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Organizational Culture Evaluation: A Case Study of DPMPTSP Pati Regency

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Abstract

Problem/Background (GAP): Reviewing the organizational culture of the organizational culture carried out by employees in the implementation of administrative services in the field of investment, licensing, and non-licensing in an integrated manner, with the principles of coordination, integration, synchronization, simplification, security, and legal certainty. Objective: The purpose of this study is to aim to evaluate the performance of workers at the One-Stop Investment and Integrated Service Office (DPMPTSP) of Pati Regency, Central Java Province. Methods: This study used a qualitative approach. A case study on the One-Stop Investment and Integrated Service Office of Pati Regency, which explores the organizational culture at the DPMPTSP of Pati Regency. Result: Based on the results of this study showed: 1) Innovation and Risk Taking have been achieved, it is only necessary to increase innovation in providing services to the community; 2) Attention to detail has been achieved, it needs to be done again by the leader to embrace his subordinates; 3) Orientation to benefits has been successfully achieved; 4) Orientation to people has been successfully achieved; 5) Team orientation has been successfully achieved; 6) Aggressiveness has been achieved; 7) Stability has been successfully achieved, although there are obstacles, namely employees who are still lazy in doing their work. Conclusion: Organizational culture at the Pati Regency Investment and One-Stop Integrated Service Office has been running well, because it meets the indicators of organizational culture. In this study, there are supporting factors and inhibiting factors that have been analyzed through SWOT. Meanwhile, organizational culture strategies have been formulated and partly implemented well and need the latest innovations related to organizational culture strategies.

Keywords: *DPMPTSP, Organizational Culture, SWOT*

1. Introduction

Every institution, whether government-based or privately operated, needs high-quality personnel, with the appropriate expertise, knowledge, and work experience, to be able to carry out their duties and responsibilities effectively. The quality of these human resources plays a very important role in determining the success of the organization, because they carry out all the activities in the organization. In this case, human resources as all the potentials possessed by individuals, including knowledge, intelligence, skills, and the ability to interact interpersonally, both physical and non-physical. (Sunyoto, 2012) Every organization seeks to find employees who can actively contribute to organizational activities and provide outstanding work results. The goal is to achieve the most optimal performance possible in order to achieve the goals that have been set pre-set. Morale describes the atmosphere in an organization that reflects enthusiasm in completing tasks and encourages employees to work effectively and productively. that alignment between organizational members and existing

cultures can increase productivity, job satisfaction, performance, commitment to the organization, and motivation to continue to grow. (Sutrisno, 2015) The organizational culture at the Pati Regency Investment and One-Stop Integrated Services Office has been implemented by employees, where employees follow the principles of alignment, merger, harmonization, simplification, protection, and belief in legal certainty. They are also responsible for planning, implementing, monitoring, evaluating, and implementing other tasks given by the Regent. In order to achieve the vision and mission of its organization, DPMPTSP Pati Regency, Central Java Province needs employees who have superior performance. However, there are still shortcomings, namely the lack of employees and the lack of education level can affect the organizational culture in the implementation of services and investment management.

The problem experienced in the organizational culture at the Pati Regency Investment and One-Stop Integrated Services Office is that there is still a shortage of the quantity of employees in providing services to the community which can affect the organizational culture in the implementation of regional investment services and management. In addition, there are also employees who are lazy in carrying out their duties which can affect the performance of the organization. Employees who are lazy are caused by several factors, one of which is the lack of 3 employee awareness of their duties. There is still a lack of cooperation between employees and it is necessary to increase the awareness of mutual needs between fellow employees. Because the success of organizational performance is greatly influenced by the relationship of each employee and so that the organizational goals that have been formulated can be achieved properly.

The comparison of current research with previous research on the topic of organizational culture can be used as a reference for deepening research. Based on the research of Mitchael Hutomo Tanuwibowo and Roy Setiawan entitled The Influence of Organizational Culture and Work Motivation on Employee Performance at Pt Lestari Purnama Perkasa in 2015. Discuss the positive relationship between organizational culture and employee performance, as well as between work motivation and employee performance. Research using descriptive quantitative methods was obtained from interviews and documentation, analyzed methods of reduction, data presentation, and documentation studies, primary and secondary data types.

The research entitled The Influence of Organizational Culture on Employee Performance with the Work Environment as a Regulatory Factor in 2020 by Jufrizen, Khairani and Nurul Rahmadhani, there is a significant influence of organizational culture on employee performance at PT PLN (Persero) North Sumatra Regional Main Unit. However, the work environment has no moderation effect on the relationship between organizational culture and employee performance. Using the interactive model data analysis method, starting from data reduction, data presentation, and verification derived from interviews with primary and secondary data types using quantitative descriptive methods.

The title of the research on the Impact of Remuneration and Work Morale on Employee Performance at the Medan District Attorney's Office in 2019 by Dito Aditia Darma Nasution discusses the topic of the impact of salary and work morale on employee performance. The method of descriptive quantitative research is analyzed from data collection, reduction, presentation to drawing conclusions from primary and secondary data. The results of this study show that salary and the level of work morale have a significant impact on the performance of employees at the Medan District Attorney's Office.

The 2017 Research on the Impact of Organizational Culture on Employee Performance at the South Sulawesi Provincial Education Office conducted by Jamaluddin emphasized the problem of the relationship between organizational culture and employee performance at the South Sulawesi Provincial Education Office. Descriptive quantitative research method to obtain results of the success or failure of the relationship between

organizational culture and employee performance in the Office of the Education Office of the South Sulawesi Provincial Government.

Reni Widya Kusumawati in her thesis entitled The Influence of Work Culture and Work Spirit on Employee Performance of Bank Mandiri Kcp Puger Jember in 2015 focuses on the work culture and work spirit together affecting employee performance at Bank Mandiri Puger Jember Branch. The methods used are descriptive quantitative and the data taken are primary and secondary from surveys and library research, documentation techniques and interviews, analyzed by reduction, data presentation, data verification and conclusion drawing.

Angelika Putri Britniantini's research entitled The Role Of The Pamong Praja Police Unit In The Control Of Billboards In The City Of Surabaya resulted in the role of the Surabaya City Pamong Praja Police Unit in controlling billboards that have gone quite well. Judging from the implementation of policies through SOPs, Human Resources Implementers, Enforcement Activity Schedules, and Coordination with related agencies, it has been running well. 4 However, judging from the provision of facilities and infrastructure as facilities in carrying out demolition, it is not adequate.

Abdul Haris Nur Sugeng entitled Evaluation of Illegal Banners and Billboards Installation Policies that Affect the Beauty of Malang City. The results of the research on the installation of billboards, actually there is already a mechanism, such as billboards must be installed in places that do not interfere with public interests such as on the sidewalks. If there is an improper installation of billboards, it is the obligation of Tramtib officers in sub-districts and sub-districts to prohibit it and direct the installation of billboards in accordance with applicable regulations. If the installation of billboards is not in place, it will have a big impact on the disruption of public safety and comfort as well as the beauty of the area. Not only is it prohibited to install it on the sidewalk, the construction of billboards must also look at the aspect of safety and comfort, lest one day suddenly the billboard collapses and causes casualties to others.

I Gusti Ayu Agung Jennie Asmika entitled Efforts To Control The Implementation Of Billboards In Denpasar City Based on the results of the research carried out on these problems, it can be concluded that efforts to control the implementation of billboards in the city of Denpasar have gone well, but in its implementation, there are still shortcomings including the lack of awareness of billboard operators to take care of billboard installation permits. In the implementation of Billboard Implementation Control, there are supporting and inhibiting factors. Some of the supporting factors that arise are in the form of data and information about billboard violations that occur in Denpasar City. Meanwhile, the inhibiting factor that arises is the lack of the number of officers and supporting equipment for the relevant agencies to carry out the Control of Billboard Implementation in Denpasar City.

Ilham Panji Anggoro entitled Implementation Of Billboard Installation Control Policy In Jember Regency the results of this study show that the implementation of billboard installation control in terms of (1) Communication, that there has been coordination between related agencies regarding the control of billboards which includes Pamong Praja Police Unit and the Investment and One-Stop Integrated Services Office (2) Resources, related to human resources are sufficient in terms of quality and quantity (3) Disposition, the attitude of the implementer, namely from Pamong Praja Police Unit itself accepts and implements the billboard control policy as well as the attitude of the community in accepting the control of the billboard installation if it is indeed in violation of the rules (4) Bureaucratic Structure, it is seen that the SOP regarding the control of billboard installation already has a reference in the Pamong Praja Police Unit.

The author conducted research and found novelty from the previous research, where the context of the research was carried out to explore the organizational culture of employees at the Pati Regency Investment and One-Stop Integrated Service Office in order to evaluate

the performance of employees in the OPD. Meanwhile, previous studies that discussed responsiveness only reviewed the work morale variable as the object conducted by Mitchael Hutomo Tanuwibowo and Roy Setiawan which focused more on the positive relationship between organizational culture and employee performance. In addition, this study also focuses on the evaluation of employee performance in organizational culture at DPMPTSP Pati Regency rather than only discussing the impact of salary and morale on employee performance used in a study conducted by Dito Aditia Darma Nasution entitled The Impact of Remuneration and Work Morale on Employee Performance at the Medan District Attorney's Office in 2019.

This study aims to evaluate the performance of employees at the One-Stop Investment and Integrated Services Office (DPMPTSP) of Pati Regency, Central Java Province, which was conducted by the One-Stop Investment and Integrated Services Office. The investigation of organizational culture emphasizes the dimensions of innovation and risk-taking, attention to detail, benefit-oriented, people-oriented, team-oriented, aggressiveness, and stability.

2. Methods

This research uses the approach that will be used, namely the qualitative approach, which aims to explore and deeply understand the phenomenon that is being faced by the research object of the organizational culture of DPMPTSP employees comprehensively by describing it in the form of words in a natural context by utilizing scientific methods to solve problems. Simangunsong (2017:192) also argues that quasi-itative research believes that the focus of quasi-itative research is to find meaning. Therefore, it must be admitted that the meaning set by the quasi-conceptual research is different from the expression of the question that is composed into subjective and multiple research topics. A research instrument is a tool or means used by researchers to assist in the data collection process so that the process can be simplified. According to Creswell (2016:161) stated that "Research as key instruments. Qualitative researcher collects their own data through documentation, observation, or interview with the participant." This means that the researcher is the key to the research instrument. Quasi-qualitative research collects data in the form of documents, observations, or interviews.

3. Results And Discussion

a. Organizational Culture at the Investment and One-Stop Integrated Service Office of Pati Regency

The author measured organizational culture carried out by DPMPTSP employees of Pati Regency referring to the theory of organizational culture according to Robbins in Wibowo which consists of seven dimensions, namely innovation and risk-taking, attention to detail, orientation to benefits, orientation to people, orientation to teams, aggressiveness, and stability in evaluating employee performance at the Investment and One-Stop Integrated Service Office of Pati Regency.

b. Innovation and Risk Taking

The dimension of innovation and risk-taking refers to being a unit where employees are encouraged to dare to make a decision even with a risk, but with it collects is expected that a new innovation will be created. (Stephen P. Robbins in Wibowo, 2016)
1. Carrying Out Innovation and New Ideas Indicators of innovation and new ideas are a unit, so it is hoped that employees will have an encouragement to innovate so that a conducive and innovative organizational culture can be created. DPMPTSP Pati Regency has implemented well and has made innovations and new ideas to support employee performance. Because the Pati Regency DPMPTSP is an OPD that is attached directly to the community to provide services so that comfort and service are prioritized.

2. Given Freedom in Action Given freedom in action is one of the indicators of the conduciveness of a culture in the organization, it is expected to create new innovations. DPMPTSP Pati Regency continues to encourage its employees to be ready to face challenges by increasing the capacity of employees through training held by the Pati Regency government, as well as giving awards to every outstanding employee.

c. Attention to Details

Attention to details is something that must be considered where workers are expected to show precision and attention to details, especially when providing services to the community (Stephen P. Robbins in Wibowo, 2016)

1. Introducing the organization's vision and mission the assessment of this indicator is quite good because thoroughness in work is the most important thing, where employees are required to minimize unwanted things happening which will also have an impact on service to the community. In the future, so that the leadership embraces his subordinates and more deeply supervises, aiming to form good habits for employees, especially in terms of paying attention to their work well in providing services to the community/business actors who want to issue permits.

2. Conveying the Company's Goals Clearly Detailed tasks are one of the main factors in achieving the final goal of a job, The purpose of the details of a work carried out by the organization has an important role, this is because the tasks given in detail are one of the measures of the DPMPTSP organizational culture in carrying out services in Pati Regency. The thoroughness of the Pati Regency DPMPTSP employees in serving the community has done their job well, the employees do their duties in detail, but they are also expected to pay attention to SOPs in doing their work so that with this it is hoped that they can provide the best service to the community.

3. Completing Work in Accordance with Procedures Cooperation in a team has a great effect on the organization, where this culture of cooperation will accelerate the organization in achieving its goals. So that the work culture is highly emphasized in the Pati Regency DPMPTSP, especially in service. The cooperation of each employee of the Pati Regency DPMPTSP Office has been formed and is running well and has an attitude of mutual respect for each other, and a sense of kinship in the organization is the main thing in solving an existing problem. It is hoped that it will be a positive organizational culture formed because of this sense of family.

d. Discussion of Key Findings of the Study

The implementation of organizational culture at the Pati Regency Investment and One-Stop Integrated Service Office has gone well. Organizational culture is used to see the performance performed by employees in providing services to the community. The researcher found an important finding, namely that most of the DPMPTSP employees of Pati Regency have carried out their work in accordance with their respective duties and functions by complying with all standard operating procedures (SOPs) that have been set. However, there are still employees who are lazy. This can be due to a lack of motivation and innovation in the work done by the employee. There are also employees who play behind and this is very disruptive to the performance of the OPD. The problem cannot be left alone, the DPMPTSP of Pati Regency emphasizes to every employee to remind each other if there is a deviation in work, the findings are the same as those found by Dito Aditia Darma Nasution (2019).

4. Conclusion

The results of the research that has been carried out by the researcher can be concluded that the organizational culture carried out by the employees of the Pati Regency Investment and One-Stop Integrated Service Office has mostly been carried out well

according to the SOP set, although there are some employees who are still lazy and play behind. It can affect the performance of the OPD. DPMPTSP is trying its best to overcome these problems so that employee performance develops and is even better. The researcher also found supporting and inhibiting factors in organizational culture in DPMPTSP Pati Regency. The analysis is measured using SWOT analysis which includes IFAS or Internal Factor Analysis Strategy and EFAS or External Factor Analysis Strategy. Meanwhile, for the organizational culture strategy in DPMPTSP Pati Regency, it tends to have an organizational culture that combines strengths in taking advantage of existing opportunities. This is reflected in clear communication in carrying out work, innovation and new ideas, freedom of action in completing work in an aggressive and competitive way, utilization of facilities, and communication with colleagues in accordance with the direction of work.

This research has limitations in terms of time, because in its implementation it is only given 2 weeks by the institution, while in general the research is carried out for at least 1 month in order to really get accurate data. The authors are aware of the limitations of the research findings. Therefore, the author suggests that further research be carried out at the same location and related to the topic of organizational culture at the Pati Regency Investment and One-Stop Integrated Services Office to obtain in-depth results.

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Prep. You may be using the wrong preposition.

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Run-on This sentence may be a run-on sentence.

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P/V You have used the passive voice in this sentence. You may want to revise it using the active voice.

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Missing "," Review the rules for using punctuation marks.

P/V You have used the passive voice in this sentence. You may want to revise it using the active voice.