

ABSTRACT

The Ministry of Defense of the Republic of Indonesia (Kemhan RI) is known for its hierarchical and semi-military organizational system, which contributes to a rigid image in the public eye. However, in practice particularly within the Bureau of Public Relations and Information (Biro Infohan), there is evidence of an organizational culture that is not only formal but also informal, warm, and collaborative. This study aims to understand why the culture in Biro Infohan is relatively fluid and how organizational culture is implemented within such a hierarchical system. The research adopts a qualitative approach with a case study method. Data were collected through observation, interviews, and documentation, and analyzed using Edgar Schein's (2017) three level theory of organizational culture: artifacts, values, and underlying assumptions. The findings indicate that Biro Infohan applies a warm culture to improve employee performance and successfully balances the formal structure of a hierarchical system with a dynamic and adaptive work culture. The results explain the implementation of both formal and informal culture at the levels of artifacts and values. However, at the level of underlying assumptions, the research reveals the presence of adaptive culture and patriotism as fundamental, unconscious beliefs that drive all organizational activities.

Keywords: *Adaptive, Government Institution, Hierarchy, Organizational Culture*