
THE ORGANIZATIONAL CULTURE OF THE REGIONAL CHILD PROTECTION COMMISSION (KPAD) OF PONTIANAK CITY IN SAFEGUARDING THE NATION'S YOUNG GENERATION

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ABSTRACT

Over the past four years up to 2024, the Human Development Index (HDI) of Pontianak City has shown consistent improvement, indicating the local government's commitment to enhancing public welfare. Despite this progress, child abuse remains a serious concern, with 56 reported cases including psychological abuse and sexual violence in 2024 alone. This study aims to examine how the organizational culture within the Regional Child Protection Commission (KPAD) of Pontianak contributes to child protection efforts. A qualitative research method was employed to explore the dynamics of organizational culture and practices within KPAD. The findings indicate that KPAD maintains a flexible organizational culture to stay responsive to public complaints around the clock. Commissioner recruitment is conducted transparently through official website announcements to ensure the selection of qualified candidates. The organization upholds core values of independence, accountability, professionalism, and partnership. The study concludes that while KPAD has laid a strong foundation, further efforts are needed to strengthen communication with victims' families, expand public education campaigns, implement structured monitoring mechanisms, and regularly evaluate service quality to foster public trust and encourage transparent reporting.

1. INTRODUCTION

Children are a vital part of a nation's future and require adequate protection and care to support their optimal growth and development. In early stages of life, the primary influences on a child's character formation come from their immediate environment, particularly the family. As children grow, they begin to interact with broader social environments such as schools and peer groups, which further shape their attitudes, behaviors, and perspectives. Therefore, creating a child friendly environment is crucial to fostering the development of a healthy, well-adjusted younger generation.

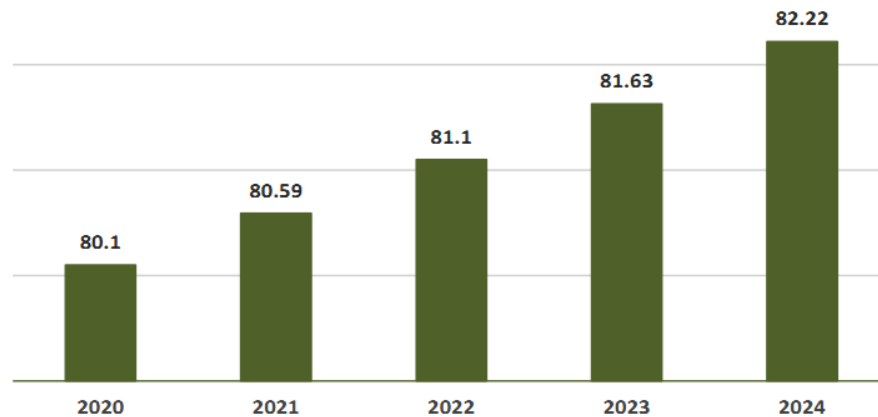
As a country governed by law, Indonesia places child protection as one of its public policy priorities. The state has a responsibility to ensure the welfare of all citizens, including children, through binding regulatory frameworks. Law Number 35 of 2014 on Child Protection defines a child as an individual under the age of 18, including those still in the

womb. This law mandates the protection of children from violence, exploitation, discrimination, and neglect.

Humans are composed of both body and soul, with the soul distinguishing humans from other creatures. Faith (*aqidah*) and moral values reside within the soul, making it a central element that must be nurtured even during pregnancy. Worship is an effective means of nurturing the soul. The body is limited by the five senses, the intellect is constrained by space and time, but the soul is boundless and free from such limitations (Syantut, 2019).

Between 2020 and 2024, the Human Development Index (HDI) of Pontianak City has shown a steady upward trend, reaching 82.22 in 2024 categorized as "very high" (BPS Pontianak City, 2025). This achievement reflects the success of local government initiatives in improving public welfare across health, education, and living standards. However, this progress has not fully addressed social issues, particularly cases of violence against children.

Figure 1
Human Development Index (HDI) of Pontianak City, 2020–2024



Source: BPS Pontianak City (2025)

According to data from the Indonesian Child Protection Commission (KPAI), reports of child-related cases in Indonesia increased by 34% between 2024 and February 2025. Most victims were aged 10–18 (53%) and 0–9 (47%). These cases often occurred in environments closest to children, such as at home, in schools, and within social communities. In Pontianak City alone, the Office of Population Control, Family Planning, Women's Empowerment, and Child Protection (DP2KBP3A) recorded 56 child-related cases in 2024, including physical abuse, psychological abuse, and sexual violence.

In response to these conditions, the Pontianak municipal government established the Regional Child Protection Commission (KPAD) as a locally mandated institution responsible for child protection. KPAD plays a strategic role as a liaison between the community and the government in addressing child-related issues. To effectively perform its duties, KPAD requires a flexible and responsive working system, which necessitates active engagement with the public. A strong organizational culture is essential to support this function.

Organizational culture represents an invisible social force that shapes the behavior of individuals within the organization (Sutrisno, 2018).

However, studies examining how organizational culture is formed and functions within child protection institutions—particularly at the local level such as KPAD Pontianak remain limited. Therefore, this study aims to explore the organizational culture practiced within KPAD Pontianak, considering its dependence on external collaboration, especially with the community, in addressing and preventing child-related cases. The findings are expected to contribute to strengthening the governance of child protection institutions based on adaptive work values and public responsiveness.

2. LITERATURE REVIEW

Organizational Culture

Organizational culture has been conceptualized in various ways by scholars. Sutrisno (2010:72), as cited in Muis et al. (2018), defines organizational culture as a system of shared values, norms, assumptions, and long-held beliefs that are collectively agreed upon and practiced by members of an organization. This system not only guides behavior but also serves as a mechanism for problem-solving within the organization. While intangible, organizational culture significantly influences performance and motivates individuals to work consistently toward institutional goals.

Similarly, Kreitner and Kinicki (2013:83), in Muis et al. (2018), highlight that organizational culture fosters employee identity, encourages collective commitment, promotes social stability, and shapes individual behavior thus assisting managers in achieving strategic objectives. It also serves as a framework to determine acceptable behavior and efficient resource allocation, which is crucial when responding to internal challenges or external opportunities.

Wahyuddin (2022) categorizes organizational culture into two interrelated elements: idealistic and behavioral. The idealistic element is driven by leadership, often formalized through the organization's vision and mission, which reflect its underlying philosophy. The behavioral element manifests in the daily conduct of its members such as communication patterns, dress codes, and shared symbols—which represent the organization's identity to both internal and external stakeholders.

Furthermore, Kreitner and Kinicki (2003), in Arianty (2014), classify organizational culture into three types:

1. Constructive culture, which encourages learning, collaboration, and development among members;
2. Passive-defensive culture, in which individuals act to avoid conflict and protect job security; and
3. Aggressive-defensive culture, where behavior is driven by competitiveness, control, and perfectionism to secure one's position.

While these theories provide foundational insight into how culture functions in organizations, most literature focuses on profit-oriented or bureaucratic entities. There is still limited analysis on how these cultural frameworks operate within public service

institutions with advocacy roles, such as child protection agencies. This study extends the discussion by applying the theoretical lens of organizational culture to the context of the Regional Child Protection Commission (KPAD) of Pontianak, where responsiveness, collaboration, and values-based performance are essential for addressing sensitive child related issues. By doing so, the study positions itself to fill a research gap regarding the intersection of organizational values, community partnership, and public trust in decentralized child protection systems.

Regional Child Protection Commission (KPAD) of Pontianak City

The Regional Child Protection Commission (KPAD) of Pontianak City was established as a regional initiative to localize the implementation of national child protection mandates. In accordance with Law No. 23 of 2002 (as amended by Law No. 35 of 2014), Article 74 outlines the role of the Indonesian Child Protection Commission (KPAI) as an independent national body. It also grants authority to regional governments to establish bodies like KPAD to support localized child protection efforts.

Operationalized under Pontianak Mayor's Regulation No. 7 of 2022, KPAD is tasked with ensuring the protection of children's rights in the city. The institution operates on principles of independence, non-discrimination, accountability, professionalism, and partnership, and it reports directly to the Mayor. Its presence reflects the decentralization of child protection governance in Indonesia, making it both a regulatory actor and a frontline service provider.

KPAD's vision is: *"To implement professional, innovative, and high-integrity child protection to realize an excellent, intelligent, and dignified Pontianak."* Its missions include:

1. Strengthening child protection monitoring systems;
2. Enhancing institutional capacity and performance;
3. Increasing community participation;
4. Improving complaint-handling service quality;
5. Promoting values of empowerment, partnership, accountability, and effectiveness;
6. Supporting child-friendly policy development in Pontianak.

This research emphasizes how the institutional values embedded in KPAD's vision and mission reflect its organizational culture. By examining both formal strategies and daily practices of KPAD members, this study explores how the idealistic and behavioral components of organizational culture enable the institution to respond to complex and sensitive child-related cases. This focus is particularly relevant given KPAD's dependence on public engagement and its role in cultivating trust, which is not sufficiently addressed in existing studies on local governance or public service culture.

3. METHODOLOGY

This study employed a qualitative research method. According to Sugiyono (2012), qualitative methods are suitable when the research object is natural, and the researcher functions as the key instrument. The focus of qualitative research is to uncover meaning rather than achieve generalizability. A descriptive approach was applied to illustrate the

dynamics and challenges faced in the field regarding the organizational culture of the Regional Child Protection Commission (KPAD) of Pontianak City in protecting children within its jurisdiction.

Informants were selected using purposive sampling, whereby participants were chosen based on specific criteria relevant to the research objectives. The primary informant in this study was the Chairperson of KPAD, supported by other staff members with key responsibilities. The research was conducted at the KPAD office in Pontianak City.

Data collection techniques included documentation, observation, and semi-structured interviews. The collected data were analyzed using thematic analysis, where the researcher conducted coding to identify patterns and themes that emerged from the interviews and field notes. These codes were then grouped into categories that represented the core aspects of KPAD's organizational culture.

To ensure validity, the study employed data triangulation by comparing findings across different sources (interviews, documents, and observations). In addition, member checking was used to confirm the accuracy of the interview interpretations with key informants. Reliability was strengthened by maintaining detailed field notes, using consistent interview protocols, and recording all interviews to allow careful re-examination during analysis.

4. RESULTS AND DISCUSSION

Children who experience violence suffer not only physical harm but also deep psychological trauma, which can shape their long-term emotional development and behavior (Winurini & Glory, 2024). If children grow up in environments where violence is normalized, they may internalize aggression as a legitimate method for conflict resolution, which, in the long run, poses a threat to the nation's human resource quality. This underscores the urgent need for institutional interventions and a strong organizational culture within agencies like the Regional Child Protection Commission (KPAD).

The role of organizational culture in supporting institutional responsiveness is evident in KPAD's practice. According to the Chairperson of KPAD Pontianak, flexibility and responsiveness are central cultural attributes embedded in the organization. As Sutrisno (2018) notes, organizational culture acts as an invisible force that guides the behavior of members. In KPAD's case, this culture enables commissioners to respond to public complaints at any time, demonstrating a behaviorally adaptive and externally oriented culture.

Structurally, KPAD commissioners are appointed by the Mayor and expected to be available 24 hour, even though their official working hours are from 8:00 a.m. to 4:00 p.m. The ability to remain constantly accessible through various platforms (e.g., social media, hashtags, direct reports) reflects the characteristics of a constructive organizational culture (Kreitner & Kinicki, 2003) that encourages innovation, learning, and responsiveness to external demands. This supports Sugiyarti's (2009) view that a positive, team-oriented, and community centered work culture contributes to employee satisfaction and service quality.

KPAD's transparent and merit-based recruitment process, which includes competency tests and interviews, is aligned with its principles of professionalism and accountability.

These align with Wahyuddin's (2022) view of the idealistic component of organizational culture, which is rooted in leadership and reflected in the institution's mission and vision.

Functionally, KPAD organizes its services into specialized divisions legal, social, psychological, and educational which ensures that complaints are handled efficiently and by the appropriate expertise. Complaint submissions can be made online or in person, enabling public access. The procedural clarity and ethical conduct, such as non-acceptance of gratuities and emphasis on professional integrity, reinforce a culture of accountability within the organization.

KPAD also maintains active partnerships with media outlets to raise public awareness and promote educational campaigns on child protection. These partnerships illustrate how KPAD's organizational behavior extends outwardly, promoting civic engagement and fulfilling its public service function beyond case management.

The commission handles a broad spectrum of cases from abuse and neglect to education access and substance use by collaborating with external stakeholders such as the police, hospitals, psychologists, and social services. This inter-agency coordination reflects adaptive and cooperative traits within its organizational culture.

However, a major obstacle to effective intervention lies in the lack of cooperation from families. For instance, in a case involving a child addicted to digital devices, the parents refused the proposed rehabilitation plan, delaying the resolution. This finding highlights a gap between institutional readiness and community participation, echoing previous studies (e.g., Muis et al., 2018) that note the challenge of aligning organizational culture with diverse societal expectations.

Despite these barriers, KPAD continues to improve its service quality, including the use of satisfaction surveys via Google Forms to gather feedback from the public. These efforts suggest a commitment to continuous evaluation and improvement hallmarks of a learning organization.

In conclusion, the findings affirm the relevance of constructive organizational culture theory in explaining how institutions like KPAD operate effectively in socially complex environments. The study confirms previous literature on the importance of flexibility, ethics, and responsiveness in public service delivery, while also offering new insights into the operational realities of child protection institutions at the local level. KPAD's experience illustrates that while internal culture is vital, external support especially from families and communities remains equally critical for sustaining child protection outcomes.

5. CONCLUSION

The success of an organization largely depends on the strength of its organizational culture particularly how it fosters creativity and encourages members to actively contribute to the achievement of its vision and mission. The Regional Child Protection Commission (KPAD) of Pontianak City plays a strategic role in protecting and promoting children's rights in its region. KPAD operates under the principles of independence, accountability, professionalism, and partnership. Its organizational culture is deliberately designed to be flexible and responsive, enabling 24 hour engagement in handling child protection cases.

Despite implementing a flexible work system, KPAD continues to face challenges especially in relation to family participation in case resolution processes. These challenges highlight that effective child protection not only depends on institutional mechanisms but also requires active involvement from families and communities. KPAD's efforts to improve service quality through public satisfaction surveys and collaboration with various stakeholders reflect its commitment to providing a safe and supportive environment for children's growth and development.

In line with the aim of this study to examine the organizational culture practiced within KPAD Pontianak it can be concluded that a culture rooted in flexibility, public engagement, and service orientation plays a critical role in enhancing institutional responsiveness in child protection.

Based on the study's findings, the following recommendations are proposed:

1. Enhance communication and collaboration with the families of child victims, particularly to encourage their active participation in necessary procedures such as assessments and legal processes.
2. Strengthen public education and outreach on child protection issues and the essential role of families through social media campaigns, seminars, and community-based initiatives.
3. Improve monitoring and follow-up mechanisms for cases, especially those originating from outside the city, by utilizing digital platforms and structured coordination to ensure timely responses.
4. Continue regular evaluation of service quality, including through ongoing public satisfaction surveys, to support continuous improvement and maintain public trust.

By cultivating a collaborative and adaptive organizational culture and fostering greater community involvement, KPAD can further enhance its effectiveness in delivering responsive and sustainable child protection services.

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ABOUT THE AUTHOR(S)

This article is a collaborative work between lecturers and students from Universitas Tanjungpura. The authors' research interests lie within the field of Public Administration, with a focus on local governance, community development, and public service innovation.

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