

ANALYSIS OF ORGANIZATIONAL CULTURE IN IMPROVING EMPLOYEE PERFORMANCE AT THE HURUNA SUB-DISTRICT OFFICE, SOUTH NIAS REGENCY

By

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ABSTRACT

This study aims to analyze the implementation of organizational culture and its influence on employee performance at the Huruna Sub-district Office, South Nias Regency. Organizational culture is seen as an important factor that shapes the work behavior, ethos, and productivity of civil servants in providing public services. This study uses a qualitative descriptive method with a phenomenological approach through in-depth interviews, observations, and documentation studies. The results show that the organizational culture at the Huruna Sub-district Office includes the values of integrity, professionalism, exemplary behavior, and respect for human resources, which have a positive impact on employee discipline, responsibility, and commitment in carrying out their duties. However, the effectiveness of the implementation of organizational culture still faces several obstacles, namely limited number of employees, lack of structured training, communication problems between departments, and budget and infrastructure limitations. These factors cause an unbalanced workload, delays in administrative completion, and a decline in the quality of public services. This study concludes that a good organizational culture has been established, but improving the quality of human resources, improving communication, and supporting budget and infrastructure are still needed to optimize employee performance and service to the public.

Keywords: Organizational culture, Employee performance

ANALISIS BUDAYA ORGANISASI DALAM MENINGKATKAN KINERJA PEGAWAI DI KANTOR KECAMATAN HURUNA, KABUPATEN NIAS SELATAN

ABSTRAK

Penelitian ini bertujuan untuk menganalisis implementasi budaya organisasi dan pengaruhnya terhadap kinerja pegawai di Kantor Kecamatan Huruna, Kabupaten Nias Selatan. Budaya organisasi dianggap sebagai faktor penting yang membentuk perilaku kerja, etos, dan produktivitas pegawai negeri dalam memberikan pelayanan publik. Penelitian ini menggunakan metode deskriptif kualitatif dengan pendekatan fenomenologis melalui wawancara mendalam, observasi, dan studi dokumentasi. Hasil penelitian menunjukkan bahwa budaya organisasi di Kantor Kecamatan Huruna mencakup nilai-nilai integritas, profesionalisme, perilaku teladan, dan penghormatan terhadap sumber daya manusia, yang memiliki dampak positif terhadap disiplin, tanggung jawab, dan komitmen pegawai dalam melaksanakan tugasnya. Namun, efektivitas implementasi budaya organisasi masih menghadapi beberapa hambatan, yaitu jumlah pegawai yang terbatas, kurangnya pelatihan terstruktur, masalah komunikasi antar departemen, serta keterbatasan anggaran dan infrastruktur. Faktor-faktor ini menyebabkan beban kerja yang

tidak seimbang, keterlambatan penyelesaian administratif, dan penurunan kualitas layanan publik. Studi ini menyimpulkan bahwa budaya organisasi yang baik telah terbentuk, namun peningkatan kualitas sumber daya manusia, perbaikan komunikasi, dan dukungan anggaran serta infrastruktur masih diperlukan untuk mengoptimalkan kinerja karyawan dan pelayanan kepada masyarakat.

Kata kunci: Budaya organisasi, Kinerja karyawan

INTRODUCTION

In modern organizations, organizational culture plays a crucial role in shaping employee behavior, work ethic, and performance. Organizations provide a platform for individuals to collaborate toward common goals. Organizational success depends not only on the systems implemented, but also on human resources who uphold the values, norms, and work habits agreed upon within the organization. A strong organizational culture can increase employee productivity, create a conducive work environment, and strengthen a sense of belonging to the organization. Conversely, a weak organizational culture can lead to decreased work motivation, low employee discipline, and a decline in the quality of services provided to the public. According to Robbins & Judge (2019), organizational culture is a system of values, beliefs, norms, and practices developed within an organization that shape its identity. Organizational culture acts as a guideline that guides employees in making decisions, interacting with colleagues, and carrying out their duties and responsibilities. In the government sector, organizational culture is a key pillar in creating a professional, transparent, and accountable government. The government, as the provider of public services, must ensure that the work culture implemented within government agencies supports the effectiveness of state apparatus performance and the satisfaction of the public as service recipients (Taufiqurokhman & Satispi, 2020).

The relationship between organizational culture and employee performance can be both direct and indirect. A strong organizational culture creates a work environment that encourages engagement, collaboration, innovation, and accountability. Such an environment encourages employees to work with high motivation, a strong sense of responsibility, and a commitment to achieving organizational goals. Conversely, a weak organizational culture can lead to low work motivation, indiscipline, and a lack of responsibility in carrying out tasks. The importance of organizational culture has also been regulated in various policies and regulations in Indonesia. Law Number 5 of 2014 concerning the State Civil Apparatus (ASN) emphasizes that state civil apparatus (ASN) have an obligation to manage and develop themselves, be accountable for their performance, and apply the principle of merit in the implementation of ASN management (Republic of Indonesia, 2014). The implementation of a good organizational culture within an agency is a key factor in ensuring the effectiveness of the implementation of this law. For example, if an agency's work culture emphasizes professionalism, discipline, and responsibility, employees will be more motivated to work with a strong work ethic and provide quality services to the public. Conversely, if the work culture within an agency tends to be permissive towards undisciplined behavior, this will have an impact on the low quality of service and increased public dissatisfaction with government bureaucracy.

One of the fundamental problems in the organizational culture at the Huruna Sub-district

Office is the lack of clarity regarding the organization's core values, which should guide daily work behavior. Based on observations and informal interviews with several employees, as well as observations of service dynamics, it was found that most employees do not fully understand core values such as integrity, accountability, responsibility, and excellent service. These values are formally stated in the agency's vision and mission document, but have never been concretely socialized or internalized in work activities. This lack of clarity causes employee work behavior to be inconsistent and dependent on each individual's personal perceptions, rather than on clear organizational value guidelines. As a result, some employees exhibit unprofessional work behavior, such as a lack of empathy for members of the public in need of services, a disregard for the principle of transparency, and a disregard for completing work on time. Another impact of the lack of strong values is a low commitment to public service standards. Employees lack strong motivation to provide the best service possible, as there are no shared values that shape a service culture. Several public reports indicate inconsistencies in the treatment of citizens, perceived slowness in service delivery, and a lack of accountability in completing tasks.

This phenomenon aligns with the findings of Putri and Widodo (2021), who stated that in local government organizations, when core organizational values are not understood and used as behavioral guidelines, employee performance tends to decline significantly. They emphasized that organizational values that are not systematically communicated will leave employees disoriented in their actions due to the lack of clear behavioral benchmarks. Furthermore, Rizal and Haris (2020) also found that value ambiguity leads to a weak sense of responsibility, inter-employee conflict, and decreased work accountability. In such conditions, employees tend to work mechanically without a sense of ownership over their tasks and work results. The absence of shared value standards also makes it difficult for organizations to develop a solid work culture oriented toward excellent service. This study focuses on analyzing organizational culture at the Huruna Sub-district Office in South Nias Regency as a factor influencing employee performance. The primary objective of this study is to understand the extent to which the prevailing organizational culture has been implemented by employees in the work environment and how this culture contributes to improved performance, particularly in providing public services to the community.

LITERATURE REVIEW

Organizational culture

Based on the general understanding of the basic concept of culture above, we then move on to understanding culture in the context of organizations, commonly referred to as organizational culture. The definition of organization here is more focused on formal organizations, such as schools in the educational setting. This means that the collaboration between members encompasses elements of vision and mission, resources, and a legal basis for the structure in order to achieve specific goals (Hamam, 2011: 29). According to Ogbonna and Harris (in Tazkia, 2017: 17-18) organizational culture is a belief system of values, meanings, and assumptions collectively shared by social groups to help strengthen the way they interact with each other and strengthen the way they respond to the environment. Meanwhile, the definition of organizational culture according to Turner, is that organizational culture becomes a way of life as a basis for acting, expressing feelings and thinking which is the result of learning by a group of people in a particular organization.

Viewed from the level of ownership of organizational cultural values, they can be divided into several, including:

- a *Dominant Culture*(dominant culture) is a set of core values shared by most members of an organization.
- b *Subculture*(subculture) is a set of values held by a minority, usually a small minority, of an organization's members. Subcultures are usually the result of problems or experiences shared by members of a department or unit (Robbins, 2013: 514).

Organizational culture in government is the system of values, norms, beliefs, and practices held by individuals and groups within a government institution. These elements serve as a guide for decision-making, work patterns, and interactions between government officials and the public. A strong organizational culture contributes significantly to the success of bureaucratic reform, improved public services, and effective resource management. According to Robbins and Judge (2015), organizational culture is "a system of shared meaning held by members of an organization, which distinguishes the organization from others." In the context of government, organizational culture reflects a collective way of working that includes human resource management, policy implementation, and public service.

Employee Performance

To improve employee performance, employees must be able to carry out their duties. Employee performance is an individual matter, as each employee has varying levels of ability to perform their duties. Management can measure performance based on the performance of each individual employee. Performance is an action, not an event. The performance action itself consists of many components and is not a result that can be seen immediately. Employee performance is an employee's ability to carry out tasks to achieve success in work (Sri Indrastuti, 2011). Basically, performance is something individual, because each employee has a different level of ability in carrying out their tasks. Performance depends on a combination of ability, effort, and opportunities obtained. According to Afandi (2018:89) employee performance indicators are as follows: (1) Quantity of work results; (2) Quality of work results; (3) Efficiency in carrying out tasks; (4) Work discipline; (5) Initiative; (6) Accuracy; (7) Leadership; (8) Honesty; (9) Creativity.

RESEARCH METHODS

This research is a qualitative descriptive study. Descriptive research aims to systematically, factually, and accurately describe the facts and characteristics of a specific population or area (Sugiyono, 2020). In the context of this study, the researcher sought to describe an analysis of organizational culture in improving employee performance and the implementation of organizational culture at the Huruna Sub-district Office, South Nias Regency. The approach used in this research is a phenomenological one. The phenomenological approach in qualitative research aims to understand the subjective experiences and perspectives of individuals regarding a particular phenomenon (Koyan, 2022). In this study, researchers focused on employee experiences and perceptions regarding the implementation of organizational culture. Through in-depth interviews and participant observation, researchers sought to uncover the meanings employees attach to organizational culture and how it influences workplace performance. This approach allows researchers to gain in-depth insights into organizational culture from the perspective of employees, the primary subjects of the study. Thus, this study not only describes existing conditions but also explores the nuances and complexities associated with the implementation of organizational culture at the Huruna Sub-district Office, South Nias Regency.

RESULTS AND DISCUSSION

Organizational Culture at the Huruna Sub-district Office

The implementation of a good organizational culture at the Huruna Sub-district Office in South Nias Regency plays a crucial role in improving employee performance. This study found that the organizational culture in this office is reflected through its values, namely integrity, professionalism, exemplary behavior, and respect for Human Resources (HR). These values serve as the primary foundation that shapes employee behavior in carrying out their duties and responsibilities. Employees at the Huruna Sub-district Office demonstrate high dedication to their work, are committed to providing the best service to the community, and maintain integrity in every step of their work.

However, despite the well-implemented organizational culture, this study also identified several challenges in its implementation. One of the biggest challenges is the limited human resources (HR) available. The Huruna Sub-district Office has a limited number of employees, which often leaves them overwhelmed in completing all the tasks. This has the potential to reduce the quality of services provided to the public, especially in handling administrative matters that require more time and attention. This limited HR also hinders the optimal implementation of organizational culture, as overworked employees are often unable to focus on improving the quality of their performance.

Furthermore, communication barriers were also identified as a factor influencing the implementation of organizational culture at the Huruna Sub-district Office. Ineffective communication between different departments within the office often leads to mismatches between leadership expectations and employee performance. This mismatch has the potential to reduce work quality and cause confusion in carrying out daily tasks. Poor communication often prevents employees from understanding clear work direction and objectives, which ultimately can reduce productivity.

Another factor hindering the implementation of organizational culture is the lack of structured and ongoing training for employees. Adequate training is crucial for improving employee professionalism, but at the Huruna Sub-district Office, training is often sporadic and poorly planned. However, effective training can strengthen employee skills and competencies, which in turn improves service quality and overall organizational performance.

The organizational culture implemented at the Huruna Sub-district Office, which prioritizes integrity, professionalism, exemplary behavior, and respect for human resources, has a significant positive impact on employee performance. Employees who work with integrity and professionalism tend to be more disciplined in carrying out their duties, have a strong sense of responsibility, and are motivated to improve the quality of service provided to the public. Furthermore, the exemplary behavior set by leaders significantly influences employee work ethics and behavior, which in turn leads to improved productivity.

Research by Prasetyo and Hidayat (2020) on organizational culture in government offices in Surabaya found that limited staff often overwhelmed their tasks and reduced the quality of public service. A similar situation occurred at the Huruna Sub-district Office, where limited staff often felt stressed and struggled to keep up with the workload.

Research by Suryani and Pramono (2019) also revealed that ineffective communication between departments can lead to a mismatch between assigned tasks and leadership expectations. This was also evident at the Huruna Sub-district Office, where ineffective communication led to a mismatch between leadership expectations and employee performance. Given that effective communication is crucial to implementing organizational culture, improvements in this area are

necessary to enhance employee performance.

Furthermore, research by Wahyuni and Putri (2021) shows that unstructured training can hinder employee professional development. They found that despite a culture of rewards for good performance, the lack of organized training reduced the quality of employee work. This research is also relevant to findings at the Huruna Sub-district Office, where despite employees' high commitment and dedication, without adequate training, they struggled to develop the skills necessary to provide better services to the public.

Employee Performance

Employee performance at the Huruna Sub-district Office in South Nias Regency is influenced by numerous interacting factors, particularly the organizational culture implemented and the various challenges inherent within the organization. Based on the results of this study, it can be concluded that a positive organizational culture, such as integrity, professionalism, exemplary behavior, and respect for human resources, plays a significant role in shaping employee performance. However, several external and internal factors pose obstacles that impact the overall effectiveness of employee performance.

The productivity of employees at the Huruna Sub-district Office demonstrates a high level of commitment and dedication to completing their tasks. Employees strive to provide the best possible service to the public, despite being limited by an inadequate number of staff. Interviews with informants such as the Sub-district Head and the Sub-district Secretary revealed that the shortage of manpower is a significant challenge, impacting their ability to manage their workload effectively. This limitation results in constraints on several administrative tasks and public services that must be completed in a short time.

Research by Prasetyo and Hidayat (2020) on organizational culture in government offices in Surabaya found a similar finding: limited staffing impacted productivity, despite a positive organizational culture. This study emphasized the importance of better human resource planning to support optimal employee productivity.

The discipline and accountability of employees at the Huruna Sub-district Office tend to be good, although some challenges remain in terms of time management and task prioritization. Most employees carry out their duties responsibly and in accordance with applicable regulations. However, delays in completing tasks, particularly those related to public administration, remain a complaint voiced by some residents and the Village Head. This is largely due to a shortage of human resources, requiring employees to handle multiple tasks within a limited timeframe.

In their research on employee discipline in Bali, Suryani and Pramono (2019) also revealed that discipline is influenced by the organizational culture implemented by leadership. The culture of exemplary leadership at the Huruna Sub-district Office strongly supports improved employee discipline, but human resource challenges remain a significant inhibiting factor.

The quality of service provided by staff at the Huruna Sub-district Office is also an important indicator of employee performance. Interviews with residents and the Village Head revealed that while staff strive to provide prompt and friendly service, limited staffing and high workloads often result in delays. Some residents also complained about a lack of transparency in administrative processes, leading to dissatisfaction with the service they receive.

Wahyuni and Putri's (2021) research on service quality in government offices in Denpasar found that despite a positive organizational culture, limited human resources and a lack of effective training can reduce the quality of public service. This is also reflected in the Huruna Sub-district Office, where, despite staff commitment to providing good service, human resource constraints continue to impact the effectiveness of public services. Teamwork is a key element

in supporting employee performance at the Huruna Sub-district Office. Most employees work well in teams and support each other in completing shared tasks. However, while communication between employees is quite good, several informants revealed that communication between departments within the office is often ineffective. This leads to a mismatch between the tasks assigned to employees and the expectations of management, which ultimately leads to a decline in employee performance.

Rohman et al. (2021) in their study on teamwork in government institutions stated that although organizational culture encourages collaboration, ineffective communication often hinders collaboration between employees. This aligns with findings at the Huruna Sub-district Office, where, despite strong teamwork, communication between departments needs to be improved to ensure more efficient work. The performance of employees at the Huruna Sub-district Office generally reflects a high level of dedication and commitment to public service, although several obstacles remain that affect their effectiveness. The limited number of employees and the lack of adequate training are major obstacles to improving employee performance. With improvements in human resources, training, communication, and the reward system, it is hoped that employee performance at the Huruna Sub-district Office can be significantly improved, providing higher-quality services to the public and achieving organizational goals more effectively.

Obstacles or Barriers in Implementing Organizational Culture

Although the implementation of organizational culture at the Huruna Sub-district Office has a positive impact on employee performance, there are various obstacles and barriers that affect the effectiveness of the implementation of this culture. Based on the results of interviews with informants consisting of the Sub-district Head, Sub-district Secretary, Head of Personnel Affairs, as well as employees and the community, several main inhibiting factors were identified, namely limited human resources (HR), lack of adequate training, communication problems between departments, and external factors that affect the administration process and service to the community. One of the main challenges faced by the Huruna Sub-district Office is the limited number of staff. Although existing staff strive to provide the best possible service to the public, the limited number of staff often leaves them overwhelmed in completing their tasks. This leads to decreased efficiency in completing administrative tasks and providing services to the public. In some cases, staff must handle multiple tasks simultaneously, impacting the quality of work produced.

Based on an interview with the Sub-district Secretary, he revealed that with limited staff, they are often unable to optimally handle public service requests. This situation aligns with research findings by Putra & Sulastris (2020), which showed that limited human resources often hinder employee performance improvement in government agencies. Although the Huruna Sub-district Office has attempted to implement a positive organizational culture, one remaining challenge is the lack of structured training for employees. Existing training is insufficient to meet the needs of employees to improve their technical skills and professionalism. Yet, ongoing training is crucial to support improved employee performance, particularly in the face of increasingly complex work demands. Research by Sari & Fitria (2020) also states that limited structured training can lead to a decline in the quality of service provided by employees. This is because without adequate training, employees will struggle to adapt to the latest developments in public administration, ultimately impacting productivity and the quality of service to the public.

Communication issues between departments at the Huruna Sub-district Office also pose a

significant obstacle to implementing an effective organizational culture. Despite the implementation of a positive organizational culture, ineffective communication between departments leads to mismatches between assigned tasks and leadership expectations. In some cases, the lack of coordination between departments results in work being delayed or even neglected. This leads to inefficiencies in completing tasks that could have been completed more quickly. Rohman et al. (2021) also noted in their research that poor communication in government agencies is often a major obstacle to improving employee performance. Ineffective communication leads to employee confusion in carrying out their duties, which ultimately leads to decreased productivity and the quality of public services. Another challenge faced by the Huruna Sub-district Office is time management and employee workload. With a limited number of employees, many are forced to work on multiple tasks simultaneously. This makes it difficult for them to manage their time effectively, which ultimately affects the quality of their work. Several employees expressed difficulty completing work by deadlines, which impacted their performance in serving the public.

Wahyuni & Putri's (2021) research on service quality in government offices also shows that poor time management due to an inability to divide the workload can reduce the effectiveness of public services. At the Huruna Sub-district Office, this time management issue is directly related to limited human resources and the need for a more equitable distribution of tasks.

External constraints that impact the implementation of organizational culture and employee performance at the Huruna Sub-district Office include limited budget and infrastructure. Although a positive organizational culture has been implemented, inadequate infrastructure and budget constraints often hinder employee performance. Procuring better work equipment, adequate facilities, and up-to-date information technology remains a major challenge in this office. According to Hidayat & Yuliana (2019), in their research, many local government offices struggle to develop human resources and technology due to budget constraints. This aligns with the situation at the Huruna Sub-district Office, where budget and infrastructure limitations hinder further development in improving employee performance.

Overall, the obstacles and barriers faced by the Huruna Sub-district Office in implementing organizational culture are closely related to limited human resources, a lack of structured training, communication issues between departments, and suboptimal time and workload management. Furthermore, external factors such as budget and infrastructure limitations also hinder improved employee performance and the effective implementation of organizational culture. To address these challenges, greater attention is needed to human resource management, increased training, and improved communication between departments within the Huruna Sub-district Office. Furthermore, increased budget allocation and the use of technology are crucial to foster a more efficient organizational culture and improve employee performance.

CONCLUSION

The organizational culture at the Huruna Sub-district Office has been well implemented and encompasses four key elements essential to creating a productive work environment: integrity, professionalism, exemplary behavior, and respect for human resources. The performance of employees at the Huruna Sub-district Office demonstrates a high level of dedication to their duties, with a focus on quality service to the public. Several obstacles and barriers affect the implementation of organizational culture at the Huruna Sub-district Office. First, limited human resources are a major obstacle affecting employee performance. An inadequate number of employees often overwhelms employees in carrying out their assigned

tasks, ultimately hampering service quality and work productivity. Second, the lack of structured training impacts employee professionalism, as they lack the skills and knowledge to face increasingly complex work challenges. Third, communication issues between departments hinder task coordination, leading to a mismatch between leadership expectations and employee outcomes. Fourth, suboptimal time and workload management also contribute to a lack of efficiency in completing existing tasks.

To address staffing limitations, additional staffing is needed to distribute the workload more evenly. This will improve productivity and the quality of public service. Better task allocation and more effective time management can improve employee performance.

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