sub-categories of websites totaling 18 Organizational websites. The organizations that won the award were divided into seven categories, namely *BUMN*, *BUMN* Subsidiaries, Institutions, Ministries, Local Governments, Universities and Private Companies.

Result

Observations were made of 18 organizations that won the *PRIA* 2022 award. In detail, the 18 organizations are *BUMN*. The award was PT. Pertamina (Persero), PT. Pupuk Indonesia (Persero), PT. Telkom Indonesia (Persero) Tbk. and Indihome. The *BUMN* Subsidiary that won the award was PT. IPC Container Terminal and PT. Petrochemical Gresik. The award-winning institutions are Bank Indonesia, the Education Fund Management Institution (*LPDP*), the Financial Services Authority (*OJK*). The award-winning ministry is the Ministry of Tourism and Creative Economy/Tourism and Creative Economy Agency (*Kemenparkraf*) and the Coordinating Ministry (*Kemenko*) for Maritime Affairs and Investment. The regional governments that won the award were the Surabaya City Communication and Information Service (*Diskominfo*), the Semarang City Government (*Pemkot*) and the Investment and One-Stop Services Office, DKI Jakarta Provincial Government (*DPMPTSP DKI Jakarta*). The award-winning universities are the University of Indonesia, Gadjah Mada University and IPB University and finally the private company that won the award is Jenius - Bank BTPN

The results of the analysis of 18 organizational websites that won the *PRIA* 2022 award using measurements based on 5 main dimensions and 23 sub dimensions of organizational culture according to Overbeeke and Snizek, can be seen in full in the following tables:

Discussion

Discussion based on dimensions and sub-dimensions of organizational culture developed by Overbeeke and Snizek (2005):

Organizational Practice Dimension: Logo, Mention founder, Mention employees awards, Mention organizational awards, Mention heroic figure

The first dimension of organizational culture relates to organizational

practices on the organization's website which may include several sub-dimensions, namely:

Logo

A logo is a visual element that show an organization's identity. An organization's website can display the organization's logo to identify the brand and increase public brand awareness. In general, logos that include a name and image are designed to create a strong and memorable brand identity. Through the use of unique colors, shapes and designs, this kind of logos help brands differentiate themselves from competitors and build a positive and strong impression on customers and product users.

The importance of logo as a symbol or organizational identity by including the name and image on the website seems to be understood and realized by all organizations, where all of the 18 organizations display it on the main page of their website. In the context of organizational culture, this is one of the important elements as a foundation for forming a strong and sustainable organizational culture. (Cameron & Quinn, 2011). Helps in strengthening the identity and values that the organization wants to reflect. (Scheins, 2010). Influence employee and public perceptions of the organization, and play an important role in shaping the identity and culture of the organization. (Robbins & Judge, 2019). Assists in shaping the social identity and affiliation of employees with the organization, as well as influencing their behavior and motivation. (Ashforth & Mael, 1989) Moreover it can be an important tool in the process of co-creation or collaboration between organizations and the public to create shared value. (Hatch & Schultz, 2017)

An organization's logo and brand identity can provide information about the organization's values and identity. For example, a logo that is minimalist and elegant can reflect an organizational culture that is simple, focused on quality, and professional. A more creative and colorful logo can reflect a more innovative and experimental organizational culture.

Mention Founder

In the context of organizational culture, mention the name of the founders can be an important part of corporate branding and identity. (Hatch & Schultz, 2003). An important part of corporate identity and reflects the history and values held by the organization (Balmer & Greyser, 2006). Assists in creating a strong brand identity and communicating the values and history of the organization. (Ind & Bjerke, 2007). Become one of the important dimensions of corporate identity and strengthen brand recognition and consumer loyalty. (Melewar & Karaosmanoğlu, 2006) and can influence consumer perceptions and strengthen brand loyalty. (Keller, 2016)

An organization's website can mention the organization's founders as a way of showing appreciation and respect for the history of the organization and the

individuals who created it. Unfortunately, the importance of mentioning the name of the founder is not fully understood, out of 18 organizations, only 2 organizations explicitly mention the name of the founder of their organization.Organizations that choose to include the founder's name realize that this is part of their organizational identity which can reflect the historical value, consistency, and respect for the founder of the organization.

Employee Appreciation

Highlighting employee on the organization's website can also represent an organizational culture that pays attention to and values employees. These appreciation can include recognition for good performance, monthly or annual employee awards, and other awards that reflect appreciation for the employee's contribution to the organization.

Organizational Achievements

Mentioning organizational awards that have been granted can represent the success and achievements of the organization. These awards include external awards, such as industry awards or government awards, as well as internal awards, such as awards for specific achievements or successful projects.

In the context of organizational culture, organizational rewards can strengthen the organization's positive brand. Awards from outsiders can be an important factor in strengthening brand image and competitive advantage (Du et al., 2007). Strengthening consumer trust and strengthening brand image. (Taylor & Hunter, 2012). Internal rewards can strengthen employee motivation and strengthen job satisfaction. (Gwinner & Gremler, 2002). Become an important factor in building employer branding and strengthening employee loyalty (Ambler & Barrow, 1996).

Organizational websites can highlight employee achievements such as awards or recognition of employees for their contributions. This can increase employee motivation, show the organization's appreciation of employee contributions, and strengthen a positive image of the organization

Heroic Figure

The organization can include important figures in the history of the organization who have made important contributions to the organization. This can strengthen a sense of organizational identity and provide inspiration for employees to follow in the footsteps of these heroes. The mention of heroic figures in the organization is a form of internal and external promotion that is commonly carried out by organizations to strengthen brand identity and organizational culture. This can help increase employee pride and motivation and strengthen the positive image of the organization in the public eye. Mentioning heroic figures also build a compelling story for potential employees, business partners, and the general public who may be interested in joining or working with an organization.

Hero figures can also be employees to act as heroic figures in the organization by giving recognition and appreciation to employees who have these extraordinary achievements. (Luthans, 2002) and are driven by transformational leaders who value individual contributions and motivate employees (Klein et al., 2014). An organization's website can highlight heroic figures within the organization who achieved extraordinary accomplishments or made major contributions to the organization. This can increase employee motivation and rewards, as well as show the quality and reputation of the organization in the public eye.

Five institutions in the Organizational Practice dimension have implemented it well. There is a logo that has complete components, displayed, awards that have been achieved by the company and the founder or top officials of the organization. However, all of them do not present employee awards and heroic figures to the extent of who is the leader of the organization. These two points were not conveyed and seemed to be underestimated. In fact, these two points can add to the company's value which is reflected through the website. This becomes fundamental because these points become the face of the company. It can also be said that the points above are the images described by each company.

Values Organizational Dimension: Mention mission statement, Mention values, Mention beliefs, Mention strategy, Mention objectives

Organizational values are reflected in elements such as mission, values, beliefs, strategies, and goals which form a strong and healthy organizational culture, as well as how a strong and healthy organizational culture can help an organization achieve its goals and vision. In addition, this reference also discusses the role of organizational values in shaping ethical, moral and social principles that become the basis for employee and management behavior in working to achieve organizational goals.

Mention Mission Statement

In the context of organizational culture, the organizational values included in the mission statement of the organization can reflect the basic goals and principles of the organization. Organizational mission can be considered as a direction that guides all activities and efforts of the organization towards achieving the goals and vision of the organization. A strong organizational mission and deeply held values considered as the key to the success of an organization and shaping a positive organizational culture. (Collins, 2001); (Kotter & Heskett, 1992). Organizational mission can motivate employees to achieve common goals. (Zander & Zander, 2002). An organization's website can feature a mission statement, which describes the goals and core values of the organization. This mission statement can provide guidance for the operations of the organization and provide information to

website visitors about the goals and values of the organization.

Mention values

Not just mission, organizational values also reflect a strong and healthy organizational culture. The values included in the organization can vary depending on the circumtances. These include ethical, moral, and social principles that form the basis of employee and management behavior in working to achieve organizational goals. An organization's website can display the organization's core values, such as honesty, integrity, trust, responsibility, collaboration, transparency, leadership, innovation.), service, quality, autonomy, diversity, justice, work-life balance and customer satisfaction. (Cameron & Quinn, 2011); (Scheins, 2010); (Denison, 1990); (Deal & Kennedy, 1982)

Mention Beliefs

Alongside values, beliefs also considered as an important aspect in organizational website. This include the views and attitudes of the organization on certain issues, as well as views on the world and society. These beliefs can influence the behavior of management and employees. (Cameron & Quinn, 2011); (Scheins, 2010); (Barrett, 2006). An organization's website may also display the beliefs held by the organization, such as beliefs in social and environmental responsibility. This show that the organization cares about issues that are important to society and seeks to play a role in driving social and environmental change

Mention Strategy

Organizational strategy is also an important element in organizational culture. This strategy describes plans and concrete steps taken by the organization to achieve the goals and vision of the organization. A strong and appropriate strategy can strengthen organizational continuity and credibility. (Johnson et al., 2014); (Porter, 1996); (Hamel & Prahalad, 1994). The organization's website can display information about the organization's business strategy, such as product development plans or market expansion. It can provide information about the direction of the organization and how the organization plans to achieve its goals and vision.

Mention Objectives

It is undoubtedly that organizational objectives are also an important element in organizational culture. These goals can include short-term goals as well as long-term goals of the organization. Clear and measurable goals can make it easier for management and employees to understand the direction and goals of the organization, as well as improve the effectiveness and performance of the organization. (Locke & Latham, 2002); (Daft, 2015)

The organization's website can display the goals and targets that the organization wants to achieve in the short and long term. It can provide information about an organization's focus and priorities, as well as provide guidance for development and decision-making.

It should be noted that elements such as mission, values, beliefs, strategies, and goals are not only expressed in words on the organization's website, but must also be reflected in the behavior and actions of employees and management of the organization. Therefore, the development of a healthy and strong organizational culture through these elements must be followed by proper implementation and supervision.

In the Organizational Values dimension, following organizations explain in detail regarding the goals, vision, mission, values and beliefs upheld by their respective companies, but in fact there are differences. PT PERTAMINA, PT TELKOM and PT Pupuk Indonesia have the same values, which is AKHLAK, which stands for AMANAH, COMPETENT, HARMONIC, LOYAL, ADAPTIVE and COLLABORATIVE, while Bank Indonesia has its own distinct values, namely, Trust and Integrity, Professionalism, Excellence, Coordination and Teamwork, and Religion. Unfortunately PT PERTAMINA, PT TELKOM and PT Pupuk Indonesia did not explain their company's strategy plan.

Organization and Society Dimension: Mention of code of conduct, Organization is environmentally aware, Emphasis on consumer needs, Organizations contribute to society

Dimensions of organizational culture related to the relationship between the organization and the surrounding community include several elements on the organization's website:

Mention Code of Conduct

The code of conduct or code of ethics page can reflect the organizational values and ethical standards held by the organization in carrying out its business activities. A code of ethics can include guidelines for ensuring employees and management behave ethically, and maintaining the organization's credibility and reputation. (Captain, 2011); (Treviño & Nelson, 2011); (Captain, 2008). An organization's website can display a code of ethics or behavior expected of employees and management. It can provide information about the organization's values and norms, as well as how the organization seeks to ensure compliance with ethical standards.

Environmentally Aware Organization

Organizations that pay attention to the environment and the impact of their business activities on the environment can demonstrate organizational commitment to social and environmental responsibility. (Bansal & Roth, 2000); (Sharma & Vredenburg, 1998). The organization's website can display information about the organization's efforts to be environmentally friendly, such as reducing

waste, saving energy, and using environmentally friendly materials. This can show that the organization cares about the environment and is responsible for using natural resources and is part of the organizational culture elements that are revealed on the website.

Emphasis On Consumer Needs

A focus on consumer needs can become part of an organization's culture. Web pages that show an organization's view of the importance of customers and their experience can reflect the importance of values such as trust, customer satisfaction, and quality service. (Kotler & Keller, 2016); (Parasuraman et al., 1985). The organization's website can display information about the products and services provided by the organization, as well as how the organization tries to meet customer needs and wants. It can provide information about how an organization focuses on consumer needs and strives to provide a positive customer experience.

The Organizational Contribution Towards Society

Organizational contribution to society: Organizations that have social initiatives and activities related to society can reflect the organization's concern for and contribution to society. Information about the organization's philanthropic activities or volunteer programs may reflect the social values held by the organization and the associated organizational culture. (Carroll, 1991); (Parasuraman et al., 1985). An organization's website may feature information about how the organization contributes to society or the environment, such as charitable donations, volunteer programs, or initiatives to help local communities. This can show that the organization cares about society and strives to play a positive role in society

Of the 5 companies that explain the company's code of ethics, only PT. Pupuk Indonesia, PT. Telkom, PT IPC Container Terminal. PT Petrokimia Gresik.. While PT Pertamina on its website does not show and explain their code of ethics. In caring for the environment PT. Pertamina, PT Telkom and PT. Pupuk Indonesia makes people aware of the importance of protecting the environment because according to the company's emphasis on protecting the surrounding environment. PT PERTAMINA, PT TELKOM, PT Pupuk Indonesia have websites that are easy to open and on these websites each company has information for people who want to find information about organization and society. These five companies also describe themselves to the public as corporate citizens who are aware and responsible for the environment and society

Website Appearance Dimension: Number of categories on site, Animation on home page, Video clips on site, Possible to place online order, Professionalism, Presence of pop-ups

Dimensions of organizational culture related to the appearance of an organization's website can be included several elements, such as:

Number of Categories On Site

The number of categories on a website can indicate the level of specialization and organization within the company. A large number of categories indicates a structured and complex organization, while a small number may indicate a more centralized and simple organization. The number of categories on a website that is structured and easy to navigate can provide a better user experience and allow visitors to find information easily. (Li et al., 2017); (Riquelme & Román, 2014); (Xiaowen Wang et al., 2018). Organizational websites that have structured categories are easy to navigate and provide a better user experience which eventually increase customer satisfaction and a positive brand image for the organization.

Animation On Home Page

The use of animation on the main page of the website can respresent company's approach to creativity and innovation. A live and animated homepage might indicate a dynamic and forward-thinking culture, while a more static homepage could indicate a more traditional and conservative culture.

Video Clips On Site

The appearance of video clips on a website can show the level of transparency and openness in an organization. Video clips can provide a visual representation of a company's products, services and culture, enabling prospects to gain a deeper understanding of the organization.

Possible To Place Online Order

The ability to place orders online may represent an organization's focus on convenience and efficiency. A website that allows online ordering demonstrates a culture that values technology and innovation

Professionalism

The level of professionalism displayed on a website can reveal an organization's approach to business and customer relations. A website that is well-designed and looks professional can convey a culture that values quality and attention to detail, while a website that is less tidy may indicate a culture that is more casual and laid-back.

Pop-Ups

The presence of pop-ups on a website can indicate an organization's approach to marketing and advertising. For some users, pop-ups seen as an annoyance, but it is also indicating a culture that prioritizes sales and marketing

over customer experience. On the other hand, the legitimacy of pop-ups may indicate a culture that values the customer experience.

The five institutions on the Website Appearance dimension have different website appearances. It is a fact that every company must have a website that looks different according to the cultural differences that exist within the company, but it turns out that these five companies have websites that look professional, a lot of information can be searched through the category sections displayed on the website. PT PERTAMINA, PT TELKOM, PT Pupuk Indonesia, PT IPC Container Terminal and PT Petrokimia Gresik have also designed their websites by displaying animations in the form of pictures or photos about companies that can move on their own on the first page of the website. There are even video clips on the websites of PT IPC Terminal Container and PT Petrokimia Gresik.

Organizational Culture: Mention organizational culture, Mention elements of organizational culture, Organizational culture part of organizations

Dimensions of organizational culture related to organizational culture itself can be included in several elements on the organization's website, such as:

Mention Organizational Culture

The existence of references or discussions about organizational culture on the website can show the level of transparency and openness in the organization. This reference could be an "About Us" or "Organizational Culture" page that describes the company's philosophy and values. Organizational websites can demonstrate the importance of organizational culture by highlighting core values, mission, vision, organizational goals, and commitment to ethical policies.

Mention Elements of Organizational Culture

Alongside with previous element, elements of organizational culture also considered as an important aspect. The discussion on the website can provide a deeper understanding of organizational culture. These elements can be the company's vision, mission, values, norms, and traditions.Organizational websites can reveal elements of organizational culture such as communication, collaboration, innovation, diversity, openness, cooperation, and fairness. These elements can provide an overview of how the organization operates and how the organization interacts with employees, customers and business partners.

Organizational Culture Part of Organization

The existence of references or discussions about how organizational culture is part of the organization can show the level of awareness and importance of organizational culture for the company. This reference could be an "Organizational

Culture" page that explains how organizational culture influences company strategy and policies. Organizational websites can show that organizational culture is an important part of the organization and influences the performance, success and sustainability of the organization. Websites can describe how organizational culture is implemented in all aspects of the organization, including daily operations, human resource policies and business strategy.

By considering these things, it can help people to understand how the organizational culture is reflected on the website and how this can influence the customer's perception of the company. Is it possible to assign a dollar value to culture, what are the relationships between the elements that make up culture and corporate performance, are leaders investing sufficiently in culture, and how do investors, incentive compensation, and various governance structures strengthen or counteract a value-adding culture? Our research seeks to make headway in answering these questions and more.

Organizational Culture Dimensions PT PERTAMINA, PT TELKOM, PT Pupuk Indonesia, PT IPC Terminal Container and PT Petrokimia Gresik of the five companies, only PT TELKOM explains in detail and detail regarding corporate culture, PT TELKOM has its own category section which discusses corporate culture namely in the section "Code of Ethics and Corporate Culture. while PT PERTAMINA only discussed corporate culture in its energia news, then for Bank Indonesia itself it only discussed work culture and job prospects for each of its employees, and finally PT Pupuk Indonesia explained on "Corporate Business Ethics and GCG Implementation".

Category of State Institutions and Ministries

The five institutions in the Organizational Practice dimension have implemented it well. There is a logo that has complete components. Bank Indonesia, the Education Fund Management Institute (*LPDP)*, the Financial Services Authority (*OJK)*, the Ministry of Tourism and Creative Economy/Tourism and Creative Economy Agency, and the Coordinating Ministry for Maritime Affairs and Investment have the same drawbacks, namely that these five institutions do not mention the founders of the organization, employee awards and heroic figures limited to the current leader. Is it really taboo to remember past leaders?

 On the Organizational Values dimension, it is undeniable that state institutions and ministries are the best for this. Mission statements, values, beliefs and objectives are well described. But unfortunately for the strategy is not disclosed. A similar thing also happens in the dimensions of organization and society, the fifth is fully supported by laws and institutional regulations.

On the website appearance dimension, *LPDP* and Bank Indonesia collect the best scores, while the worst score is *OJK*. This is rather unfortunate for the Ministry of Creative Economy as an institution that is close to the essence of creativity and should be able to present a video clip about the beauty of Indonesia. On the organizational culture dimension, *LPDP* and Bank Indonesia are again in the lead. Again *Kemenkraf* is in the key.

Regional Government Category

Three institutions are in this category, namely: Communication and Information Service (*Diskominfo)* in Surabaya, City Government *(Pemkot)* of Semarang and One Stop Integrated Service and Investment Service (*DPMPTSP)* in Jakarta. On all dimensions of organizational practice, organizational value, organization and society, website appearance and organizational culture, all three have been implemented fairly well. But the best is *DPMPTSP*.

The website owned by DPMPTSP can be said to be professional with website features that are very helpful and make it easier for users to access information and guidelines related to investment, business licensing and the like. Moreover, there is a new version of the web view with a 3600 view camera feature. This has not been done by other websites related to government with a formal standard.

College Category

The three universities, namely UGM, UI and IPB University are the representatives of this research based on the 2022 *PRIA* selection. On the organizational practices dimension, IPB University gets a perfect score while UGM and UI are at the same level. Organizational values score perfect points on all three. However, on the organizational and society dimensions, UI and IPB achieved perfect scores. For the website appearance dimension, the three are balanced as well as the organizational culture dimension.

All dimensions can be communicated well and even almost perfectly in Overbeeke's perspective. This is worthy of being used as a benchmark for making institutional websites in Indonesia. Other institutions must learn from these three universities.

Private Plus Company Category

There are many shortcomings of the IndiHome website itself because it is still integrated with Telkom.co.id. One thing is not explained separately and so on, such as the founder in which there is no explanation regarding to that. The IndiHome website also focuses more on selling products, but even so, the importance of information outside of selling is important. Jenius has provided a professional website description. The features provided on the Jenius website make it easier for consumers or website visitors to find what they need. But it's a pity, there are still many things to add in it. Like the history of Jenius, what kind of genius organizational culture is because organizational culture is crucial for an organization, including Jenius. Therefore, it is necessary for Jenius to provide a full explanation regarding the organizational culture that they apply in their institution. Of course, this can be used as material for comparing Jenius' assessment with other competitors by the public, as well as Organizational Values that have not been listed on the Jenius website that need to be added. Even though the Jenius website

already looks professional, it will look more professional and mature if things that are not listed are included on the Jenius website. Apart from that, the Jenius website also focuses more on product sales, but even so, information outside of sales is important.

Conclusion

In today's digital era, websites have an important role in communicating the what, who and how of an organization, both internally and externally. The main business of the organization is indeed important but no less is how to build public trust through a complete website. Building public trust through website planning and execution will make the organization have plus points in the public eyes. Which will then lead to an increase in the number of consumers or users of the organization's services.

Corporate culture that is properly and appropriately communicated through the website will have an impact on the organization's internal and external. The internal public will be able to absorb the positive values that have been designed by higher-ups in such a way as to boost a sense of pride and inspire how to work in the organization more optimally. Meanwhile, the external public can enjoy a good website that is not only limited to carrying out marketing functions but also how public relations collaborates with the world of information technology to create the image of a noble organizational culture that is packaged artistically but is easy to digest.

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