

## Communicating organisational culture of higher education: a website analysis of three universities

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**Abstract** Understanding culture in the life of higher education organisations is a challenge. Information science and other higher-level organisational products present scientific facts, research knowledge, and the organisational culture that produces those products. This study analyses the organisational culture of higher education communication on the website as one of the organisational artefacts that can be seen and accessed by the public. This study uses quantitative content analysis that refers to the dimensions and sub-dimensions of organisational culture developed by Overbeeke and Snizek. The universities were selected based on their Public Relations Indonesia Award 2022 awards in the Digital Channel category with website subcategories: the University of Indonesia, Gadjah Mada University, and IPB University. Based on the findings, these universities convey almost all dimensions of organisational culture through their websites. This study identifies five main dimensions of organisational culture and 23 sub-dimensions that serve as measurement tools. These 23 sub-dimension measures of organisational culture were then used to analyse visually and textually the organisational culture of the three universities studied. The research found that out of the 23 measures, only two were not found on the three university websites studied, namely the mention of the founder of the Institute and the presence of advertisements on the website. The lack of those two measures is understandable because the three universities were historically founded by the Government of Indonesia, not individuals. Furthermore, as educational institutions, those three are not commercial companies that sell products, so there is no display of product advertisements on their websites.

**Keywords:** communication; Indonesian higher educations; organisational culture; public relations; websites

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## **INTRODUCTION**

The current digital era, where the development of the internet is increasingly advanced, has changed the communication activities carried out by organisations, including the higher education institutions' online communication activities, one of the most common is through the official university website. Higher education is the highest level of education in Indonesia. Therefore, great hopes and demands are imposed on universities to produce quality human resources per national education goals and produce prospective experts and professionals in various fields. This notion aligns with the view of Nurochim et al. that in addition to being responsible for national and global development, universities must also be responsible for producing graduates who reach particular standards determined based on qualifications and labour market conditions. (Nurochim et al., 2022).

One element of the "educational process" is a good university organisational culture. As stated by Melvie Paramitha et al., the quality improvement of universities is determined by aspects of governance and organisational culture in universities. (Paramitha et al., 2018). Aspects of good governance in universities will show the efficiency of quality education services. Essential aspects of good governance are appropriate standards, incentives, information, and accountability, which induce high educational performance in the eyes of the public. Standards are criteria or benchmarks that are transparent, publicly known and used to assess education policy, provision and performance; incentives are financial or non-financial factors that motivate specific behaviour or actions and can be both positive and negative; information has a meaning as a clear output or outcome and is integrated with accurate performance data and results. Non-compliance with predetermined standards allows for sanctions, and accountability refers to holding service providers accountable for processes and results and providing witnesses if outputs do not meet standards (Lewis & Pettersson, 2009). The existence of good performance from providers will increase the output for universities (such as student retention) so that students can contribute to better results.

Similar to governance, organisational culture also contributes to improving the quality of the university. The importance of universities having organisational culture has been mentioned for a long time, as research conducted by William G. Tierney (1988) on organisational culture in universities. In his research, he tries to create a framework for diagnosing culture in the Higher Education environment, as an understanding of organisational culture will help university management to overcome differences of opinion, resolve potential conflicts and manage change more effectively and efficiently. Tierney also stated that culture influences decision-making, while organisational culture reflects what is done, how to do it, and who does it; this is through decisions, actions, and communication between levels within the organisation. (Tierney, 1988).

Tierney and Hofstede (Zeqiri & Alija, 2016) also claim that organisational culture can measure an organisation's economic performance. It is undeniable that profitability is the goal of every organisation. Therefore, employees' beliefs and attitudes are involved in organisational culture. Much research on 'organisational culture' is driven by the notion that culture is "the way of life for an entire society". Over time, group members will evolve and face two fundamental challenges: integrating effectiveness in each individual and adapting effectively to the external environment. Collectively, the group can find solutions over time and create assumptions and beliefs. This is what is called culture.

Hofstede et al., (2010) describe six dimensions in organisational culture: (1) Dimension Process-oriented Vs. Results-oriented is a dimension representing a preference for process or results. Process culture focuses more on routine, whereas results culture focuses more on the achievements the company wants to fulfil; (2) Dimension Employee-oriented Vs work-oriented are dimensions that look at cultural preferences for employees or work. An employee-oriented culture will feel that personal issues need to be an issue to be reckoned with. Meanwhile, in a work-oriented culture, it puts much pressure on getting the job done; (3) Dimension The parochial vs professional dimension is the dimension that represents the way members identify themselves. Members with a culture tend to be professional in their profession, whereas, in the Parikia culture, they equate behaviour at home with work; (4) open system dimension Vs closed system, which refers to the system 'receiving' from within the members. An open system means open group members with newcomers and outsiders of the organisation.

Conversely, in a closed system, they will be closed to outsiders and even to people in the group; (5) The dimension of loose control vs control is a dimension that represents the size of the organisation's internal arrangements. Members in a freelance control unit have much autonomy and departmentalism (there is less need for coordination). Whereas members in the control unit are tightly controlled and closed (for Example Supervisor knows precisely what employees do); and (6) Normative and pragmatic dimensions represent the methods used in dealing with the environment and its customers. For the normative, the system in the organisation will follow procedures so that they often do not care about the results. In contrast, pragmatics is more result-oriented and meets customer needs.

In the university culture as an organisation, there are fundamental values, beliefs and assumptions that university members believe and implement. Like the previous description of the culture, organisational culture is formed by members acting on the group and aligning with the university's values to achieve goals. In this research, we try to analyse the websites of three universities based on PRIA 2022. Through the website, universities can express their organisational culture by displaying the identity of their Institution, informing the public about

their performance, and getting feedback from the internal and external public, all of which can help build a good and mutually beneficial relationship so that the image of a higher education institution that can be built positively.

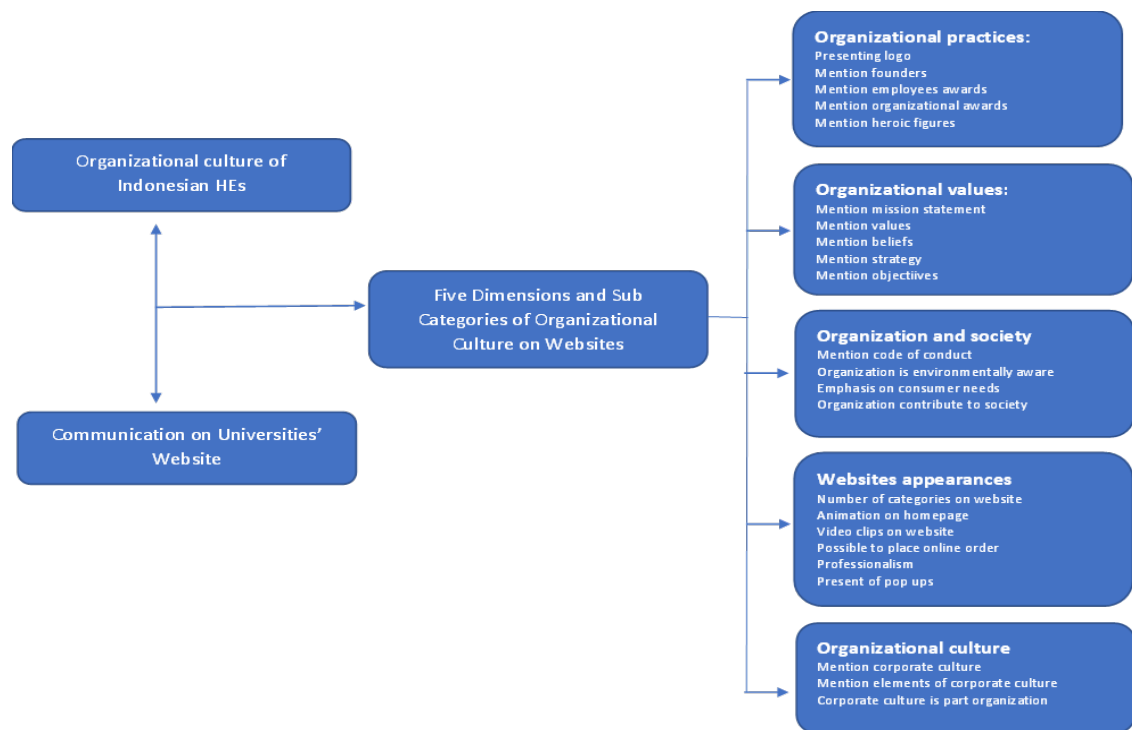
According to Chun and Davies (Chun & Davies, 2001) and Overbeeke, M., & Snizek, W. E. (Overbeeke & Snizek, 2005), it is said that an organisation's Web site provides a space to express its character, personality, or culture and makes a suitable communication medium. Online media today connects organisations and the public (Park et al., 2016). Communication carried out by organisations to build and maintain good relations with the public to establish a positive image in the public's eye is one of the main functions of Public Relations (PR). Not only building a positive image through the website, but the company can also express the commitment and responsibility of the company to the community and stakeholder groups. Maintaining good relations can be seen through information pages such as 'about us'. Almost all company websites will display company information and company logos (Park et al., 2016). Robin and Stylianou (2003) describe the crucial keys in the company's website content: company information, including history, vision and mission, organisational charts and press releases. Vision and mission are essential to present because they represent the character and personality of employees and stakeholders. On the other hand, the importance of presenting "about us" can tell a story and bring a company to life, which encourages the company to be more personal to the public.

The important function of higher education websites is the rationale of this study, which focuses explicitly on university websites that have won awards at the 2022 Indonesia Public Relations Awards (PRIA) in the Digital Channel category, website subcategory. Three universities won the awards: the University of Indonesia (silver), Gadjah Mada University (bronze), and IPB University (bronze). The PRIA event is a form of appreciation for PR work in an organisation. PR tasks directly or indirectly represent the organisation in the eyes of the public. The PRIA, as Asmono Wikan, Founder & CEO of PR INDONESIA Group, is the only and the most comprehensive PR competition in Indonesia, becoming one of the barometers of the highest achievement of communication performance of corporations, organisations, ministries, institutions, and local governments throughout Indonesia (PR INDONESIA Group, 2022).

## **METHODOLOGY**

Content analysis is a research technique for discovering the DNA from a text that allows the reconstruction of its architecture, knowing basic components and artefacts (Piñeiro-Naval et al., 2014). An organisational website is one of the measurable artefacts of organisational culture. Jonsen et al. consider that websites can provide reliable information for current and future staff and managers regarding what is essential around the organisation, and electronic storefronts transmit impressions

and influence visitors and stakeholders (Jonsen et al., 2021). This study analyses elements of organisational culture on the organisational website, referring to five dimensions and 23 sub-dimensions of organisational culture developed by Overbeeke and Snizek (Overbeeke & Snizek, 2005). They used these dimensions to examine the corporate websites of 12 multinational companies from the United States of America (6) and European Union (6) based on the top three companies in the USA and the Forbes 500 companies.



**Figure 1.** Theoretical Framework of the Research.

Source: (Overbeeke & Snizek, 2005) and modified by researchers

Two of the five dimensions of Overbeeke and Snizek refer to Hofstede's cultural dimensions. Firstly, organisational practices mention subdimensions such as logo, founder, employee awards, organisational awards, and heroic figure. The second dimension, organisational values, highlights the mission statement, values, beliefs, strategy, and objectives. At the same time, the other three dimensions developed by Overbeeke and Snizek focus on organisation and society, with sub-dimension of code of conduct indication, environmentally aware, consumer needs, and contribution to society. The next dimension focal point is on website appearance, including some categories, animation on the homepage, video clips on the site, the possibility to place interactivity with the public, and professionalism. Finally, the fifth dimension of organisational culture mentions organisational culture and elements of organisational culture and emphasises organisational culture as part of the organisation. The Theoretical Framework of the Research is shown in the following figure 1.

Researchers analysed three university websites that won the 2022 Public Relations Indonesia Awards (PRIA) in the Digital Channel category with website subcategories. Namely, Universitas Indonesia, Gadjah Mada University and IPB University. In addition, the selection of these three significant universities is based on the cluster of Indonesian Higher Education (DIKTI) as well as rankings of various international institutions such as Times Higher Education World University Rankings (THE WUR), Quacquarelli Symonds (QS), World University Rankings (WUR), and Webometrics Ranking of World Universities.

## **RESULTS AND DISCUSSION**

The results of a scores summary detail from all university websites, which were analysed as winners of the 2022 PRIA award using five dimensions and 23 sub-dimensions of organisational culture from Overbeeke and Snizek measurements, can be seen in full in Table 1.

### **Organisational Practices**

The first discussion concerns the dimensions of the organisational practice of the three higher education institutions analysed. The organisational practices category from Overbeeke and Snizek classifies some sub-dimensions: displaying the organisation's logo and text, mentioning the organisation's founders, awards for employees and institutions, and figures who are inspiring or heroes for the Institution.

The three universities, UI, UGM, and IPB, clearly include the logo and name of the Institution on their respective websites, which convey the sub-dimension of displaying the logo and the text of the organisation. This indicates that all three universities understand that corporate identity through the logo and name of the Institution is fundamental. Especially for IPB University, which shows two logos; this is inseparable from the rebranding carried out by IPB, namely changing the brand "Bogor Agricultural University" to "IPB University."

The sub-dimension "mentions the name of the organisation's founder". The three universities, Universitas Indonesia, Gadjah Mada University, and IPB University, are established by the Government of Indonesia, so they do not explicitly mention the founder's name. UI and UGM were born in the early days of the Indonesian nation's independence in 1945-1950. Meanwhile, IPB started from the Universitas Indonesia Agricultural Faculty in Bogor, then around 1963, separated itself and changed its name to IPB.

The sub-dimension "mentions the awards achieved by the academic community (mention employees' awards)". The three universities clearly state the various achievements and awards obtained by their civitas, both lecturers, staff, and students, in different ways. UI displays explicitly in the "About UI" category under the "UI Achievement" tab, which subcategory is further divided into the "UI Student Achievements" and "UI Lecturer and Staff Achievements." There is much information on the achievements and awards that UI students, lecturers,

and staff have achieved. For UGM, they are informing the achievements and awards for lecturers and staff through the news in the categories "Gabar UGM" and "Suara Bulaksumur," while for students in the "Students" category, the subcategory "Student Achievements" from 2015 to 2022. IPB has an achievement category on its website; in the "About IPB" category, there is a subcategory regarding the achievements of lecturers and education staff. While in the "Future Student" category, there are subcategories "Successful students" and "Successful Alumni."

**Table 1.** Indicator Summary of Organisational Culture on Universities Receiving PRIA 2022 Awards

Dimension dan Sub-Dimension	Higher Education Institution		
	Universitas Indonesia	Universitas Gadjah Mada	IPB University
<b>Organisational Practice</b>			
Logo (0=none, 1=letter or name, 2=picture) 3=(both)	3	3	3
Mention founder (0,1) <sup>a</sup>	0	0	0
Mention employees' awards (0,1)	0	1	1
Mention organisational awards (0,1)	1	1	1
Mention heroic figure (0,1)	1	1	1
<b>Organisational Values</b>			
Mention mission statement (0,1)	1	1	1
Mention values (0,1)	1	1	1
Mention beliefs (0,1)	1	1	1
Mention strategy (0,1)	1	1	1
Mention objectives (0,1)	1	1	1
<b>Organisation and Society</b>			
Mention of code of conduct (0,1)	1	0	1
Organisation is environmentally aware (0,1)	1	0	1
Emphasis on consumer needs (0,1)	1	1	1
Organisations contribute to society (0,1)	1	1	1
<b>Website Appearance</b>			
Number of categories on site	14	13	17
Animation on the home page (0,1)	0	0	1
Video clips on site (0,1)	0	1	0
Possible to place an online order (0,1)	1	1	1
Professionalism (1=low, 5=high)	5	5	5
Presence of pop-ups (0=no, 1=yes)	0	0	0
<b>Organisational Culture</b>			
Mention organisational culture (0,1)	1	1	1
Mention elements of organisational culture (0,1)	1	1	1
Organisational culture part of organisations (1=low, 5=high)	4	5	4

Source: Website analysis based on Overbeeke and Snizek (2005) modified by researchers (2022)

The sub-dimensional "mentions the awards achieved by the Institution (mention organisational awards)." The three universities present information on the achievements of the Institute on their respective websites. UI specifically presents the Institution's achievements in the "About UI" category; there is a "UI Achievement" subcategory which is further divided into the "Institutional Achievement" subcategory. UGM summarises the awards won by the Institute in the "UGM News Magazine" category and news features in the category "Suara Bulaksumur." While IPB, on the main page, there is a category called "Achievements," which displays the achievements of the Institute.

The sub-dimension "mentions the figure or person who is the icon of the Institution (mention heroic figure)." For higher education institutions, it seems that the main characters that appear are the leaders of the institutions, in this case, the rectors of their respective universities. The three universities have something in common, displaying the photo and name of the rector on their website. Other similarities are displaying the academic community as inspirational figures through information on achievements and awards obtained by lecturers, staff, students, and even alumnae.

Based on the analysis of the dimensions of organisational practice in the three universities, Universitas Indonesia, Gadjah Mada, and IPB University, it can be seen that the organisational culture communicated through the website is related to the dimensions of organisational practice carried out by the three universities.

## **Organisational Values**

The dimensions of organisational values specify sub-dimensions: mention the organisation's mission statement, mention organisational values, mention organisational beliefs, mention organisational strategy, and mention organisational goals. Sub-dimensional mention mission statement. UI mentions it in the description of the vision and mission in the UI website in the "About UI" category. UGM mentions it in the "About UGM" category in the university's vision and mission subcategory. Like the two universities, IPB also contains its vision and mission in the "About IPB" subcategory At a Glance.". On the UI, UGM and IPB websites, the Vision and Mission have fulfilled eight components (1) customer and market specifications; (2) identification of central services or products; (3) geographic domain specifications; (4) technology identification; (5) commitment and profitability; (6) corporate philosophy; (7) identification of corporate concepts and (8) identification of public image. (David et al., 2014).

The sub-dimension mentions the value of the organisation (mention values). UI's core values are stated in the motto, which is the fundamental value for all academics. It is found in the logo section under the text "Universitas Indonesia"; it says Veritas, Probitas, and Justitia. The meaning of the three words is not explained on the UI website, but



from a reference search, it was found that the meanings of the three words are Veritas (Truth), Probitas (Honesty), and Justitia (Justice).

The central Universitas Indonesia values are not stated on the website directly, only listed in the UI 2020-2024 strategic plan document, which must be downloaded first. Listed in the Universitas Indonesia strategic plan are the central Universitas Indonesia values that guide and shape the character of all Universitas Indonesia citizens in realising their vision and mission: honesty, justice, trustworthiness, dignity, responsibility, togetherness, openness, academic freedom, and compliance with rules.

The Gadjah Mada University website does not explicitly categorise UGM's fundamental values; only the "About UGM" category states, "UGM has an identity as a national university, university of struggle, university of Pancasila, university of the people, and university of the cultural centre." However, an explicit statement of UGM's basic values is contained in the 2017-2022 UGM Strategic Plan, which must be downloaded first. It is written in the UGM strategic plan that the university's basic values are: first, the values of Pancasila, which include the values of divinity, humanity, unity, democracy, deliberation, and justice. Second, scientific values include the universality and objectivity of science, academic freedom and academic pulpits, respect for reality and truth for civilisation, benefit, and happiness, and the three cultural values, which include tolerance, human rights, and diversity.

IPB clearly states the motto/tagline, which is their fundamental value. In the "About IPB" tab, the motto of IPB before and after the rebranding is explained. It was written that the previous motto/tagline of IPB was "Searching and Serving the Best," while the new motto of IPB is "Inspiring Innovation with Integrity" (short version). The extended version is "Inspiring Innovation with Integrity in Agriculture, Ocean, Biosciences for a Sustainable World." The meaning of Inspiring is to enlighten and to give ideas. The meaning of Innovation is reliability and applicability. The meaning of Integrity is a person who is honest and has a strong character (high moral values).

The sub-dimension mentions the belief (mention beliefs). The three universities, UI, UGM, and IPB, communicated vision and mission statements through the website, mentioning the university's fundamental values, strategies, and goals. This notion indirectly shows the beliefs and moral principles on which the organisation was founded.

The next sub-dimension in organisational practice is to mention strategy and goals. The three universities, UI, UGM, and IPB, have something in common regarding this sub-dimension and how they communicate through their websites. The three universities mention the strategy for achieving the university's vision, mission, and goals, which is not explicitly written on the website. However, all of them are listed in a 5-year Strategic Plan (*Renstra*) document, which must be downloaded first on their respective websites. For example, UI contains the 2020-2024 Strategic Plan document and the 2015-2035 UI Long-

Term Development Plan (RPJP). UGM contains the 2017-2022 Strategic Plan document, and IPB contains the 2019-2023 Strategic Plan document.

The three universities, UI, UGM, and IPB, pay significant attention to the dimensions of the organisational value system shown by communicating it through the website. The ideas show the importance of the organisational value system as an indicator of organisational culture.

Organisational values are one of the critical indicators in shaping organisational culture, where beliefs in behaviour are choices about what is good or bad, necessary or not, shaping an organisation's character. Organisational values are a fundamental force that will determine the success of an organisation. Without understanding the organisational values described in its vision and mission, the organisation will experience disorder, ambiguity, and fragmentation. (Francis & Woodcock, 1990).

### **Corporations and society**

The dimension of Corporation and society categorises aspects of the contribution of universities to society, which is marked by mentioning the organisation's code of ethics, organisational awareness of the environment based on public needs, and the organisation's contribution to society.

The sub-dimension mentions the organisation's code of ethics. The three universities did not explicitly mention the university's code of ethics on their website. However, based on the literature search conducted by researchers, the three universities already have a code of ethics. UI and UGM are through the regulations of their respective rectors, while IPB is through the Regulations of the Academic Senate.

UI has the Rector's Regulation of the University of Indonesia Number 14 of 2019 concerning the Code of Ethics and the Code of Conduct of the University of Indonesia. The code of ethics and code of conduct of the UI serve as a guide to act and behave for every UI citizen in carrying out their activities within the UI environment and broader community.

For lecturers, UGM has the UGM Chancellor Regulation Number 21 of 2021 concerning the Code of Ethics at Gadjah Mada University. There is UGM Chancellor's Regulation Number 8 of 2017 for education staff concerning the Code of Ethics for Educational Personnel at Gadjah Mada University. It is explained in each of these regulations that the code of ethics is a guideline for attitudes, behaviour, actions, values, and norms that bind Lecturers/Educational Personnel, both in carrying out their duties and functions as Lecturers and in daily interactions. For students, there is the UGM Chancellor's Regulation Number 711/P/SK/HT/2013 concerning the Behaviour of UGM Students. It is explained that the Code of Conduct is a series of ethical norms containing students' rights and obligations in behaving, acting, and doing activities.

IPB through the Regulation of the Academic Senate of the Bogor Agricultural University Number 33/SA-IPB/P/2019 concerning Academic Ethics and Social Life for the Academic Civitas and Education Personnel of the Bogor Agricultural University. It is explained that academic ethics are moral values and principles that guide a person or group in carrying out Tridharma (three duties) activities as individuals and on behalf of institutions. At the same time, the ethics of social life are moral values and principles that guide a person, group, or Institution in interacting or taking part in society.

The sub-dimension of "the organisation's awareness of the environment." Out of three universities, only IPB explicitly states on its website as "Green Campus: Zero Waste, Zero Emission, Rich in Bio-and Cultural-diversity." UI does not explicitly say so but categorises it in PPM (Community Service) activities, which focus on community empowerment by referring to SDGs number 1 (No Poverty), 6 (Clean Water and Sanitation), and 11 (Sustainable Cities and Communities). UGM does not explicitly mention it on its website. However, they categorise one of the supporting units as Centre for Safety, Occupational Health and Environment (PK4L) Universitas Gadjah Mada, environmental programs and activities under the unit. Based on the UI and IPB websites, both have explained to visitors that the organisation is trying to build awareness of the importance of the environment. The ultimate goal is practical environmental education and sustainable preservation in all aspects of the organisation (Safitri et al., 2022).

The sub-dimension of "based on the needs of consumers or stakeholders (Emphasis on consumer needs)." The three universities can be seen through their websites providing information for the academic community and stakeholders, especially information on the obligations of the Tri Dharma of Higher Education. In addition to reporting on university activities and programs, the three universities provide academic, research, and service information. Provide categories for lecturers, staff, students, alumnae, partners, and support units. Specifically for UI, there are categories of international visitors and community engagement whose coverage area from 2015-2022 is said to have reached 1091 programs throughout Indonesia. Likewise, UGM provides categories for students, lecturers, and staff. Sufficiently detailed and directed navigation of the three websites will make consumers and stakeholders feel comfortable in finding the information they need (Mbugua & Ndavi, 2021)

The sub-dimension of "organisation's contribution to society." If referring to Law Number 20 of 2003 concerning the National Education System, which states that universities are obliged to carry out education and teaching, research, and community service, known as the Tri Dharma of Higher Education, then this aspect of contribution to society should have become an integral part of university activities. Likewise, with organisational awareness of the environment, the company has fulfilled corporate ethics and responsibilities by mentioning the

organisation's contribution to society (Stone, 2010). Through the main activities of Community Service (PPM) by lecturers and Student Real Work Lectures (KKN), research activities that are useful for people's lives, and various other service programs, universities make real contributions to the community around campus and in various parts of Indonesia. The three universities, UI, UGM, and IPB, conveyed research activities that benefit the community through their websites, service programs carried out by lecturers or students, or other programs in actively helping the community.

### **Website Appearance**

This dimension is divided into several sub-dimensions: the number of on-site categories, animation on the home page, video clips on-site, the possibility to place online orders, and professionalism. Specifically for the sub-dimension of professionalism, assessment is based on analysis of all sub-dimensions of website display dimension by giving a score of 1 = low to 5 = high on the level of professionalism of each website observed. Given that a company's website is the medium used to communicate externally with the general public, the website's appearance is included as a dimension of the company's corporate culture.

This dimension indirectly categorises the face of the university to its stakeholders. For example, if the website looks attractive, easy to access, the information is clear and necessary, and not dull, visitors will generally be happy to linger on the website.

Sub dimensions of "number of categories on the website" shows that the three universities, UI, UGM, and IPB, differ in the number of categories on their websites. UI has 14 categories and subcategories. UGM has a total of 13 categories and subcategories, while IPB has a total of 17 categories and subcategories.

Sub-dimension "has an animation display on the homepage" shows a slight difference. UI and UGM do not provide any animations, while on the IPB website, there are moving slides of achievements and discoveries. A study conducted by Cheung et al. (2017) and explained that animation is essential to encourage 'memory' as a substitute for 'attention'. Because attention has a short memory period, different from memory, through this statement, UI and UGM need to add an animation display on the homepage to make information easy to remember by accessors.

While the sub-dimension of "video clips on the website" reveals differences between the three universities, there is no video on the UI and IPB websites. In contrast, the UGM website has a video tour of the UGM campus. Video tours on the UGM website can provide an overview and develop a positive perception of accessors (Suwarno & Murnaka, 2020). Not only building a good perception with video tours, but universities can also make these videos an alternative promotional medium.

Sub-dimension of "contains media to make contact online" suggests that the three universities include other online media that can be contacted through their respective websites to obtain information related to the university. For example, the UI includes email and social media accounts (Twitter, Facebook, Youtube, Instagram, and LinkedIn). In addition, there is a contact on the UI's Facebook, a WhatsApp number. However, there is a disclaimer in the profile picture about apologies for the slow response due to many people asking for information. Furthermore, the UGM website includes email, telephone, fax, and WhatsApp contacts. Meanwhile, IPB includes email, telephone, Facebook, Twitter, Instagram, and youtube links. Listing a contact on the website will encourage interactive digital communication as a form of the social media ecosystem (Hanna et al., 2011).

The professionalism sub-dimension is based on analysing the dimensions of the website display and the sub-dimensional components contained in each university website. The researchers gave a score of 5 or high. As a result, all three of them show as the best campus in Indonesia on their website. Presence of pop-ups sub-dimension. All three colleges are equally devoid of pop-ups or advertisements, which is certainly understandable because, as educational institutions, universities are not meant to sell products.

### **Organisational Culture**

The last dimension is Organisational Culture, assessing the overall dimensions of the organisational culture by paying attention to each university's website. The sub-dimensions include whether the website mentions organisational culture as a whole or only some parts of organisational culture, and the last sub-dimension is a summary of the assessment by the researcher.

The sub-dimension mentions organisational culture. In this sub-dimension, only IPB University explicitly mentions organisational culture on its website, which they refer to as "IPB Culture," including; academic excellence, spiritualism, persistence, eagerness to cooperate, empathy/caring, responsibility, and commitment. On the other hand, UI mentions organisational culture not explicitly on the website but in the strategic plan document, which must be downloaded first. Nine cultural values are listed in the UI strategic plan: honesty, justice, trustworthiness, dignity, responsibility, togetherness, openness, academic freedom, and scientific autonomy, added with the value of compliance with applicable laws and regulations. Meanwhile, UGM does not explicitly mention organisational culture on its website but mentions UGM's basic values in the UGM strategic plan document, which must be downloaded through its website. UGM's basic values are listed, namely first, the values of Pancasila, which include the values of divinity, humanity, unity, democracy, deliberation, and justice. The second is scientific values, which include the universality and objectivity of science, academic freedom and academic pulpits, respect for reality and

truth for civilisation, benefit, and happiness, and the three cultural values , which include tolerance, human rights, and diversity.

The sub-dimension "mentions several elements or elements of organisational culture" is shown by three university websites by displaying at least some elements or elements of organisational cultures, such as vision and mission, building architecture, logo images, and the website's dominant colours. The sub-dimension "organisational culture part of organisations." This sub-dimension is a summary score of assessment by researchers using a scale from 1 = low to 5 = high to assess the visibility or prominence of the term organisational culture on each university's website. In this case, the highest score is IPB, which explicitly mentions IPB's culture as a form of recognition of organisational culture and displays several elements of organisational culture on its website. UI and UGM have relatively high scores because they still include organisational culture and values, even though the strategic plan document must be downloaded on their website. UI and UGM also mention several elements or elements of organisational culture on their websites.

## **CONCLUSION**

Analysis of higher education organisational culture conducted through the Institution's official website provides new and unique insights providing an overview of organisational culture. Through the university's website as an indicator of organisational culture, researchers can compare organisational culture communicated to internal parties, in this case, the academic community, external parties, stakeholders, and the general public.

In addition, through the website as an online medium that is open and accessible to the public, researchers can publicly access the information displayed by each university's websites. This study identifies five main dimensions of organisational culture, and 23 sub-dimensions serve as measurement tools. These 23 measures of organisational culture were then used to visually and textually analyse what formed the three universities' organisational culture. An interesting finding shows that out of the 23 measures, only two were not found on the three university websites studied, namely the mention of the founder of the Institute and the presence of advertisements on the website, which is understandable as the three universities were historically founded by the Government of Indonesia, not by individuals. Furthermore, as educational institutions, those three universities are not commercial companies that sell products, so there is no display of product advertisements on their websites.

In short, the three universities studied have described themselves on the website as conscious and responsible institutions. Website analysis of the three universities studied revealed some exciting things in communicating organisational culture to the internal and external public. Universities with academic culture and the obligations of the tri

dharma of higher education pay more attention to conveying these aspects than beautifying the website's appearance with animation or video clips.

The explicit display of academic aspects, research aspects, service aspects, and achievements of academicians and institutions, as well as innovations, programs, and activities of the Institute, is more of a concern. UI and UGM convey organisational goals and strategies, codes of ethics, and even university cultural values through the strategic plan document, which must be downloaded; however, IPB displays the IPB Culture on its website positively.

Considering that there may be many measurement errors and the limited number of higher education institutions studied, website analysis for higher education institutions provides new and exciting insights about the organisational culture of higher education institutions, which of course, require further refinement. So that in the future, a more in-depth and systematic study of the organisation's website can expand the area of organisational communication research and enrich new insights into the concept of organisational culture.

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