

COMMUNICATION PATTERNS AND WORK CULTURE ACROSS PROFESSIONAL HOFSTEDE'S PERSPECTIVE

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Abstract *Communication patterns and work culture are important elements in organizations because they influence how individuals interact, coordinate work, and interpret power relations and work values. This study aims to analyze communication patterns and work culture across professions in Indonesia using Hofstede's six dimensions of culture as a framework for analysis at the professional level. Unlike previous studies, which were generally comparative between countries, this study positions Hofstede's theory in the context of a single national culture to examine cultural differences in work culture between professions. This study uses a qualitative approach through in-depth interviews with four informants representing the professions of teacher, journalist, banker, and government employee. The data were analyzed through thematic categorization based on Hofstede's six cultural dimensions, namely power distance, individualism-collectivism, masculinity-femininity, uncertainty avoidance, long-term orientation, and indulgence-restraint. The results show that the four professions have relatively homogeneous cultural tendencies in the dimensions of collectivism, femininity, and long-term orientation, reflecting the strong influence of Indonesian national culture. The novelty of this research lies in the contextual reading of Hofstede's theory at the professional level, which shows that professional and institutional culture plays an important mediating role in organizational communication and work practices.*

Keyword:

Communication patterns, work culture, professional culture, Hofstede's cultural dimensions, power distance, collectivism

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1. Introduction

The transformation of the workplace in the digital age has changed the way organizations communicate, manage human resources, and shape their work culture. Advances in information technology, changes in work systems, and increasing demands for professionalism mean that organizations no longer rely solely on formal structures but also on the ability to build effective communication and an adaptive work culture. Organizational communication serves as the primary mechanism for coordination, decision-making, conflict resolution, and the achievement of organizational goals (Pace & Faules, 2018). On the other hand, work culture consists of a set of values, norms, and basic assumptions that influence the behavior of organizational members in

performing their duties and interacting with their work environment (Schein, 2017). Therefore, communication patterns and work culture are two interrelated elements in shaping organizational effectiveness.

These changes in the work environment are evident across various professions with distinct institutional characteristics, such as teachers, journalists, bankers, and government employees. Teachers perform educational functions that require the ability to establish pedagogical communication as well as interpersonal relationships with students and colleagues. Research by Toropova et al. (2021) indicates that the quality of work relationships and the organizational environment influence teachers' job satisfaction and effectiveness. On the other hand, journalists work in a dynamic environment with demands for speed, accuracy, and adherence to professional ethical codes. This profession faces pressure to maintain independence while meeting the public's need for information in situations that are often uncertain (Deuze, 2005). Bank employees operate within a system heavily reliant on regulations, standard operating procedures (SOPs), and risk management. Meanwhile, government employees work within a bureaucratic structure that emphasizes accountability, hierarchy, and public service (Agus, 2021). These differing characteristics indicate that each profession has developed communication patterns and work cultures tailored to its institutional demands.

Although research on organizational communication and work culture has expanded considerably, most studies tend to focus on a single profession or a specific type of organization. Studies on teachers generally emphasize instructional communication and school leadership; research on journalists primarily addresses media professionalism and journalistic ethics; while studies on bank employees and government employees tend to highlight aspects of service, organizational compliance, and institutional performance. This situation has led to a limited understanding of how communication patterns and work culture compare across professions within the same national cultural context. In fact, differences in professional characteristics have the potential to produce distinct communication patterns and work cultures even within relatively similar socio-cultural environments.

This limitation is all the more relevant because culture cannot be understood as a completely homogeneous entity at the national level. Hofstede explains that culture influences how individuals view authority, collaborate, cope with uncertainty, and build social relationships. However, McSwaney (2002) criticizes the national cultural approach, which tends to generalize the behavior of members of a society within a single country. This criticism highlights the need for research that examines culture not only at the national level but also at the professional and organizational levels—as social arenas with distinct values, norms, and communication practices.

In the Indonesian context, interprofessional research is important because Indonesian society is generally known for its collectivist cultural tendencies and relatively high level of respect for social hierarchy (Minkov, 2010). However, there has been little research examining how these values are mediated by different professional characteristics. Therefore, this study uses Hofstede's six cultural dimensions—power distance, individualism-collectivism, masculinity-femininity, uncertainty avoidance, long-term versus short-term orientation, and indulgence versus restraint—to analyze communication patterns and work culture among teachers, journalists, bank employees, and government employees.

This study aims to analyze communication patterns and work cultures across professions in Indonesia and to explain how professional and institutional cultures mediate the influence of national culture on everyday communication practices. This study is expected to enrich the development of organizational communication theory and organizational anthropology, while

also providing practical contributions to organizations in designing communication, leadership, and human resource management strategies that are more sensitive to the cultural characteristics of their respective professions.

2. Method

This study employs a qualitative approach with an ethnographic perspective to understand the patterns of communication and work culture that emerge within different professional environments. The qualitative approach was chosen because this study focuses on the construction of meaning through social interaction, rather than on the objective quantitative measurement of variables (Creswell & Poth, 2018). Meanwhile, the ethnographic perspective is used to explore the values, practices, and behavioral patterns that exist within a specific professional group as a cultural system. Ethnography is a research strategy that allows researchers to explore culture and social life as fundamental aspects of the human experience. (Amuomo Nixon, 2020). Through this approach, researchers seek to understand how individuals interpret work relationships, power structures, professional values, and communication practices that emerge within the context of their respective organizational cultures. (Denzin & Lincoln, 2018).

The study was conducted in the Jakarta area, taking into account the accessibility of informants and the diversity of institutional contexts. Data collection took place in October 2025. Research subjects were selected using purposive sampling, which involves the deliberate selection of informants based on specific criteria relevant to the research objectives. This study involved four informants representing four different professions: a high school teacher, a photojournalist, a bank employee, and a government employee at the subdistrict level. The selection of informants was based on the consideration that each profession has a distinct organizational structure, communication patterns, and work culture, thereby enabling a cross-professional comparative analysis. (Sugiyono, 2013).

As a study employing an ethnographic perspective, data collection was conducted not only through in-depth interviews but also through observation and documentation (Scitt Reeves, 2013). In-depth interviews lasted between 30 and 90 minutes for each informant. The interviews were conducted face-to-face using a guide of open-ended questions based on Hofstede's six cultural dimensions: power distance, individualism-collectivism, masculinity-femininity, uncertainty avoidance, long-term-short-term orientation, and indulgence-restraint. The interview guide was flexible, allowing the researcher to delve deeper into the informants' experiences and interpretations of work culture and communication practices within their professional environments.

The interview data were then transcribed and analyzed using thematic categorization techniques. The analysis was conducted by grouping the data into categories that represent each of Hofstede's cultural dimensions. Next, the data were interpreted ethnographically to understand the cultural meanings embedded in the informants' communication practices and work behaviors. Through this process, this study identified patterns of similarities and differences in work culture across professions, while also explaining how professional culture and institutional culture mediate the influence of national culture in everyday work life.

3. Result and Discussion

3.1 Hofstede's Cultural Theory as a Cross-Professional Analysis Framework

An organization is a forum in which people can work together to achieve common goals. In this context, human resources (HR) are an important factor that determines the sustainability

and effectiveness of an organization, because no matter how good an organization is or how large its facilities and infrastructure are, without the role of HR or employees, it will not run well. (ACFE, 2020).

The existence of an organization does not just happen, but rather through a cultural process that develops within human communities, where characteristics are created that describe the relationships between members of one human community and another, resulting in a process of humanizing humans within an organization. Organizational culture functions as a framework of values that guides the behavior of organizational members in achieving common goals. A strong organizational culture upholds the organization's goals, while a weak or negative organizational culture will disrupt or conflict with the organization's goals. (Akanja, 2017).

In this context, a profession is not only understood as a category of work, but as a social arena that has a system of values, work ethic, and distinctive communication patterns. A profession is a job that requires or demands expertise, the use of scientific techniques, and high dedication in the performance of its duties. This expertise is obtained from educational institutions specifically designed for that purpose with an accountable curriculum. (Hasana, 2012). A particular job/position or profession is determined by three factors, including: 1) Possessing special expertise prepared by a specialized education program, 2) The ability to improve one's abilities (skills and special expertise), 3) Adequate income as compensation for the expertise possessed.

To examine these variations in work culture across professions, this study uses Hofstede's cultural theory as a framework for analysis. Geert Hofstede, a Dutch social psychologist born in 1928, is known as a pioneer in the field of cross-cultural psychology and intercultural management. Hofstede introduced the idea that culture is "collective programming in the mind" that distinguishes members of one group from another. Initially, Hofstede analyzed more than 100,000 questionnaires collected from employees of International Business Machine Corporation (IBM) in more than 70 countries. The initial goal was to understand differences in values and work behavior between countries, but his research results revealed consistent and profound cultural patterns among people from different nations. Eventually, Hofstede's cultural dimension theory was developed to understand how cultural values influence individual behavior in the context of organizations and society (Hofstede, 1980).

This study positions Hofstede's cultural dimensions as an analytical tool at the professional and organizational levels. This approach allows for the identification of work culture differentiation within the same national cultural context, particularly among teachers, journalists, bankers, and government employees.

Hofstede argues that cultural values are instilled early on through family, education, and social institutions, and are then reproduced in organizations and daily work practices (Samowar, 2014). Based on further developments, Hofstede formulated six cultural dimensions that are widely used in organizational studies and cross-cultural communication (Novianti & Cahyani, 2020), namely: power distance, individualism-collectivism, masculinity-femininity, uncertainty avoidance, long-term-short-term orientation, and indulgence-restraint.

The first dimension, power distance, refers to the extent to which members of a society accept unequal distributions of power. This dimension explains how individuals perceive authority and hierarchical relationship within institutions. In organizational settings, a high power distance is reflected in employees' acceptance of centralized decision-making and strong hierarchical structures, whereas a low power distance encourages more participatory communication and egalitarian interactions. Within government institutions, for example, this

dimension can be observed through the attitudes of employees without formal authority toward supervisors of officials occupying higher positions.

The second dimension, individualism-collectivism, describes the degree to which individuals prioritize personal achievement, autonomy, and self-reliance, whereas collectivistic cultures value group harmony, loyalty, and cooperation. In organizational contexts, this dimension is reflected in teamwork practices, interpersonal relationship, and commitment to organizational goals. Employees with collectivistic orientations generally prioritize group success and maintain strong social bonds with colleagues, while individualistic employees tend to focus more on personal performance and career advancement.

Another important dimension is masculinity versus femininity, which reflects societal preferences for achievement, competition, and success on the one hand, or cooperation, care, and quality of life on the other. Organizations characterized by masculine values often encourage competitiveness, ambition, and performance-based recognition. Conversely, feminine-oriented environments emphasize collaboration, social support, and work-life balance. According to Pratiwi and Mas'ud (2017), feminine values can motivate employees by fostering harmonious relationships and encouraging cooperation to achieve collective security and well-being.

The fourth dimension, uncertainty avoidance, concerns the extent to which individuals feel threatened by uncertain or ambiguous situations. Societies with high uncertainty avoidance tend to rely heavily on rules, regulations, and formal procedures to reduce unpredictability. In organizational environments, this dimension can be seen in the development of standard operating procedures, formal controls, and risk-management mechanisms. Employees working in such environments often prefer structured guidelines to minimize uncertainty and ensure stability in decision-making processes.

Furthermore, long-term orientation versus short-term orientation explains how individuals balance future goals with present or past considerations. Long-term orientation emphasizes perseverance, adaptation, savings, and future rewards, whereas short-term orientation focuses more on immediate outcomes and respect for traditions. Individuals with a long-term orientation tend to adapt to organizational changes while maintaining commitment to achieving sustainable results. (Sari & Dirgahayu, 2017). In government institutions, this orientation may be reflected in employees' willingness to embrace innovation while preserving organizational values and traditions.

The final dimension, indulgence versus restraint, refers to the extent to which individuals are allowed to satisfy personal desires and express emotions. Indulgent cultures encourage freedom of expression, enjoyment of life, and personal fulfillment, whereas restrained cultures emphasize self-control and adherence to social norms. In organizational settings, this dimension influences how employees communicate emotions, express opinions, and balance personal aspirations with institutional expectations. Individuals in restraint-oriented environments are generally more cautious in expressing feelings because strong social norms regulate acceptable behavior.

3.2 Relatively Homogeneous Cultural Values Across Professions

The results show that the four professions studied—teachers, journalists, bankers, and government employees—display both similarities and differences across Hofstede's six cultural dimensions. Tabel 1 presents the empirical positioning of each profession based on the analysis of the interview data.

Table 1 demonstrates that several cultural dimensions tend to be relatively consistent across professions. In the dimension of individualism-collectivism, all informants were

categorized as collectivist. This finding indicates that collaborative relationships, group solidarity, and mutual support remain important values regardless of professional background. Teachers emphasized cooperation among colleagues and students, journalist highlighted teamwork during field assignments, bankers stresses coordination to achieve organizational targets, while government employees emphasized collective responsibility in delivering public services.

A similar pattern appears in the masculinity-femininity dimension. All four professions were identified as having predominantly feminine characteristics. The interview data reveal a strong preference for maintaining harmonious relationships, prioritizing cooperation over competition, and considering the well-being of others in workplace interactions. Although professional demands vary considerably, respondents generally viewed interpersonal harmony and mutual respect as essential elements of effective work practices.

The same tendency is also found in the long-term orientation dimension. Teachers, journalists, bankers, and government employees all demonstrated long-term orientations, reflected in their commitment to professional development, institutional sustainability, and future career achievements. Participants generally perceived their work not merely as a means of achieving short-term goals but as part of a longer process of personal and organizational growth.

In, contrast, noticeable differences emerge in the dimensions of power distance, uncertainty avoidance, and indulgence-restraint. In terms of power distance, journalist were positioned at a relatively low level, indicating more egalitarian communication patterns and less dependence on hierarchical authority. Teachers occupied a moderate position, reflecting a balance between institutional hierarchy and professional autonomy. Meanwhile, bankers and government employees demonstrated high power distance, characterizes by strong respect for formal authority, hierarchical decision-making processes, and adherence to organizational structures.

Differences were also evident in the uncertainty avoidance dimension. Bankers and government employees exhibited high levels of uncertainty avoidance, as reflected in their reliance on formal procedures, regulations, and standard operating procedures to minimize risks. Teachers showed a moderate level of uncertainty avoidance because they were required to comply with institutional regulations while maintaining flexibility in classroom practices. Journalist also occupied a moderate position, although they generally demonstrated greater adaptability when responding to unexpected situations in the field.

Finally, variation was found in the indulgence-restraint dimension. Journalists tended to be categorized as indulgent, indication greater freedom in expressing opinions, creativity, and professional judgement. In contrast, teachers, bankers, and government employees were categorized as restraint-oriented, reflecting stronger adherence to social norms, institutional expectations, and behavioral control within their respective workplaces.

Overall, the findings suggest that collectivism, femininity, and long-term orientation constitute the shared cultural foundation across the four professions. However, differences in power distance, uncertainty avoidance and indulgence-restraint demonstrate that organizational structures, professional responsibilities, and institutional cultures significantly shape how broader national cultural values are expressed in everyday communication and work practices. These findings indicate that while Indonesian national culture provides a common cultural framework, professional culture acts as an important mediating factor that produces distinct patterns of communication and workplace behavior across professions.

Table 1. Empirical positions of four professions in Hofstede's six cultural dimensions.

Hofstede's cultural dimensions	Teachers' Perceptions	Journalists' Perceptions	Banker's Perception	Perceptions of Government Employees
Power distance	Currently	Low	Height	Height
Individualism/Collectivism	Collectivism	Collectivism	Collectivism	Collectivism
Masculinity/Femininity	Femininity	Femininity	Femininity	Femininity
Uncertainty avoidance	Currently	Currently	Height	Height
Long term/short term orientation	Long term	Long term	Long term	Long term
Indulgence/restraint	Restraint	Indulgence	Restraint	Restraint

Source: Researcher's analysis based on interview transcripts.

3.2.1. Collectivism As A Dominant Value

The findings indicate that all professions demonstrate a strong tendency toward collectivism. This finding is consistent with the characteristics of Indonesian national culture, which has frequently been categorized as collectivist in nature, emphasizing group interests over individual interests, social harmony, cooperation, and consensus-building in decision-making processes (Lamwanto, 2020). In collectivist cultures, interpersonal relationships are characterized by warmth, hierarchical sensitivity, interdependence, mutual support, face-saving behavior, and efforts to maintain harmonious relationships within the group (Lie et al., 2008). These characteristics were reflected in the interview data, where informants across professions consistently emphasized teamwork, collegial support, and the importance of maintaining positive relationships with coworkers and superiors.

Furthermore, collectivist cultural values contribute to the formation of an interdependent self-construal, in which individuals perceive themselves as closely connected to others and prioritize collective goals over personal interests (Nufailatun & Sugeng, 2022). This tendency was evident among teachers, journalists, bankers, and government employees, although it manifested differently according to the institutional context of each profession. Teachers emphasized cooperation in educational processes, journalists highlighted solidarity during field assignments, bankers stressed coordination to achieve organizational targets, while government employees focused on collective responsibility in delivering public services. These findings suggest that collectivism functions as a shared cultural foundation across professions, while its practical expression is shaped by the specific demands and organizational culture of each occupational setting.

3.2.2. Femininity in Organizational Work Orientation

• Femininity as a form of national cultural adaptation in modern organizations

The masculinity-femininity dimension in Hofstede's framework does not refer to biological sex, but rather to the dominant value orientation in a work culture. Masculine cultures emphasize competitiveness, material achievement, assertiveness, and power hierarchy, while feminine cultures place more value on harmonious relationships, caring, empathy, cooperation, and quality of life. (Hofstede & Minkov, 2010). The differences between gender roles are more dramatic and less fluid in masculine cultures than in feminine cultures, where men and women have equal value and emphasize simplicity and caring. (Latifah, 2017).

Highly feminine cultures value politeness, caring for relationships and quality of life, and gentleness. Feminine culture emphasizes quality of life and socializes its members to be humble and emphasizes close interpersonal relationships. For example, feminine cultures are more likely to use negotiation and compromise to resolve disputes, and they also seek solutions that benefit both parties, or win-win strategies. (DeVito, 2016).

In the Indonesian context, the increasing involvement of women in the productive sector is part of a more inclusive work culture transformation. Working women have gender equality, which means they can perform jobs traditionally held by men and are not limited to being housewives who must stay at home. Women play an important role in the progress of an organization, including in policy-making aimed at fostering loyalty and personality and style in order to deal with emerging issues. (Pratiknjo, 2012).

Organizational culture in this context has grown into a control mechanism and a way for employees to interact with stakeholders outside the organization. Changes in organizational culture bring about changes in employee behavior within the organization. Cultural changes apply from the highest level to the smallest unit within the organization. (Rumandor, 2021).

• **Values of harmony, empathy, and cooperation as cross-professional orientation**

The research findings indicate that the four professions examined demonstrate a predominance of feminine values in their work orientation. Values such as harmony, empathy, cooperation, and maintaining interpersonal relationships serve as a crucial foundation in daily work practices. These findings suggest that the work orientation in these four professions is not solely focused on achieving targets and individual competition, but also on maintaining the quality of social relationships within the organization. A people-oriented organizational culture tends to foster cooperative work behavior, supportive communication, and a focus on the well-being of organizational members (Robbins & Judge, 2022).

In the Indonesian context, this tendency is linked to the value of collectivism, which places social harmony, deliberation, and togetherness as key principles in organizational life (Wibowo, 2022). Collectivism also shapes a self-concept characterized by interdependence, mutual support, consideration for others' feelings, and prioritizing group interests over individual ones (Nufailatun & Hariyadi, 2022).

In the teaching profession, the value of femininity is reflected in the emphasis on relationships among colleagues and sensitivity to emotional dynamics in the workplace. The teachers interviewed stated that a harmonious work environment is a key factor in the smooth performance of professional duties.

"The work environment must be comfortable, because we interact with many people. If relationships aren't good, work becomes difficult."

This statement indicates that the quality of interpersonal relationships is considered just as important as performance outcomes. In educational settings, harmonious relationships not only support teachers' work effectiveness but also foster an organizational climate conducive to the learning process. This finding aligns with the research by Toropova et al., which indicates that the quality of social relationships and organizational support are key factors in teachers' job satisfaction and professional effectiveness (Toropova et al., 2021).

In the government workforce, the value of femininity is also evident in efforts to maintain harmony and avoid open conflict within bureaucratic organizations. A source stated that:

"At the office, the important thing is to be considerate of each other's feelings. If there's a problem, we usually discuss it calmly so it doesn't escalate into a conflict."

This approach reflects a tendency to resolve issues through negotiation and compromise rather than direct confrontation. This characteristic aligns with Indonesian bureaucratic culture, which remains influenced by collectivist values and a relational orientation, where the stability of social relationships is viewed as a key factor in maintaining organizational effectiveness (Dwiyanto, 2021).

Meanwhile, in the journalism profession, the value of femininity manifests itself in the form of team solidarity and empathy among colleagues, even when working in high-pressure field situations. A journalist interviewee stated:

“Even though the work is hard and fast-paced, we still have to look out for one another. If we aren’t united, fieldwork can fall apart.”

This finding indicates that even in a profession synonymous with time pressure, high risk, and demands for rapid information, interpersonal relationships remain a crucial foundation for supporting work success. Team solidarity functions as an adaptive mechanism for dealing with unpredictable situational pressures. This aligns with Sobrin’s view that organizations in Indonesia generally emphasize the balance of social relationships and group cohesion over aggressive individual competition (Sobrin, 2019).

Interestingly, in the banking sector—often associated with a competitive and target-oriented culture—research findings indicate that feminine values remain dominant, albeit blended with moderate masculine elements. A banker interviewed noted that achieving targets is inseparable from teamwork and harmonious relationships.

“Targets are indeed important, but without cooperation and mutual support, they’re hard to achieve.”

This statement indicates that performance-oriented goals in the banking sector are not entirely based on individual competition. Although the banking work system is highly target-oriented and performance-evaluated, achieving these goals still depends on team coordination, inter-unit communication, and collective support. This finding suggests that the values of masculinity and femininity do not exist as mutually exclusive categories but can operate synergistically within modern organizational practices. A similar finding was observed in research on organizational work culture in Indonesia, which indicates that the achievement of work targets is often built through mechanisms of collaboration and strong interpersonal relationships (Wibowo, 2021).

Overall, these findings suggest that the masculinity-femininity dimension in Hofstede’s framework does not always manifest as a clear-cut opposition. In the context of professions in Indonesia, a focus on performance achievement can coexist with values such as empathy, cooperation, solidarity, and the maintenance of social relationships. Thus, the work culture observed represents a hybrid cultural configuration, where organizational success is determined not only by individual competence and achievement but also by the ability to build harmonious and supportive social relationships.

3.2.3. Long-Term Orientation as a Common Foundation Across Professions

• Career stability and sustainable planning

The long-term versus short-term orientation dimension in Hofstede’s cultural framework refers to the extent to which individuals and organizations emphasize long-term planning, perseverance, thrift, and sustainable investment over an orientation toward instant results and short-term interests. (Hofstede, 2010). In the context of modern organizations, long-term orientation is an important foundation for sustainable performance and institutional stability.

The results of the study show that all professions studied consistently occupy a long-term orientation position. This is reflected in an emphasis on career stability, sustainable planning, and caution in making professional decisions. These findings indicate the strong influence of Indonesian national culture, which in various Asian cultural studies is associated with the values of patience, perseverance, and future orientation. Organizations have a significant impact on how individuals perceive work and plan their career paths. Organizational culture is a fundamental factor that determines identity, operational efficiency, and long-term sustainability. (Lase, 2025).

• **Long-term investment in reputation and professional competence**

Long-term orientation is also reflected in how professionals view self-development and professional reputation. Employees who have a strong connection to the organization's values and goals tend to view competence, integrity, and professional reputation as long-term investments, rather than mere tools for short-term achievement.

In this context, organizational culture serves as a normative framework that provides direction for employees in completing their daily tasks. At the same time, it creates a work environment that supports learning, innovation, and individual capacity building. When organizational values are collectively understood and internalized, collaboration becomes more effective and problem solving can take place more quickly.

However, long-term orientation is not always synonymous with unlimited flexibility. An organizational culture that is too rigid and resistant to change has the potential to hinder innovation. Therefore, organizations need to periodically review and evaluate their work culture to remain adaptive to the dynamics of the external environment. Positive organizational development can be measured through increased operational efficiency, sustainable innovation, and maintained employee welfare. (Oktavia, 2024).

3.3. Differentiation of Work Culture Based on Professional Characteristics

3.3.1. Variations in Power Distance and Organizational Hierarchy Structure

The power distance dimension shows the most striking variation between professions. Hofstede defines power distance as the extent to which members of an organization with lower power accept and apply unequal power distribution. Although the four professions exist within the same national cultural context, the findings of this study show that power relations and work communication patterns are not homogeneous, but are mediated by bureaucratic structures, organizational design, and the ethos of each profession.

Government employees and bankers occupy positions of high power distance, while journalists are in positions of low power distance, and teachers are in the middle. This variation confirms that institutional structures and professional characteristics play a significant role in shaping power relations and patterns of workplace communication.

The high level of power distance among government employees affirms the Weberian bureaucratic character that emphasizes formal hierarchy, procedural compliance, and one-way communication from superiors to subordinates. The subdistrict employee informant explained that the superior-subordinate relationship follows a clear hierarchical structure, with strategic decision-making remaining centralized in the leadership.

"The relationship between superiors and subordinates remains formal because the government structure is clear and hierarchical."

This condition is in line with Hofstede's findings that societies with high power distance tend to accept authority inequality as something natural.

High power distance is also found in the banking profession, although it is expressed in a more flexible and dialogical form. Banking sources explain that every decision must go through clear stages of authority. Organizations operating in high-risk and highly regulated sectors, such as banking, tend to maintain high power distance as a mechanism for control, accountability, and risk mitigation. (Priyarsono, 2022).

In contrast, the journalism profession exhibits a relatively low power distance. In the Antara photo editorial office, hierarchy still exists, but it is fluid and based on professional trust. Journalists describe their relationship with their superiors as “like family,” where bosses not only act as work supervisors but also provide autonomy in determining issues and coverage approaches. This pattern encourages horizontal communication, intensive role negotiation, and reflects the character of a media organization based on projects, creativity, and professional independence.

The teaching profession occupies a moderate position in terms of power distance. On the one hand, the school structure places the principal as the formal authority in administrative decision-making. However, on the other hand, teachers have complete autonomy in the classroom. Teacher informants explained that:

“The principal has his own authority, but in the classroom, the teacher has complete control.”

This pattern shows the existence of a contextual division of power, in which administrative hierarchy coexists with professional autonomy. This condition supports the view that the teaching profession lies between formal bureaucratic structures and relatively autonomous professional practices.

Overall, these findings indicate that power distance is not solely determined by Indonesia's hierarchical national culture, but is mediated by professional characteristics and institutional design. This is in line with McSweeney's (2002) criticism of Hofstede's generalization of national culture, which asserts that culture within a country is pluralistic and fragmented into organizational and professional subcultures. Thus, the dimension of power distance needs to be understood contextually as a social practice that is negotiated in a particular work arena, rather than as a homogeneous national cultural trait.

3.3.2. Avoiding Uncertainty and Regulatory Logic

The dimension of uncertainty avoidance reveals a clear distinction between regulation-based professions and practice-based professions. Hofstede defines uncertainty avoidance as the extent to which members of a society or organization feel uncomfortable with ambiguous, uncertain, and unpredictable situations, leading them to establish formal rules, standard procedures, and control mechanisms to minimize risk.

In various organizational studies, uncertainty is viewed as a condition that tends to be avoided because it has the potential to lead to poor decision-making, reduce work effectiveness, and increase psychological stress for both individuals and organizations (Milliken, 1987; Alison et al., 2014; Trevor-Roberts et al., 2019). (Green, 2015) even suggests that job uncertainty can have psychological effects comparable to unemployment because it causes anxiety about the future and job stability. Research conducted by Suryani and Hidayat (2023) indicates that organizations with high levels of regulation tend to develop stricter control mechanisms as a strategy to minimize uncertainty and maintain consistency in organizational performance.

Bankers and government employees exhibit a high degree of uncertainty avoidance. This is reflected in their strong reliance on Standard Operating Procedures (SOPs), written regulations, and multi-layered oversight systems in carrying out their daily work. In the government employee profession, procedural certainty serves as the primary foundation for decision-making

and task execution, given that every administrative action must be legally and bureaucratically accountable. This phenomenon aligns with the research by Rahmawati and Kurniawan (2022), which found that bureaucratic culture in Indonesia remains heavily reliant on formal procedures as instruments for risk control and organizational legitimacy.

A similar pattern is also found in the banking sector. The high level of regulation in the banking sector, which is directly linked to financial risk management and public trust, drives the implementation of strict and systematic work procedures. Research by Nugroho and Prasetyo (2024) indicates that a culture of compliance is a key factor in maintaining the stability of banking organizations, particularly when facing changes in the business environment and operational risks. In this context, uncertainty avoidance serves as an institutional protection mechanism, both for the organization and individual employees, against potential errors that could have far-reaching consequences. Thus, uncertainty is not addressed through individual flexibility, but rather through adherence to established systems and regulations.

In contrast, teachers and journalists exhibit a more moderate level of uncertainty avoidance. Both professions require a relatively high degree of adaptability, improvisation, and situational decision-making. In educational practice, teachers do operate within the framework of the curriculum and institutional policies; however, the implementation of classroom instruction demands flexibility in responding to student dynamics, psychological conditions, and learning situations that are not always predictable. Research by Utami and Wahyuni (2023) indicates that pedagogical flexibility is a critical competency for teachers in navigating the complexities of the contemporary learning environment.

Similar conditions are found in the journalism profession. Field reporting is fraught with unexpected situations, ranging from changes in the agenda and security risks to the socio-political dynamics at the reporting location. Under such conditions, journalists cannot rely entirely on standard procedures but are required to rely on situational judgment, professional intuition, and journalistic ethics. Although editorial guidelines and codes of ethics exist, the level of work flexibility remains relatively high compared to professions based on strict regulations. According to research by Arifin and Setiawan (2024), journalistic practice in the digital age increasingly demands adaptive skills because journalists must face rapid changes in information, time pressure, and ever-evolving socio-political dynamics.

These findings reinforce Hofstede's thesis that the level of uncertainty avoidance correlates with the degree of institutional regulation. However, beyond that, this study shows that uncertainty avoidance is not merely a reflection of national culture, but is also produced and reproduced through the logic of professions and the institutions where individuals work. Professions operating in high-risk environments and bound by formal regulations tend to develop a work culture with high uncertainty avoidance, while field-based professions develop greater tolerance for ambiguity as part of their professional competence.

3.4. The Disconnection Between Distance of Power and Freedom of Expression

Based on the interview results, the journalism profession exhibits communication patterns and a work culture that differ from those of other professions. In terms of communication patterns, the informants described relatively egalitarian working relationships characterized by a high degree of horizontal communication. Interactions between journalists, editors, and coverage coordinators take place openly through discussions, the exchange of ideas, and professional negotiations. Informants stated that the decision-making process in reporting is not entirely top-down, but rather involves joint consideration between field staff and the editorial

team. This indicates that formal authority remains, but is not enforced rigidly as is found in bureaucratic or banking work environments.

From a work culture perspective, the journalism profession is characterized by flexibility, the ability to adapt to changing situations, and the demand for rapid responses to events on the ground. The interviewee explained that journalistic work often takes place under uncertain conditions, requiring the ability to improvise, individual initiative, and intensive team coordination. Nevertheless, this flexibility does not mean that journalists work without boundaries. In daily practice, journalistic activities remain bound by professional codes of ethics, information verification standards, and social responsibility toward the public. Thus, the work culture of journalists reflects a combination of freedom in carrying out field assignments and adherence to professional norms governing the news production process.

These findings regarding communication patterns and work culture become particularly interesting when analyzed using Hofstede's cultural dimensions. One of the most significant findings in this study emerged regarding the relationship between the power distance and indulgence-restraint dimensions. Within Hofstede's cultural framework, low power distance is generally associated with more egalitarian work relationships and a higher degree of freedom of expression. However, the results of this study actually indicate a disconnect between these two dimensions. Although journalists occupy a position of low power distance, the level of indulgence demonstrated is relatively low—or, in other words, falls on the higher end of the restraint spectrum.

In journalistic practice, the relationship between supervisors and subordinates tends to be egalitarian and flexible. Journalists describe their relationship with the editor-in-chief as familial, where communication is open and informal, and coverage decisions are often negotiated collectively. This reflects a low power distance characterized by a lack of formal symbols of authority and strong horizontal communication within media organizations.

However, on the other hand, journalists' freedom of expression in carrying out their professional duties is actually subject to significant restrictions. These restrictions do not stem from hierarchical control or formal organizational structures, but rather from professional ethics, occupational risks, and the demands of objectivity and accuracy. Informants emphasized that journalists must be cautious in conveying information, especially regarding sensitive issues, as reporting errors can have implications for legal matters, personal safety, and the credibility of media institutions. Thus, freedom of expression in the journalism profession is constrained by institutionalized professional norms, not by structural power relations. This finding aligns with the perspective of Mark Deuze (2005), who explains that a journalist's professional identity is shaped by a set of professional values, norms, and ideologies that guide how journalists think and act in their professional practice.

These findings enrich the fields of communication and organizational anthropology by offering an alternative interpretation of Hofstede's theory. Rather than being understood as a deterministic and universal model, Hofstede's cultural dimensions should be viewed as a flexible analytical tool open to contextual reinterpretation. By positioning the profession as a cultural arena, this study demonstrates that work culture is the result of a dynamic negotiation between organizational structure, professional ethics, and social risk.

4. Conclusion

This study analyzes communication patterns and work culture across professions in Indonesia using Hofstede's six dimensions of culture at the professional and organizational levels. The results show that the work cultures of the four professions studied (teachers,

journalists, bankers, and government employees) display relatively homogeneous value configurations on the dimensions of collectivism, femininity, and long-term orientation. This homogeneity reflects the strong influence of Indonesian national culture, which emphasizes togetherness, harmonious social relations, and a sustainability orientation in organizational work practices.

However, this study found significant differentiation in the dimensions of power distance, uncertainty avoidance, and indulgence-restraint. These differences indicate that professional culture and institutional character play an important mediating role in shaping daily communication and work practices. Teachers and government employees represent normative collectivism based on consensus, procedures, and institutional compliance. Bankers display instrumental collectivism oriented towards target achievement and performance efficiency, while journalists exhibit situational collectivism that is flexible and project-based.

The most notable finding in this study is the disconnect between the dimensions of power distance and freedom of expression in the journalism profession. Although journalists are in a position of low power distance with relatively egalitarian working relationships and horizontal communication, the level of freedom of expression actually shows a high tendency toward restraint. This restraint does not stem from the hierarchical structure of the organization, but rather from the internalization of professional ethics, demands for objectivity, and the risks of journalistic work. This shows that control in professional practice is not always structural, but can work normatively through mechanisms of self-discipline and ethical regulation.

Theoretically, this study enriches the study of communication and organizational anthropology by showing that Hofstede's cultural dimensions need to be read contextually at the professional and institutional levels. Practically, this study recommends that organizations and policymakers consider the cultural characteristics of professions when designing communication, leadership, and human resource management systems. Further research is recommended to involve a more diverse range of professions and combine qualitative and quantitative approaches to broaden understanding of the dynamics of cross-professional work culture in Indonesia.

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