



A preliminary mapping of organizational culture and intercultural communication competence in Indonesian state-owned enterprises

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Abstract

Studies on organizational culture and intercultural communication have long been conducted. One prominent organization fostering an organizational culture in Indonesia is Indonesia's State-Owned Enterprises (SOEs). Despite this focus, limited research has examined intercultural communication competence among SOE employees and their perception of organizational culture. In fact, organizations in Indonesia, which consist of diverse cultures, require cross-cultural communication skills and a shared understanding of organizational culture in order to achieve their goals. Employing Cameron and Quinn's Organizational Culture Assessment Instrument (OCAI) and Deardorff's (2006) Intercultural Competence framework, this quantitative study surveyed 315 employees across 42 state-owned enterprises. Results indicate a prevailing Market culture, defined by five key dimensions: leadership, human resources, organizational cohesion, strategic priorities, and success criteria. However, based on dominant characteristics, SOEs also align with a Hierarchy culture—formal, structured, and reliant on established procedures. The findings indicate a significant relationship between organizational culture and intercultural communication competence, highlighting the importance of intercultural competence in market-oriented organizations.

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Introduction

In today's globalized world, effective organizational culture and cross-cultural communication are critical determinants of organizational success. Several previous

studies have shown that organizational culture positively impacts company performance (Aboramadan et al., 2020), increasing business competitiveness and organizational effectiveness in the long term (Wahyuningsih et al., 2019). This is particularly pronounced in Indonesia, a

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country characterized by its immense cultural diversity, with 1,340 ethnic groups spread across 38 provinces (Na'im & Syaputra, 2011). This diversity often becomes a source of conflict within Indonesian society. Conflict refers to disagreements or tensions between two or more parties caused by differences in opinions, interests, or goals (Afra, 2023). These conflicts have resulted in casualties, injuries, and displacement. The Denny JA Foundation recorded that in the 14 years following the reform era, at least 2,398 cases of violence and discrimination occurred in Indonesia. Of these cases, 65 percent were religion-based, 20 percent were ethnic violence, 15 percent were gender-based violence, and 5 percent were sexual violence (Welianto, 2020).

Various organizations have cultures, ranging from non-profit organizations, private companies, and government agencies to State-Owned Enterprises (SOEs). Indonesian SOEs, under the governance of the Ministry of State-Owned Enterprises, adhere to the AKHLAK core values, which stands for Amanah, Kompeten, Harmonis, Loyal, Adaptif, Kolaboratif, which means trustworthy, competent, harmonious, loyal, adaptive, and collaborative, as a cornerstone of their organizational culture (BUMN, 2020). These values are intended to create a cohesive and productive work environment amidst the diverse cultural backgrounds of employees. Research by Mayasa and Setiawan (2022)2020 regarding the Core Values of Human Resources of State-Owned Enterprises, all SOEs including PT. X Parent Unit for South Sulawesi, Southeast Sulawesi and West Sulawesi Regions are required to apply the main values of AKHLAK as Corporate Culture, the Ranger Team has the responsibility to socialize them. The purpose of this study was to determine the effectiveness of the Ranger Team's communication in socializing the core values of AKHLAK to employees. The research method used is quantitative with a descriptive study approach. Data collection techniques obtained in the form of research questionnaires with 63 respondents and literature studies relevant to this research. The dimensions of communication effectiveness measured in this study are known as "7-Cs Communication" (Cutlip et.al showed that the seven dimensions gave positive results, so it was concluded that most employees considered the socialization of AKHLAK in SOEs necessary.

One example of a case involving organizational culture in a SOE in Indonesia is PT Garuda Indonesia. One factor that contributed to Garuda Indonesia's poor financial performance was the company's deeply entrenched organizational culture, which has been difficult to change over time (Nadlir, 2017). Corruption

cases in Indonesian SOEs have also frequently come under scrutiny, as though these issues are never-ending. This case not only highlights weaknesses in oversight but also underscores the lack of seriousness in implementing good corporate governance (GCG) within SOEs. The corruption that occurs is not merely a matter of moral hazard by executives but also reveals the fragile state of organizational culture in SOEs (Purwanto, 2024).

However, implementing these values in such a complex cultural landscape presents unique challenges, particularly in aligning employees' cultural perceptions and enhancing cross-cultural communication competence. It underscores the need for a nuanced understanding of organizational culture and intercultural competence within Indonesian SOEs. While existing literature has explored these themes extensively, limited attention has been given to how these dynamics play out in the context of SOEs in multicultural environments.

In previous research, there is much done on cross-cultural communication in society and everyday life. However, there has not been much research on organizational culture and cross-cultural communication competence in SOEs in Indonesia, which consists of various ethnic groups. Addressing this gap is essential for improving the operational effectiveness and competitive edge of Indonesian SOEs. Thus, the research question to be addressed is: RQ 1: How do organizational culture and cross-cultural communication competence manifest in State-Owned Enterprises (SOEs) in Indonesia? RQ 2: Is there a significant relationship between organizational culture and intercultural communication competence?

Therefore, this research objective is to map the organizational culture and cross-cultural communication competence within Indonesia's State-Owned Enterprises (SOEs). By situating the research within Indonesia's unique cultural and organizational context, this study not only contributes to the academic discourse on organizational culture and cross-cultural communication but also offers practical insights for policymakers and practitioners seeking to optimize the management of diversity in SOEs.

Literature Review

Several previous studies have shown that organizational culture positively impacts company performance (Aboramadan et al., 2020), increasing business competitiveness and organizational effectiveness in the long term (Wahyuningsih et al., 2019). Organizational culture is closely related to the speed of response between

work units, decision-making, risk management, and reward for achievement, and it even affects change management (Bagga et al., 2023). Organizational culture and internal communication positively and significantly influence millennial employee engagement (Prasetya & Kartikawangi, 2021). Organizational culture shapes the climate, which reflects members' perceptions of internal conditions and influences their behavior, attitudes, and emotions (Rahmah et al., 2022). Organizational culture sets companies apart and gives them a competitive advantage, playing a key role in their success. It consists of shared beliefs among group members, shaping their perceptions, thoughts, actions, and feelings (Sackmann, 2021).

Several measurement tools have been used to examine organizational culture in various countries, such as Al-Sada et al. (2017), who examined organizational culture in Qatar using the Organizational Culture Instrument (OCI). Using The Stakeholders' Cultural Framework, Kumar and Boesso (2017) investigate how cultural values are implemented in Japan, the United States, and Italy. Another measurement tool was developed by (Cameron & Quinn, 2006) using the Organizational Culture Assessment Instrument (OCAI). This instrument assesses four organizational cultures: Clan, Adhocracy, Market, and Hierarchy, which are built on a theoretical framework of how organizations work and the values underlying their culture.

"Clan" culture is characterized by a work environment like an extended family, united by commitment and tradition, and emphasizes the development of local human resources. Morale is a strong connection among workers. An "Adhocracy" culture features a dynamic and inventive workplace where leaders act as innovators and embrace risk. Launching new products or services and fostering an environment that values individual creativity and autonomy measure success. Meanwhile, the "Market" organizational culture has strong leaders and high expectations to win by entering the market widely and striving to stay ahead of competitors. The "Hierarchy" organizational culture is formal and structured, where work follows formal rules and policies.

One of the studies that used OCAI is Susilo (2018), who formulated an organizational culture, including four dominant cultural types and analysis, including cultural strength, current and expected cultural gaps, and cultural congruence. Another study using the OCAI found that organizational culture influenced satisfaction differently across dimensions, with the highest satisfaction reported by employees in "Clan" cultures, followed by "Adhocracy," "Hierarchy," and the lowest in "Market"

cultures. Employees in "Clan" cultures showed greater satisfaction across six OCAI dimensions (Pamula & Zalewska-Turzynska, 2023).

Organizational culture is complex, consisting of signs like procedures, values, and communication rules, shaped by cross-cultural communication. Rather than viewing culture as conveyed through communication, studies now focus on the communication processes that create culture. Organizational culture builds the organization's brand through policies agreed upon by members to achieve its goals (Amornpatipat & Anantachart, 2022). In an organization, members speak different languages or interact with co-workers from different ethnicities. The relationship between language and culture emphasizes a symbiotic relationship that emphasizes communication activities (Pishghadam et al., 2017). Humans must adjust, familiarize themselves with, and participate in this world. Cultural differences result in different expectations, norms, attitudes, beliefs, and ways of performing different tasks and jobs (Trisasanti et al., 2021).

The cultural perspective in communication highlights the exchange of information influenced by diverse cultural backgrounds. Effective communication ensures that all members share a common understanding of organizational culture. Clear cultural values prevent conflicts and save resources, while successful cross-cultural communication is crucial for global business development. Thus, the communication process is clearly more complicated in intercultural negotiations than in negotiations with people of the same culture (Bamanty et al., 2020). Cross-cultural communication focuses on understanding the other person's language and cultural background to create effective communication. Research by Wello et al. (2017) showed that cross-cultural skills and communication are prerequisites for improving teachers' or lecturers' cross-cultural sensitivity and professional identity.

Measurement of cross-cultural communication competence developed by Deardorff (2006) consists of five dimensions, namely, attitudes, skills, knowledge, and understanding, as well as internal outcomes and external outcomes. The first dimension is a person's attitude in communicating with people from other cultures, which can be seen in how he/she respects other cultures and cultural differences. The second dimension of intercultural competence is communication skills, namely, listening, observing, interpreting, analyzing, and evaluating. This skill competence is included in addressing various problems, including conflicts with people of different cultures in the organization. Communication competence

relates to many things, including communication style, conflict resolution, and tolerance level. The third dimension of intercultural competence is knowledge and understanding, assessing a person's cultural awareness, comprehension of cultural context and sociolinguistics, and grasp of specific cultural information. Effective cross-cultural communication manifests internally as adaptability to diverse communication styles, flexibility in cultural settings, cognitive flexibility, an ethno relative perspective, and empathy. Externally, it requires competent and appropriate intercultural behavior to achieve organizational goals.

Methodology

This research uses a quantitative approach with numerical data collection. The population for this study is Indonesian employees of state-owned enterprises in Indonesia. The sampling method was purposive sampling and quota sampling. Purposive sampling in this study is to attract respondents based on predetermined respondent criteria (Cooper & Schindler, 2014). In this study, the respondents were male or female, over 17 years old, domiciled in Indonesia, and employed by SOEs. The total number of respondents obtained was 315 from 42 SOEs in Indonesia. The data collected in this research are primary data, conducted by an online survey using questionnaires in Google Forms format and sent directly via e-mail and WhatsApp to respondents. This online survey technique is web-based and self-administered, where the research questions in the questionnaire are structured.

Specific conditions are identified for each dimension to determine whether the organizational culture falls into the Clan, Adhocracy, Market, or Hierarchy type. To collect the data, each respondent selected one of four characteristics they deemed most appropriate for the SOEs where they work, and were summed using Microsoft Excel spreadsheet software. The highest score in each dimension indicates the dominant type of organizational culture. Similarly, to determine the overall dominant organizational culture type, the scores from all respondents were summed across all dimensions. After calculating the total responses for each dimension of organizational culture, the distribution of results was plotted in a pentagram diagram. The pentagram illustrates the proportion and distribution of organizational culture types across six dimensions. For each dimension, the total score for each organizational culture type was plotted on the graph, creating a pentagram shape reflecting the

proportions of each type. [Table 1](#) presents the concept operationalization for organizational culture variables.

For collecting data of intercultural communication competence, respondents selected each statement using a six-point Likert scale. The questionnaire consisted of 20 statements based on five dimensions: attitudes, skills, knowledge and understanding, internal outcomes, and external outcomes. The collected data were also processed using Microsoft Excel to calculate the total score for each dimension. Scores of one to three were grouped into the low category, while scores of four to six were grouped into the high category. The results showed the distribution of respondents with low and high intercultural communication competence.

Pearson's chi-square test was conducted using SPSS to examine the relationship between organizational culture and intercultural communication competence. A significance level of 0.05 was applied to determine statistical significance. The strength of the association was assessed using a contingency coefficient, with values ranging from 0 to 1 (Aron et al., 2014).

The validity test in this research uses Pearson correlation. A coefficient closer to 1 or -1 indicates a stronger relationship between the two sets of data (Creswell & Creswell, 2018). Looking at the *R* Table for $n-2$ in this study, namely, $315 - 2 = 313$, and a significance level of 0.01, the *R* Table value is 0.148. Therefore, all statement items in this research instrument are declared valid. The complete results of the validity test can be seen in [Table 2](#) and [Table 3](#) below.

The reliability test in this study was carried out by measuring the consistency between items in one instrument. The method often used is Cronbach's Alpha coefficient. An alpha value above 0.7 indicates good reliability (Creswell & Creswell, 2018). As shown in [Table 4](#) and [Table 5](#), the reliability test results in this study show a Cronbach's Alpha of 0.967 for the intercultural communication skills variable and 0.793, therefore, the research instrument is declared reliable.

Results and Discussion

This study involved 315 SOE employees in Indonesia as respondents. 52.4 percent, or 165 respondents, were women, and the remaining 150 people, or 47.6 percent, were men. Most of them were aged 26–32, as many as 198 people (62.9%). Next, 77 people (24.4%) were aged 19–25 years, followed by 35 people (11.1%) aged 36–40 years, and the remaining five people (1.6%) aged 40–50 years. Most were from Java (51%), Sunda (45%),

Table 1 Concept operationalization of organizational culture variables

Dimensions	Clan	Adhocracy	Market	Hierarchy
Dominant characteristics	Organizations are like extended families. People share a lot about themselves.	The organization is very dynamic. People commit themselves and are ready to face risks.	The organization is very result-oriented. The main goal is to get the job done. Every member of the organization is highly competitive and results-oriented.	Organizations are highly controlled and structured. There are formal procedures that govern what people do.
Organizational leadership	Leaders provide mentoring role models, facilitate, or maintain.	Leaders model entrepreneurship, innovation, or risk-taking.	Leaders model that all things are achievable, aggressive, and results-focused.	Leaders set an example of coordination, management, or running efficiency smoothly.
Management of employees	Characterized by teamwork, agreement, and involvement.	Employees are encouraged to take risks, be innovative, and give freedom and uniqueness to each individual.	Employees are encouraged to be competitive, to meet high demands, and to achieve results.	Gives employees a sense of security, uniformity, predictability, and stable relationships.
Organizational glue	The organization is united by loyalty and mutual trust. Commitment to the Agency is high.	The organization's glue is its commitment to innovation and growth. Its members are driven to be ahead of the curve.	The organization fused is achievement-oriented and results-driven.	The organization merges around formal rules and policies. Maintaining the smooth running of the Agency is essential.
Strategic emphases	The organization emphasizes human resource development, high trust, openness, and participation and always involves members of the Agency.	The organization emphasizes acquiring new resources and creating new challenges. It values trying new things and expecting opportunities.	The organization emphasizes competition and achievement. Exceeding work targets and winning the competition is paramount.	The organization emphasizes the importance of constancy and stability. Control, and smooth execution of work.
Success criteria	Success comes from people development, teamwork, employee commitment, and caring for Agency members.	Success comes from having the most unique or latest product/service and being an innovator.	Success is victory in marketing and excellence in competition. Being a competitive market leader is critical.	Success is judged based on efficiency. Reliability in meeting demands, smooth scheduling, and budget efficiency are essential.

Table 2 Results of the validity test of intercultural communication competence variables

No.	Statement	Number Pearson Correlation	Results
1	I respect other cultures.	0.707	Valid
2	I can accept other cultural differences.	0.690	Valid
3	I want to learn about other people's cultures.	0.747	Valid
4	I am open to colleagues from other cultures.	0.749	Valid
5	I can refrain from judging other cultures.	0.813	Valid
6	If I need understanding, I learn about other cultures.	0.714	Valid
7	I know other cultures.	0.712	Valid
8	I have knowledge about other cultures.	0.707	Valid
9	I understand the context, role and impact of other cultures.	0.762	Valid
10	I have specific information about other cultures.	0.687	Valid
11	I understand that there are language differences within different cultures.	0.786	Valid
12	I can adapt to the different communication styles of colleagues from other cultures.	0.785	Valid
13	I can adapt to different behaviors in colleagues from other cultures.	0.810	Valid
14	I can adjust to different cultural environments.	0.811	Valid
15	I am flexible when choosing and using communication styles when speaking with colleagues from other cultures.	0.805	Valid
16	I am pretty flexible in my behavior with colleagues from other cultures.	0.798	Valid
17	I can appreciate other cultures as much as I appreciate my own.	0.774	Valid
18	I can empathize with colleagues from other cultures.	0.804	Valid
19	I can communicate effectively with colleagues from other cultures to achieve specific goals.	0.788	Valid
20	I can behave appropriately with colleagues from other cultures to facilitate work.	0.743	Valid

Table 3 Organization culture variable validity test results

	Indicator	Number Pearson Correlation	Results
1	Dominant characteristic	0.527	Valid
2	Organizational leadership	0.477	Valid
3	Management of employees	0.558	Valid
4	Organizational glue	0.600	Valid
5	Strategic emphases	0.590	Valid
6	Success criteria	0.527	Valid

Table 4 Reliability statistics of intercultural communication skills variables

	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	of Items
	.967	.967	20

Table 5 Reliability statistics of organization culture variables

	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	of Items
	.793	.794	6

and Betawi (36%). Complete data for the distribution of ethnic groups can be seen in Table 6 below.

Organizational Culture

This research maps the organizational culture of SOEs using the Organizational Culture Assessment Instrument (OCAI), with results in Table 7 and Figure 1 below.

Overall, the results of this study show that SOEs in Indonesia have a Market-type organizational culture, as presented in Table 8.

In pentagram form, the distribution of organizational culture types of SOEs in Indonesia is presented in Figure 2.

The results of this study show that, overall, SOEs have a “Market” organizational culture, which can be seen from five dimensions: organizational leadership,

Table 6 Distribution of respondents by ethnic group (n = 315)

Ethnic Group	Total	Ethnic Group	Total
Aceh	7	Madura	4
Bali	21	Makassar	6
Banjar	5	Maluku	3
Banten	23	Malay	16
Batak	13	Minangkabau	17
Betawi	36	Nias	3
Bugis	6	Sulawesi	2
Cirebon	5	South Sumatra	6
Gorontalo	2	Sumatra	8
Java	51	Sunda	45
Kalimantan	4	Other *	5
Lampung	16	Grand Total	315

Note: *Other ethnic groups that only consist of 1 respondent are Dayak, Minahasa, West Nusa Tenggara, East Nusa Tenggara, Chinese.

management of employees, organizational glue, strategic emphases, and success criteria. “Market” organizational culture is a results-oriented organization that focuses on getting the job done, has competitive people, and concentrates on goals. Leaders are drivers, producers, and competitors at the same time. They are resilient and have high expectations, with a desire to win, and even reputation and success are of utmost importance. This organizational style is based on competition, so the long-term focus is on winning and achieving organizational goals. Market penetration and stock define success in organizations with this “Market” culture. Competitive pricing and market leadership are critical to the organization (Cameron & Quinn, 2006).

It is similar to the findings of a study by Faizaty et al. (2020) conducted on an Indonesian state-owned

Table 7 Distribution of dimensions of SOE organizational culture (n = 315)

Dimensions	Clan	Adhocracy	Market	Hierarchy	Total
Dominant characteristics	52	52	98	113	315
Organizational leadership	35	44	147	89	315
Management of employees	61	77	90	87	315
Organizational glue	70	81	102	62	315
Strategic emphases	75	86	107	47	315
Success criteria	95	38	97	85	315

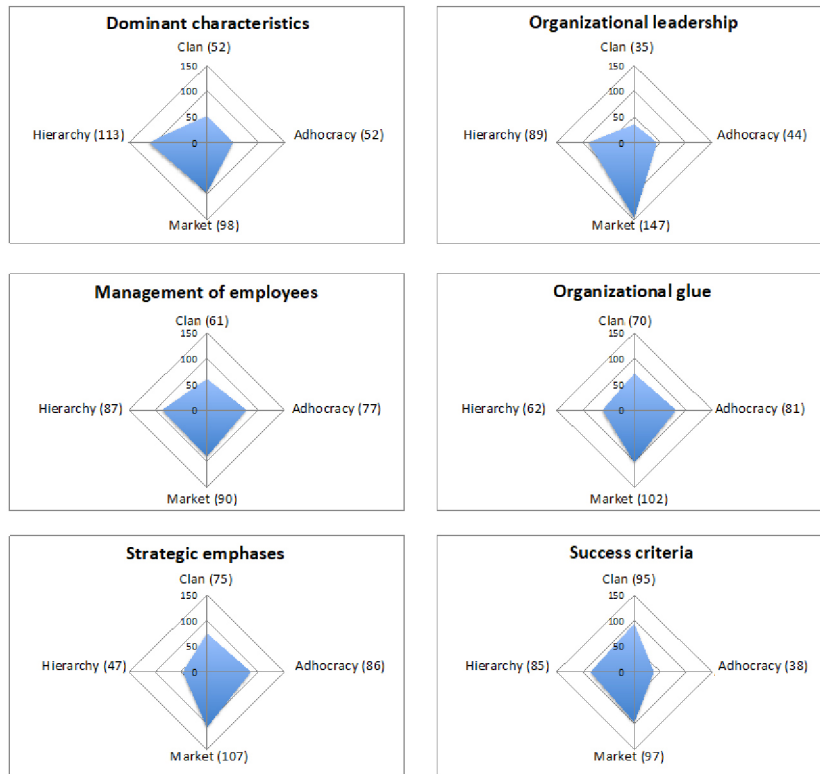


Figure 1 Pentagram of organizational culture distribution of SOEs in Indonesia

Table 8 Distribution of SOEs organizational culture types

Types of Organizational Culture	Clan	Adhocracy	Market	Hierarchy
Total	388	378	641	483

enterprise, PT Semen Indonesia (Persero) Tbk. The study demonstrated the presence of two types of culture supporting the “winning culture” program toward becoming a world-class company. The primary or common culture observed in the SOEs is the market culture, while the second or dominant subculture is the hierarchy culture. It aligns with the expectation that General Managers leading SOEs should embody and foster a competitive culture to compete effectively in

the upcoming Industry 4.0 era and become a world-class company.

The same is evident at PT Perkebunan Nusantara V, a state-owned enterprise in Pekanbaru, Indonesia. The organizational culture influencing employee competence is the market culture, a result-oriented culture where values such as competence and productivity are essential. This type of culture is characterized by market dominance, with an organizational style prioritizing agility, competitiveness, and a strong work ethic (Syaifullah et al., 2019).

However, for the dominant characteristics dimension, SOEs in Indonesia belong to the “Hierarchy” group, which is formal and structured and uses procedures to guide everyone to work. The most important thing for leaders with a “Hierarchy” culture is efficiency-based coordination to keep the organization functioning correctly. It is made possible by the existence of formal rules and policies to hold the organization together. The long-term goal is stability and results, combined with efficient and smooth execution of tasks, resulting in job security with measurable values. For example, reliable delivery, smooth planning, and low costs. It is the measure of success for organizations with a “Hierarchy”

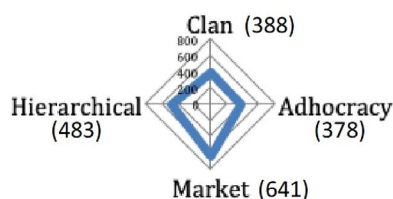


Figure 2 Pentagram of total organizational culture of SOEs

culture (Cameron & Quinn, 2006).

One important aspect is that top managers and employees may have different perspectives regarding the culture an organization should adopt. For instance, in a scale-up organization, top managers perceive the market culture as more dominant and the hierarchy culture less dominant than employees' views. Clan and adhocracy cultures positively correlate with performance and are more preferred by employees. Conversely, market and hierarchy cultures negatively correlate with performance and are the least preferred by employees. While top management focuses on new market opportunities, a key element of success is building an organizational culture where all employees feel part of the growth journey (Strengers et al., 2022).

Intercultural Communications Competence

In terms of intercultural communication competence, the results of this study are presented in [Table 9](#) below.

The highest competencies possessed by employees of SOEs in Indonesia are attitude and results in the external environment, each at 90.2 percent. In terms of attitude, Bamanty et al. (2020) explained that a person should be receptive to learning about other cultures, open to people from diverse backgrounds, and refrain from making judgments. Curiosity, tolerance of doubt, and uncertainty are also essential factors. Meanwhile, the lowest competency is skills, with 15.6 percent still having low skill levels. 86.3 percent of respondents already have high knowledge, and 89.2 percent show strong internal environment results.

The importance of competencies for SOE employees is emphasized by (Ramadhani et al., 2024). Communication is crucial in internalizing the culture of SOEs in Indonesia. Corporate culture is shaped through everyday conversations (dialogues). Language functions as a reflection of an individual's cultural identity, indicating the extent to which they have adopted elements of their culture. Understanding a person's culture can be achieved through the language they use. Interacting with individuals from diverse backgrounds reveals valuable insights into cultural cues embedded in their communication. The language used, unique terms applied, and even the tone of speech signify deep cultural roots. Organizational culture can be reflected through the way members of the organization communicate.

Intercultural communication competence enhances collaboration within multicultural teams by fostering understanding, which in turn helps reduce anxiety, discomfort, and uncertainty. Conversely, team members

Table 9 Intercultural communication competence of SOE employees in Indonesia

No.	Dimensions	Low	High
1.	Attitude	31 (9.8%)	284 (90.2%)
2.	Skills	49 (15.6%)	266 (84.4%)
3.	Knowledge	43 (13.7%)	272 (86.3%)
4.	Results in the Internal Environment	34 (10.8%)	281 (89.2%)
5.	Results in the External Environment	31 (9.8%)	284 (90.2%)

who adopt different communication styles may contribute to bias and miscommunication. This competence is crucial in improving well-being by cultivating trust and fairness. Furthermore, intercultural communication competence is a significant predictor of satisfaction and happiness, with a direct positive correlation to the performance of multicultural teams (Balakrishnan et al., 2021).

[Table 10](#) below shows the relationship between organizational culture and intercultural communication competence among SOE employees in Indonesia.

A chi-square test was conducted to determine whether there is a significant relationship between organizational culture and intercultural communication competence, and the results are shown in [Table 11](#).

The chi-square analysis yielded a value of 8.245, indicating a statistically significant relationship ($p = .041$). The contingency coefficient was .160, suggesting a weak association between organizational culture and intercultural communication competence ([Table 12](#)). Therefore, this study addresses the second research question, confirming the relationship between organizational culture and intercultural communication competence. However, the strength of the relationship between these two variables is small, at only 0.160 for the contingency coefficient.

The market-type organizational culture requires a high level of intercultural communication competence because result orientation, competitiveness, and cross-cultural collaboration are essential elements. This competence ensures effective communication, cultural adaptation, and a deep understanding of partners and customers from diverse cultural backgrounds, enabling the organization to achieve competitive advantage and succeed in the global market. This result is aligned with Ta'an et al. (2024) who said there is a significant correlation between organizational culture and communication skills. Erfan (2024) also confirmed that intercultural communication competence (ICC) has become a crucial necessity for individuals in today's interconnected world, particularly

Table 10 Relationship between organization culture and intercultural communication competence of SOE employees in Indonesia ($n = 315$)

		Organizational Culture				Total
		Clan	Adhocracy	Market	Hierarchy	
Intercultural Communications Competence	Low	7	10	7	7	31 (9.8%)
	High	58	42	124	60	284 (90.2%)
Total		65	52	131	67	315 (100%)

Table 11 Chi-Square tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.245a	3	.041
Likelihood Ratio	7.773	3	.051
Linear-by-Linear Association	1.076	1	.299
N of Valid Cases	315		

Note: a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 5.12.

in the context of modern business. The same applies to the aviation industry. The intercultural communication competence and cultural intelligence (CQ) of airline cabin crew members is positively associated with service attentiveness and helps reduce anxiety (Suthatorn & Charoensukmongkol, 2018).

Conclusion and Recommendation

This study provides a preliminary mapping of organizational culture and intercultural communication competence in Indonesian SOEs. Using the Organizational Culture Assessment Instrument (OCAI), which categorizes culture into Clan, Adhocracy, Market, and Hierarchy types, the study found that SOEs in Indonesia tend to have a “Market” culture type across most dimensions. However, in the dominant characteristic dimension, SOEs in Indonesia exhibit a “Hierarchy” culture type, emphasizing formality and structure.

Additionally, the study found that intercultural communication competence among SOE employees in Indonesia is high, particularly in organizations with a Market culture, as this culture type focuses more on results, competition, and goal achievement. In this context, employees need to work in a dynamic, market-oriented environment that involves interaction with various internal and external parties. With the cultural diversity within and outside the organization, intercultural communication competence helps reduce potential conflicts and misunderstandings that may arise due to differences in perspectives, values, or communication

Table 12 Symmetric measures

		Value	Approx. Sig.
Nominal by Nominal	Contingency Coefficient	.160	.041
N of Valid Cases		315	

styles. Furthermore, the ability to communicate effectively with individuals from various cultural backgrounds also supports more productive collaboration and strengthens relationships with clients, customers, and business partners from diverse cultures. With intercultural communication competence, organizations can improve their adaptability to the diverse needs of the market.

A practical recommendation for Indonesian SOEs is to conduct periodic evaluations to assess whether the existing culture aligns with the enterprise’s goals and strategies. Given the diversity of SOE employees from various cultural backgrounds, it is crucial to develop intercultural communication competence, such as through employee training. For future research, it is recommended that the relationship and influence of intercultural communication competence across different organizational culture types in other types of enterprises or industries be investigated further.

Conflict of Interest

The authors declare that there is no conflict of interest.

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