

Application of Organizational Culture in Improving the Performance of The State Civil Apparatus in Pekanbaru City

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Abstract

The government is obliged to provide good public services for its people, but the low performance of the apparatus and the still complicated bureaucracy causes public services to be not optimal and it is not uncommon to receive complaints from the public. It happened in the city government of Pekanbaru as well. To effectively serve the public, it is necessary to cultivate the right mindset and attitude. This study's goal is to shed light on how organizational culture can be leveraged to boost the efficiency of Pekanbaru's government institutions. This study takes a descriptive, qualitative approach to presenting its findings. According to the findings, the performance issues of Civil Servants will be implemented and fulfilled if the organization maintains its organizational culture. Maintaining a positive climate is one way in which organizational culture can boost performance, so a high level of performance can be expected when the culture is strong. Conversely, a low level of performance can be expected when the culture is weak.

Keywords: Organizational Culture, State Civil Apparatus, Public Service.

Abstrak

Pemerintah berkewajiban memberikan pelayanan publik yang baik bagi masyarakatnya, namun rendahnya kinerja aparatur dan birokrasi yang masih berbelit-belit menyebabkan pelayanan publik tidak maksimal dan tidak jarang menerima keluhan dari masyarakat. Hal itu juga terjadi di Pemkot Pekanbaru. Untuk melayani masyarakat secara efektif, perlu ditumbuhkan pola pikir dan sikap yang benar. Tujuan penelitian ini adalah untuk menjelaskan bagaimana budaya organisasi dapat dimanfaatkan untuk meningkatkan efisiensi lembaga pemerintah Pekanbaru. Penelitian ini menggunakan pendekatan deskriptif kualitatif untuk menyajikan temuannya. Menurut temuan, masalah kinerja Pegawai Negeri Sipil akan terlaksana dan terpenuhi jika organisasi mempertahankan budaya organisasinya. Mempertahankan iklim positif adalah salah satu cara di mana budaya organisasi dapat meningkatkan kinerja, sehingga tingkat kinerja yang tinggi dapat diharapkan ketika budaya tersebut kuat. Sebaliknya, tingkat kinerja yang rendah dapat diharapkan ketika budaya lemah.

Kata Kunci: Budaya Organisasi, Aparatur Sipil Negara, Pelayanan Publik.

Introduction

Discussions about public services always grab the attention of the public, this is because public services are part of the community's needs for their country, so the aspiration to realize public services that truly perform in service is a necessity to be realized (Putra, 2018). The Government of Indonesia explicitly mentions public services in Government Regulation (PP) Number 96 of 2012 as an activity or series of activities in the context of meeting service needs in accordance with laws and regulations for every citizen and resident of goods, services, and administrative

services provided by service providers. public (Maryam, Siti, 2017) Every state administrative institution established by law to provide public services is a government organization/institute with a mandate to provide public services (Sawir, 2020).

The State Civil Apparatus (ASN) is in charge of delivering public services. An ASN is a public servant/servant of the state who is in charge of delivering public services in order to improve the community's well-being (Aini, 2019). As a result, ASN plays a critical role in public service. Related to the public's desire for ASN is the reliable performance provided in public services. An ASN becomes the foundation for the community in realizing their welfare (Andra & Surya, 2018).

However, considering the facts that exist in society, the phenomenon that occurs in the State Civil Apparatus is still there who do not carry out their work properly and do not have a sense of responsibility for their work (Pattipawae, 2011). This assessment is based on the community's assessment that there are still ASNs who are undisciplined in their work so that they are not productive in providing services to the community, waste state money arbitrarily, and have low motivation among ASN. The issue of employee performance will be able to run if there are variables other than the variables that have been stated above are met, namely organizational culture. Every aspect of an employee's job description that can have an impact on their performance is scrutinized by companies. This includes interactions with peers and superiors as well as the physical and emotional demands of the job (Akbar et al, 2021). The importance of organizational culture stems from the fact that it is an ingrained pattern of behavior embedded within the framework of the organization, and as such, it serves as a model for how employees should act. A culture of productivity is a set of behaviors that can strengthen a company's ability to withstand setbacks and realize its objectives (Sulaksana, 2015).

Given the vitality of public services and the high demands from the public to get good public services, the Pekanbaru city government strives to be able to meet people's expectations and carry out its obligations as a public service provider. However, the level of performance of public services in Pekanbaru City has not been optimal. Management theories often emphasize the importance of fostering a positive work environment by focusing on ingrained organizational values that have a direct impact on employee output.

Every organization has a distinguishing feature that sets it apart from others; this feature becomes the organization's identity. This is referred to as organizational culture (Sutrisno, 2019). The unique relationship of norms, values, beliefs, and ways of behaving that characterize how groups or individuals get things done is referred to as organizational culture. Organizational culture contains values that all individuals or groups involved in it must understand, live, and practice together (Hakim et al, 2014). Culture refers to how an organization fosters commitment to achieving the vision of winning the hearts of customers or stakeholders.

The results of employees' work will benefit from the organization's culture if it is well-developed. Because of the central role that behavior plays in the dissemination of organizational culture, the values and norms of any given organization will strongly influence the actions of its members (Temaja & Utama, 2014). It is the responsibility of management to shape the company's culture so that it supports the

achievement of the company's vision and mission, which includes the cultivation of high-performing employee competencies. Therefore, the significance of organizational culture in shaping the development and success of a business cannot be overstated (Prastiyono et al, 2020).

Agencies, including government agencies, should own organizational culture so that employees have values, norms, references, and rules that must be followed. Organizational culture is also a unifier of employees, a conflict reducer, and a motivator for employees to perform their duties well, so it has a positive effect on the behavior and performance of an agency or organization with a strong culture that will produce long-term success (Kusumaningrum et al, 2022). A strong culture entails that all employees share the same perspective regarding the achievement of organizational objectives. Belief in shared values, adherence to shared norms, and observance of shared behavioral patterns are the foundations of shared perception (Setiawan, 2021).

Several factors influence the performance of the State Civil Apparatus and its organizational culture, as indicated by the preceding description. To improve ASN's performance, it is necessary to conduct a study of employee performance-related factors. Consequently, it is essential to examine the organizational culture and performance of the State Civil Apparatus in this paper so that the findings can be utilized by policymakers at the regional and national levels to improve the quality of the State Civil Apparatus as a shared objective.

Method

The type of qualitative research employed by the author is descriptive research. According to Moleong, qualitative research is rooted in a scientific background as a whole, relies on humans as research tools, employs qualitative methods of inductive analysis, directs research targets in an effort to find theories more concerned with process than with results, chooses a set of criteria to write data validity, research design is temporary, and research results are agreed upon by the research subjects (Moloeng, 2007). According to Sugiyono (2011), qualitative research methods are employed to assess the state of natural objects (Natural Setting). Researchers as a crucial tool (Key Instrument). In this study, the author also collects data relevant to this research through a literature review. Literature review or literature study is a required activity in research, particularly academic research whose primary objective is to develop both theoretical and practical aspects so that the author can easily solve the problem to be studied using this research method.

Results And Discussion

Organizational culture

When this concept is applied to the corporation, organizational culture is frequently referred to as corporate culture. Despite the fact that this organizational culture is frequently referred to as work culture. This examines the close connection between organizational culture and the performance of the organization's human resources. The stronger the organizational culture, the greater the achievement motivation of its human resources, it can be said. Organizational culture, as defined by Pettigrew in Sobirin (2011), is a system of meaning that is understood and

acknowledged openly and collectively, and that applies to particular times and groups.

An organization's culture consists of its members' commonly held worldviews, ideologies, values, assumptions, beliefs, expectations, attitudes, and norms. More specifically, the working conditions of the team, the leadership, the nature of the organization, and the applicable administration process will all shape the culture of the organization. What role does culture play in the success of an organization? Because customs within the hierarchy reflect the standards of conduct expected of employees. Robbins identifies organizational culture as an attenuating factor. Risk taking, teamwork, and individual encouragement all contribute to how employees feel about the company as a whole. When taken as a whole, these impressions characterize the company's culture and identity. Thus, positive or negative impressions have an effect on employee performance and happiness, with a greater impact in more culturally robust companies (Robbins, 2009).

As part of his study of corporate culture, Turner looks at how employees interact with one another and what keeps the company together. Culture in an organization is what keeps its members working together to achieve its goals. Culture acts as a self-control system that learns from feedback; as an information pattern; and greatly facilitates comprehension; it also provides continuity and group identity, which can balance contrasting contributions. Harmony exists, to a large extent, among cultural values (Turner, 1994).

According to Stoner, an organization's culture consists of its members' commonly held assumptions about how things should be done and how they should feel (Schein, 1990). This lines up with Mondy's definition of organizational culture, which he describes as "a system of shared values, beliefs, and habits within an organization that interacts with its formal structure to form behavioral norms, contain values, and establish standards for people's conduct." (Alvesson, 2011).

When new employees join an organization, they are expected to adopt the established norms of behavior, thought, and emotion that have been shown to be effective in achieving the group's stated objectives. relationship to the issue at hand. The issues that crop up are phenomena that emerge in organizations that are in a constant state of flux and are the result of the interactions of individuals and groups. Management's openness and receptivity to suggestions from all quarters will go a long way toward resolving issues that have been plaguing the company. Organizational culture refers to the norms and practices that shape the way people interact with one another in a specific setting, such as the workplace. These include the language, clothing, and ritual ceremonies that people engage in on a daily, weekly, and annual basis.

From what has been said, it is clear that an integral part of an organization's culture is the consensus of its members on a set of commonly held norms or rules designed to address and address issues that arise within the organization. In addition, an organization's culture is the shared set of assumptions, beliefs, values, and norms that its members use to guide their actions in the face of change-related challenges.

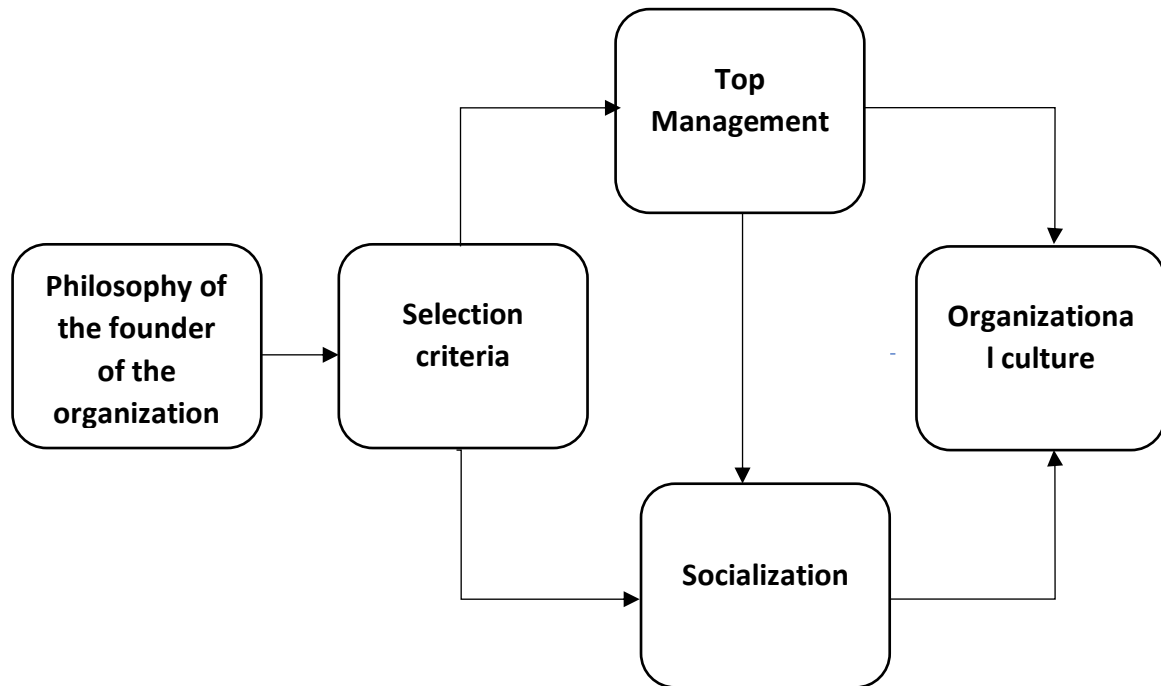


Figure 1. The process of forming organizational culture

According to Robbins (2010), organizational culture has several indicators, as follows.

- a. Innovation and risk taking: relates to the extent to which organizational members or employees are encouraged to be innovative and take risks.
- b. Attention to details: relates to the extent to which members of the organization or employees are expected to show accuracy, analysis and attention to details (details).
- c. Results-oriented: relates to the extent to which management focuses on results, not on the techniques and processes used to obtain those results.
- d. People orientation: relates to the extent to which management decisions take into account the effect of outcomes on people within the organization.
- e. Team orientation: relates to the extent to which organizational work activities are carried out in work teams, not individuals.
- f. Aggressiveness: the degree to which people in the organization exhibit aggressiveness and are competitive, rather than relaxed.
- g. Stability: the degree to which organizational activities emphasize maintaining the status quo as opposed to growth or innovation.

Employee Performance

Employee performance is the action and outcome of an individual's efforts to carry out the responsibilities and perform the functions of a government bureaucratic work unit in the Region. This function is carried out in the context of governmental development, community empowerment, and service provision. Performance was a function of employee ability, acceptance of goals, goal level, and the interaction of the goal with their ability, as stated by Gordon & Orlov (1993). Taking Gordon at his word, we learn that there are four components to any successful performance:

- a. Ability ;
- b. Acceptance of organizational goals ;
- c. The level of the goals achieved ; and
- d. Interaction between goals and capabilities of organizational members.

The performance that life ends up being, Performance, according to Schermerhon et al. (1991), is the rate and quality with which goals are met by individuals, teams, or entire organizations. Personal, team, and organizational performance are all viable metrics. Both the speed and accuracy with which the task is completed are indicative of the level of performance. In this context, "quality" refers to the assigned workload, while "work quality" can be judged by how well it has been completed. Work performance can be viewed as a process and output that can be quantified. Various indicators of how well a job has been done fall under the umbrella term "performance."

Performance according to the author can be categorized into 3 (three) parts, namely:

- a. Individual performance, which is defined as the process and results of work achieved by individuals individually ;
- b. Group performance, which is defined as the process and work results achieved by the work group/work unit collectively ; and
- c. Organizational performance , which can be understood as the process and result of the implementation of all organizational tasks and functions carried out by all members of the organization.

Robbins (2010) argues that "there are 3 (three) most common criteria that are assessed are individual work results (task outcomes), behavior (behavior) and traits (traits)". According to the author, individual work results (task outcomes) represent a person's competence and are individual. Behavior (behavior) represents a person's capacity and integrity at work. Traits represent people's habits at work. According to Sulistiyani & Rosidah (2003) , a person 's performance measures can be assessed , which include :

- a. Quality, concerning the suitability of the results with the desired.
- b. Quantity, the amount generated either in value for money, the number of units or the number of circles of activity.
- c. Punctuality.
- d. Cost effectiveness, regarding the maximum use of organizational resources
- e. The need for supervision, regarding the need for assistance or supervision intervention in the implementation of employees
- f. Interpersonal impact, involves increasing self-esteem, good relations and cooperation between coworkers and subordinates.

The opinion of Sulistiyani and Rosidah mentioned above, according to the author, separates performance indicators in the form of quality with timeliness. It means that timeliness is an indicator that is different from the indicator of the quality of the work. Although various opinions are of course likely to arise if the indicators of the quality of the work are described, because the time sub-indicator is the part that supports aspects or indicators of the quality of the work. This can be put forward as a comparison material such as a more prominent indicator of the quality of work results, without having to pay attention to how much time is used to produce quality results of a job. Of course, this opinion will encounter many obstacles or in the form of criticism, because the quality of the work produced requires relatively minimal or standardized activity time. In addition, the quality of the work regardless of how long it takes is likely to be inefficient and even a waste of work.

Implementation of Organizational Culture in Improving Apparatus Performance

After digging deeper into the various definitions, it becomes clear that the term "organizational culture" is most commonly used to refer to a set of commonly held beliefs and norms within an organization. In the end, this helps everyone in an organization have the same conception of its purpose and the appropriate ways to act within it. Indeed, a robust culture is defined by the organization's central values being enthusiastically embraced, strictly enforced, and widely shared. The greater the number of people who accept the culture's central values, agree on how to prioritize them, and have strong emotional ties to them, the more robust the culture will be.

In its simplest form, an organization's culture is the norms and expectations by which its members work and interact with one another. Many definitions of organizational culture put forward by experts. One of the definitions put forward by Smircich (2017) is as follows: "Organizational or corporate culture is the pattern of values, norms, beliefs, attitudes, and assumptions that may not have been articulated but shape the way in which people behave and things get done. . Values refer to what is believed to be important about how people and the organizations behave. Norms are the unwritten rules of behavior".

Based on the above definition, organizational culture or corporate culture can be defined as a pattern of values, norms, beliefs, attitudes and assumptions about how to behave and do work in an organization. This culture is formed because of the work habits that are built in the organization, which are formed by the founders and owners of the organization. The culture that came from the founders was then socialized to the next generation of employees and employees. This culture is then studied by the group to be used as a reference in solving problems faced by members of the organization (Smircich, 2017).

Organizational culture acts as a social glue that brings members of the organization closer because of the shared meanings about how members of the organization should behave. As stated by Kreitner et al (1989) that organizational culture is a unifying organization and binds members of the organization through values that are believed, as well as symbols that contain shared social goals to be achieved. In an environment with a strong organizational culture, employees feel that there is an understanding that binds members and has a positive effect on employee performance.

An employee's performance is the end result of the quality and quantity of work he or she produces while working within the scope of their assigned tasks. Performance, in the broadest sense, is an organization's efforts to accomplish something within a specified time frame. In order to boost an employee's productivity, it's clear that a company's culture must be taken into account. Employees will have an easier time adjusting to their new work environment if they have a clear understanding of the values that guide the company. Robbins (2010) contends that an employee's effectiveness is tied to his knowledge of the proper way to carry out a given task.

Because the value system in organizational culture can be used as a reference for human behavior in organizations that are oriented towards achieving the goals or performance results set, it is not surprising that members of the organization are good and quality people if the organizational culture is good. This is because organizations that are oriented towards achieving the goals or performance results set are oriented towards achieving the goals or performance results set. As a direct consequence of this, the company's culture will, in some fashion or another, play a role in the business's level of success.

In accordance with the aforementioned view, Kotter & Heskett (1992) asserted that a company or organization's culture that is socialized through effective communication can determine its long-term overall strength, performance, and competitiveness. The following is the relationship between organizational culture and employee performance, according to Kotter and Heskett (1992): 1) Workplace culture has a significant impact on long-term performance. Offices with a culture that values every key administrative member, including customers, shareholders, and employees. Administrative leadership at all levels outperformed offices that lacked these cultural characteristics. In the coming decades, office culture will most likely play an even larger role in determining a company's success or failure. A performance-driven culture produces negative financial outcomes for a variety of reasons. The main reason is that offices have a tendency to reject reasonable and necessary plan modifications. Cultures that are resistant to change will face increasingly dire financial consequences over the next ten years. 3) Office culture significantly impairs long-term financial performance; this culture is easy to develop even in offices full of intelligent and reasonable people. A culture that encourages inappropriate attitudes and stifles change toward a more appropriate plan typically emerges slowly and unnoticed over time, typically when a high-performing office is established. It is extremely difficult to change this culture because it is frequently invisible to the general public. individuals involved, either because they contribute to the company's existing power structures or for other reasons 4) Although difficult to change, office culture can be modified to improve performance.

Cultural values are invisible but are a force that drives employee behavior, increasing the efficiency of employee performance when used as a management tool to foster a positive, dedicated, and productive work environment. Management policies and practices are disseminated to staff either verbally, in writing, or by example, all of which stem from the organization's core values and beliefs. As these methods of management are implemented and shown to be effective, they will gradually become standard practice in the workplace.

Conclusion

In this research, we look at how public servants in Pekanbaru's government rank in terms of organizational culture and how that relates to their productivity. It is possible to increase the efficiency of government workers by applying rules of the organization that are grounded in the values and norms that characterize an individual's life. These norms and values serve as personal pledges within a single organization. The productivity of an organization can be improved thanks to its culture, which acts as a unifying factor in the workplace. Culture in the workplace shapes the way employees act and serves as a proxy for the organization's identity. Organizational culture has a significant impact on member behavior because the value system in organizational culture can be used as a reference for human behavior in organizations that are focused on achieving the goals or performance results set. It's not surprising that high-caliber people would choose to work for a company with a positive culture. To put it another way, the performance of the State Civil Apparatus worker will be influenced by the emergence of a work ethic encouraged by organizational values that have crystallized in a person or group of people.

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