

# The Impact of Organizational

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## The Impact of Organizational Culture on Public Service Employee Success in Bandung City

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### Abstract

A strong and long-established organizational culture can have a direct effect on the behaviors and actions of the members of the organization. There is much evidence that an organization's effectiveness is attributed to its good culture, making the company more festive and therefore more successful. An organization will seek to improve employee performance to achieve the goals of the organization. Organizations' various efforts to enhance employee performance can be made through education and training, providing compensation, meeting employee needs, creating a comfortable working atmosphere, etc. Therefore, this analysis aims to evaluate the effect of organizational culture on employee performance in the public service sector in the city of Bandung by taking a sample of 70 employee respondents at the Education Office. This study uses a quantitative approach with an explanatory survey method in processing data related to this research. The results showed an average mean of 4.17, indicating that employees' organizational culture has been well received in the Bandung City Education Office. The mean employee performance is 4.12, which means that employees have good performance. This indicates that the corporate culture has a significant impact on employee efficiency.

**Keywords:** Organizational Culture, Employees, Public Services, Performance

### A. INTRODUCTION

Organizational progress in this era of rapid globalization is very closely related to changes, which are often so fast and very difficult to predict but have a huge impact on the organization's future (By, 2005; Hussey, 2000; Mullins, 2007). An organization is required to be able to compete so that it can survive in global competition. Strategies to always can compete, namely by strengthening organizational capacity, redesigning organizational structures, and creating behaviors or competencies for human resources (Annarelli & Nonino, 2016). Human resources' role will significantly decide the progress or failure of the company in fulfilling the vision and purpose set out. If an organization has quality human resources, but without optimal management, its contribution will be far from expectations (Jackson & Schuler, 1995). Organizations can affect human behavior, and vice versa; human action can change organizations. The process of forming culture through an organization can run consciously or unconsciously. If it is not realized, it can be said that the organization has a powerful influence on the formation of behavior, starting with members of the organization whose formation by making a mutual agreement on a norm and value that must be recognized as the basis for acting

and behaving. In the end, it can be said as the formation of organizational behavior (Cole, 1995; Robbins & Judge, 2006; Duha, 2018).

Organizations in carrying out their duties must have values, norms, and ethics that are the primary source of strength that must be obeyed and carried out by every member in the organization so that each member of the organization interacts therein through actions and mental attitudes that are following common values, norms and ethics (Sutrisno, 2019). These values become shared beliefs in the organization to become a means of thinking and acting in achieving mutually agreed goals. This is what is called organizational culture (Arianty, 2015).

The organizational culture will form the character of work and work interaction patterns in the organization (Schein, 1990). According to Chatab (2007), organizational culture is very influential in shaping and giving meaning to organizational members to behave and act that is passed down from one generation to the next as an organizational character. A strong organizational culture and has long been formed will contribute significantly to members of the organization in terms of a clear and straightforward understanding of a problem being resolved. Culture has a substantial impact on the beliefs and actions of the members of the company. There is a lot of evidence that an organization's effectiveness is attributed to its good community, making the company more positive and eventually more successful (Brahmasari & Suprayetno, 2008).

An organization will seek to improve employee performance to achieve the organizational goals that have been set. Performance is basically what employees do or don't do in completing their work (Brayfield & Crocket, 1955). The organization makes various efforts/methods to improve employee performance through education and training, providing compensation, meeting employees' needs, motivating employee work, and creating a good and comfortable working atmosphere. Good performance is a determining factor for the smooth running of an organization, the smooth running of the development. It encourages the success rate of the organization to achieve its goals (Williams, 2002).

Employee performance must prioritize the interests of society and always be there when society needs it. Employee performance that is shown as a good attitude embedded in the service provider apparatus is responsible for their duties and functions in providing services, a friendly attitude so that the community feels valued and cared for, acts as a service provider who emphasizes the rights of the small community, do not differentiate from one another (Leisink & Steijn, 2009). Employee success can be affected by the organization's corporate culture. Employee performance is faced with various internal problems that make agencies engaged in public services, unable to provide good performance to the community. Usually, the problem is not far away; namely, the agency's resources do not meet public service standards, which can be caused by a bad organizational culture in an organization (Cahyana & Jati, 2017).

As a result, low employee performance practices make employee performance less and less in line with society's expectations. Employee performance is the essential thing; therefore, for

government agencies engaged in public services, they must prioritize public interests over personal interests or the interests of organizational groups (Frinaldi, 2014). The performance of employees of a government agency must be able to provide comfort both in terms of service and employee behavior because, in employee performance, the most crucial part in implementing the interests of the community is to prioritize work results provided to the broader community (Siti Maryam, 2017).

The civil service of the bureaucracy is one of the embodiments of the state apparatus's role as a public servant and a servant of the state. The existence of state institutions, including, in essence, is a public servant, is not intended to serve himself, but to provide or serve the community (Semi, 2018). Therefore, public bureaucracy has the obligation and responsibility to provide excellent and competent public services. The public service of the bureaucracy represents the role of the apparatus as a servant of the state and servant of society. Its existence in community service is not self-serving, but serving the community, the public bureaucracy is obliged and responsible excellently and professionally in providing services (Hardiansyah, 2018).

Bandung, the capital of the province of West Java, was founded on September 25, 1810, a metropolitan city and the fifth-largest city in Indonesia. The city of Bandung, which is approximately 140 km from Jakarta, has about 2,500,000 people. Of course, it is essential to have access to large and fast public services with such a large population. Therefore, Bandung's city government tries to continuously provide the best public services, such as always creating creative innovations and improving the performance of employees related to public services.

Based on the description above, the authors are interested in knowing how much influence organizational culture is as an essential dimension in improving the production of workers employed in the public service sector in Bandung City by theoretically applying organizational culture in solving employee performance problems in Bandung city public services with taking samples at the Bandung City Education Office.

## B. METHOD

This study uses a quantitative method with an explanatory survey conducted at the Bandung City Education Office, located at Ahmad Yani Street No. 239 Bandung. This study's population amounted to 70 respondents who were employees of the education office with data collection using a questionnaire that was analyzed using simple linear regression analysis (Kuncoro, 2001).

## C. RESULT AND DISCUSSION

Table 1. F Test

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|-------|----------------|----|-------------|---|------|
|-------|----------------|----|-------------|---|------|

|            |         |    |         |        |       |
|------------|---------|----|---------|--------|-------|
| Regression | 377.993 | 1  | 377.993 | 60.824 | 0.000 |
| Residual   | 422.575 | 66 | 6.212   |        |       |
| Total      | 800.572 | 70 |         |        |       |

Source: processed by a researcher

Table 1 shows that the Fcount value is 60,824. Meanwhile, Ftable ( $\alpha = 0.05$ ; db regression = 1: db residual = 66) was 3.980. Because Fcount > Ftable is  $60.824 > 3.980$  or Sig value F (0.000)  $< \alpha = 0.05$ , regression analysis is important. This assumes that it can be inferred that the dependent variable (Employee Performance) can have a substantial effect on the corporate culture variable.

From the overall findings, it can be inferred that the corporate culture (X) has a substantial effect on employee success (Y). And from here, it can be seen that the corporate culture has a high impact on workers' success.

Based on the research that examined 24 questionnaire statement items, namely the organizational culture variable on average of 4.17 high categories, the organizational culture in the Bandung City Education Office raises a truth of employee behavior and habits accepted in an organization. The average innovation indicator is 4.10. high category, which means that innovation in the Bandung City Education Office creates an opportunity to innovate for its employees.

Furthermore, the average attention to detail has obtained a figure of 4.15 high category, meaning that employees expect attention to detail to pay attention to accuracy, analysis, and detail. The mean score of the results orientation is 4.26 in the high category, which means that management focuses on the results rather than on the techniques and processes used for these results. The team orientation indicator's average is 4.17 high category, which means that team orientation is work activities organized by a team, not individually. The average person orientation indicator is a 4.19 high category, which means that management decisions take into account the effect of the results on the organization's people. The average score for the aggressiveness indicator is 4.18, a high category, which means that people are aggressive and competitive, not relaxed.

Furthermore, the Stability Indicator's average value is 4.17 high category, meaning that Stability can think in the form of suggestions/ideas to feel that they belong to the organization. And finally, the average value of the Risk-Taking Indicator is 4.12 in the high category. This means that the possibility is a threat, an outcome, or an effect that could emerge due to an existing process or a future occurrence.

The research examined 9 questionnaire statement items, namely the employee performance variable with an average of 4.12 high categories, which means that in terms of quality, quantity, and timeliness achieved by employees to carry out their duties with the responsibilities that

have been given. The amount with an average of 4.12 is high, which means that the Bandung City Education Office's quantity rarely causes the speed of working in one day for each employee. The average quality is 4.10, which means that employees do what they should be doing. With an average of 4.16 high category, punctuality means that employees must complete their work according to the set standards.

Organizational Culture (X) has an average value of 4.17 out of 8 indicators and 24 items in the Bandung City Education Office with a statement that matches the questionnaire that has been distributed to 70 respondents, namely :

- a. Innovation with a mean score of 4.10 means a new and different invention, which has not been done or that already exists or is previously known.
- b. Attention in detail (Details) with an average score of 4.15, which means employees can be expected to pay attention carefully and thoroughly.
- c. Result orientation with an average score of 4.26. This means that management relies on the outcomes rather than on the methods and procedures used with these results.
- d. Team orientation with an average score of 4.17 means that work activities are organized by a team rather than individually.
- e. Orientation People with an average score of 4.19, which means that management decisions consider the effect of the results on the people in an organization.
- f. f. Stability with an average value of 4.17, which means having the ability in an organization, population, community, or ecosystem to support itself.
- g. Taking a risk with an average value of 4.12 means that the risk is full of dangers, consequences, or effects that can emerge due to a current phase or potential occurrence.

Employee performance has an average value of 4.12 out of 3 indicators and 9 items in the Bandung City Education Office with a statement following the questionnaire distributed to 70 respondents, namely :

- 1) Quantity with an average value of 4.12 means that the work results follow service standards and have more work results than last time.
- 2) Quality with an average value of 4.10, which means obtaining appropriate work results and better work results than in the past.
- 3) Punctuality with an average value of 4.16 means that it can complete the task according to the leader's time or faster than the last time.

#### **D. CONCLUSION**

Organizational Culture in the Bandung City Education Office with an average mean of 4.17, which means that organizational culture raises the correct behavior and habits of employees that have been accepted in an organization and the performance of employees at the Bandung City Education Office with an average mean of 4, 12 which means that the employee's performance has the work results in quantity, quality and has the timeliness that the employee achieves in carrying out his duties with the responsibilities assigned to him. So the Bandung

City Education Office has a high organizational culture and can affect employee performance, which has a significant influence on the organization.

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