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Organizational Culture and Employee Performance

Case Study Implementation of Work from Home

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ABSTRACT

This study aims to determine the influence of organizational culture on employee performance at the Gowa Regency Population and Civil Registration Office, especially during the Covid-19 pandemic. This research is a quantitative research that shows a causal relationship. The sample in this study were 47 employees. Data collection techniques used are observation, questionnaires and documentation. The data analysis technique used is descriptive statistical analysis using percentage, average, and standard deviation and for inferential statistical analysis using data normality test, simple linear regression analysis, and product moment correlation analysis. The results showed that organizational culture was in the very good category in terms of indicators, namely: Innovation and Courage to take risks; Attention to detail; Results oriented; Human oriented; Team oriented; Aggressive; and Stable. Employee performance is in the very good category in terms of indicators of service officer discipline, service officer responsibility, service officer ability, politeness and friendliness of officers, based on simple linear regression analysis shows that there is an influence of organizational culture on employee performance at the Regency Population and Civil Registration Office. Gowa. From the results of the product moment correlation analysis obtained a significant level of relationship between the influence of organizational culture on employee performance at the Gowa Regency Population and Civil Registration Office with a strong category.

Keywords: *Organizational culture, employee performance, Department of Population and Civil Registration, Enforcement of Restrictions on Community Activities.*

1. INTRODUCTION

The performance of government organizations is very important in order to realize good governance and clean government, as well as support the tasks of government to provide the best service to the community in accordance with its characteristics as a government organization that is oriented to public services, not for profit [1], [2]. Based on the general public's view, one of the big challenges of current government organizations is to carry out their performance effectively and efficiently because so far government agencies have been identified with slow, complicated, convoluted and full of corruption, collusion and nepotism.

In order to improve the performance of qualified and professional employees, one of the suitable factors to be

applied in the work environment is organizational culture. Organizational culture can help employee performance, because it creates an extraordinary level of motivation for employees to give their best in taking advantage of the opportunities provided by their organization. To implement a suitable organizational culture in an organization, it is necessary to have the support and participation of all members within the scope of the organization [3], [4].

The Office of Population and Civil Registration of Gowa Regency also does not want to be left behind in building an effective organizational culture in order to create better work results, work discipline and quality of work for employees. The government is required to have a clear, strategic vision and mission and every component in it is also required to be able to realize the government's vision and mission. It is this vision and

mission that then gives birth to the values that are believed by members and reflect the organizational culture.

1.1. Organizational Culture

- 1) Organization is a means / tool to achieve goals. Therefore, it is said that the organization is a vehicle for the activities of people who work together in their efforts to achieve goals. In this activity, everyone must have clear duties, authorities and responsibilities, relationships and work procedures. Such an understanding is called a static organization, because it only looks at its structure. In addition, there is an understanding of a dynamic organization. In this sense, the organization is seen from the point of view of its dynamics, activities/actions rather than the relationships that occur within the organization, both formal and informal. For example, the activities of relations between superiors and subordinates, relations between superiors and fellow subordinates. The success or failure of the goals to be achieved in the organization depends entirely on the human factor.
- 2) The function of organizational culture shows the role or use of organizational culture. The functions of organizational culture according to Robert Kreitner and Angelo Kinicki in Wibowo are:
- 3) Give members an organizational identity, making the company recognized as an innovative company with new product development. Organizational identity shows a distinctive look that distinguishes it from other organizations that have different characteristics.
- 4) Facilitating collective commitment, the company is able to make work proud to be a part of it. Organizational members have a common commitment about the norms in the organization that must be followed and common goals to be achieved.
- 5) Increasing the stability of the social system so that it reflects that the work environment is perceived as positive and strengthened, conflict and change can be managed effectively. With a mutual agreement on the organizational culture that must be followed, the environment and social interaction can run stably and without turmoil.
- 6) Shaping behavior by helping members become aware of their environment. Organizational culture can be a tool to make people think well and make sense.
- 7) Meanwhile, organizational culture has several roles in the organization according to Robbins in Nawawi, namely:

- 8) Culture has a differentiating role. This means that organizational culture creates a clear distinction between one organization and another.
- 9) Organizational culture brings a sense of identity to organizational members
- 10) Organizational culture facilitates the growth of commitment to something broader than individual self-interest [5].

Robbins in Nawawi [6] suggests seven prime characteristics of organizational culture as follows:

- 1) Innovation and risk taking (innovation and risk taking) the extent to which employees are encouraged to innovate and take risk
- 2) Attention to detail, the extent to which employees are expected to pay attention to the position of accuracy, analysis and attention to detail.
- 3) Oriented to results (outcome orientation) the extent to which management focuses on results, not on the technicalities and processes in achieving those results.
- 4) Oriented to people (people orientation) the extent to which management decisions take into account the effect of outcomes on people in the organization.
- 5) Team orientation (team orientation) the extent to which work activities are organized around teams rather than individuals.
- 6) Aggressiveness (aggressiveness) the extent to which people are aggressive and competitive, rather than being casual
- 7) Stability, the degree to which the organization wants to emphasize the implementation of the status quo as a contraction of growth.

1.2. Organizational Performance

Assessment of the performance of the government apparatus can be done externally, namely through community satisfaction responses [7], [8]. The government has developed a measuring instrument to measure the performance of public services externally through the Minister of Administrative Decree No. 25/KEP/M.PAN/2/2004 concerning General Guidelines for Compiling the Community Satisfaction Index for Service Units of Government Agencies. Based on this decision, there are 14 indicators of organizational performance measurement criteria, namely:

- 1) Service procedures, namely the ease of service stages provided to the community in terms of the simplicity of the service flow.
- 2) Service requirements, namely technical and administrative requirements needed to obtain services according to the type of service.
- 3) Clarity of service officers, presence and certainty of officers who provide services (name, position and authority and responsibility).
- 4) Discipline of service officers, namely the seriousness of officers in providing services, especially on the consistency of working time in accordance with applicable regulations.

- 5) Responsibilities of service officers, namely clarity of authority and responsibility of officers in the implementation and completion of services.
- 6) The ability of service officers, namely the level of expertise and skills possessed by officers in providing services to the community.
- 7) Speed of service, namely the target time for services to be completed within the time determined by the service delivery unit.
- 8) Justice gets the service of officers, namely the attitude and behavior of officers in providing services to the people they serve.
- 9) Courtesy and friendliness of officers, namely the attitude and behavior of officers in providing services to the community in a polite and friendly manner and mutual respect and respect.
- 10) The reasonableness of the cost of services, namely the affordability of the community to the amount of the fee determined.
- 11) Certainty of service costs, namely the suitability between the fees paid and the fees set.
- 12) Certainty of service schedule, namely the implementation of service time in accordance with predetermined provisions.
- 13) Environmental comfort, namely the condition of clean, neat and orderly service facilities and infrastructure so as to provide a sense of comfort to the community.
- 14) Service security, namely ensuring the level of environmental security of the service provider unit or the facilities used, so that people feel comfortable getting services with the risks caused by the implementation of these services.

2. METHOD

This study examines the relationship between two variables, namely "Organizational culture (X)" as an independent variable (independent) or an influencing variable while, "Employee performance (Y)" as a dependent variable (bound), which means this research is a form of causal relationship. This study uses the type of associative research, which shows a causal relationship that is causal, it is intended to determine the influence of the independent variable on the dependent variable. This study includes a population study with a total population of 32 civil servants and 15 contract workers, so the total sample is 47 respondents. Product moment correlation test is used to test the effect of organizational culture variables on employee performance.

3. RESULTS AND DISCUSSION

The organizational culture variable consists of 7 (seven) indicators, namely: (1) Innovation and Courage to take risks; (2) Attention to detail; (3) Oriented to results; (4) Human oriented; (5) Team oriented; (6)

Aggressive; and (7) Stable. For more details can be seen in table 4.

Table 4 Summary of Data Analysis Per Indicator Variable Organizational Culture

No	Indicator	n	N	%	Category
1	Innovation and Courage to take risks	573	690	83,04	Very Good
2	Attention to detail	618	690	89,57	Very Good
3	Results oriented	628	690	91,01	Very Good
4	Human oriented	593	690	85,94	Very Good
5	Team oriented	616	690	89,28	Very Good
6	Aggressive	574	690	83,19	Very Good
7	stable	414	460	90,00	Very Good
Amount		4016	4600	87,30	Very Good

Source: Processed Results 2021

Organizational culture has a contribution in shaping employee behavior such as instilling values and attitudes of employees in achieving organizational goals, organizations are able to operate when there are shared values. These values will guide their behavior in every process of their activities. This phenomenon will later show that these factors will guide employees at the Gowa Regency Population and Civil Registration Office to become an organization that has quality and professional performance.

In the employee performance variable (y), the indicators consist of 4 (four) namely: (1) Discipline of service officers, (2) Responsibilities of service officers, (3) Ability of service officers, (4) Politeness and friendliness of officers.

Table. 6 Summary of Data Analysis Per Employee Performance Variable Indicator

No	Indicator	n	N	%	Category
1.	Service officer discipline	964	1150	83,83	Very Good

2.	Responsibilities of service personnel	984	1150	85,57	Very Good
3.	Service officer ability	924	1150	80,35	Very Good
4.	Courtesy and friendliness of the staff.	1026	1150	89,22	Very Good
Amount		3899	4600	84,76	Very Good

Source: Processed Results 2021

Performance at the Department of Population and Civil Registration of Gowa Regency can be seen in terms of effectiveness, efficiency and time in providing Population Administration services. On performance indicators concerning how much public services produce as expected in terms of efficiency, effectiveness and time. In terms of efficiency, that is, the time can be completed in accordance with the time period specified in the Service Operational Standards, while the service costs have been implemented properly because they are in accordance with the established regulations. This is stated in the Gowa Regency Regional Regulation Number 2 of 2015 concerning Amendments to the Gowa Regency Regional Regulation Number 22 of 2011 concerning the Implementation of Population Administration Article 76A, that: "Management and issuance of Population Documents is free of charge".

In terms of effectiveness, the quality which includes the ability to carry out the main tasks and functions is good because the service staff has worked in accordance with their main duties and functions. The Department of Population and Civil Registration has established rules that become standards in providing services, namely Service Operational Standards (SOP). Service standards are provisions that become standards in services regarding the type and quality of basic services which are mandatory regional affairs that every citizen has the right to obtain. These service standards serve as requirements that must be met to provide services to the community. If a service agency does not have standard rules related to service standards, maximum service will not be achieved [9], [10]. In addition to SOPs, in carrying out its service function to the community, the Population and Civil Registration Service always tries to improve the quality of its services. This is stated in the Service Promise and Service Notice. Service announcement is a written statement from the provider containing the organizer's promises to ensure that the services provided are in accordance with service standards and are widely published (Public Service Draft Law Article 1)

4. CONCLUSION

1. The description of organizational culture (X) at the Office of Population and Civil Registration of Gowa Regency, is in the very good category in terms of indicators such as Innovation and Courage to take risks; Attention to detail; Results oriented; Human oriented; Team oriented; Aggressive; and Stable.
2. The description of employee performance (Y) at the Office of Population and Civil Registration of Gowa Regency, is in the very good category in terms of indicators such as Discipline of service officers, Responsibilities of service officers, Ability of service officers, Politeness and friendliness of officers.
3. The data obtained from the product moment correlation test shows that organizational culture (x) and employee performance (y) at the Gowa Regency Population and Civil Registration Office has a significant value of 0.00-0.05, which means that there is a significant correlation. With an r square value of 0.399 or a large influence of 39.9 percent. The hypothesis is proven by the significant influence of organizational culture on employee performance in terms of the ANOVA table obtained by fcount (29.876) > table (4.06), then ho is rejected and ha is accepted which means that there is a strong influence of organizational culture on employee performance at Gowa Regency Population and Civil Registration Office.

AUTHORS' CONTRIBUTIONS

The following is the role of each author in the research:

1. Risma Niswaty, as the main researcher and main writer, as well as a contributor. In research, the main researcher's role is to coordinate the implementation of the research and its reporting.
2. Irsyad Dhahri as a co-researcher and at the same time providing ideas and suggestions for writing articles.
3. Nasaruddin H and Sitti Hardiyanti Arhas are responsible for data collection and data analysis.

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