

## Unleashing the Power of Organizational Culture: Impact on Civil Servants' Performance

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### Abstract

The research aims to explore and understand the key factors that contribute to a positive organizational culture, including leadership style, communication practices, recognition and rewards systems, and opportunities for growth and development. A strong and supportive culture promotes employee engagement, teamwork, innovation, and a sense of belonging, which in turn enhances individual and collective performance. Conversely, a negative or toxic culture can undermine motivation, collaboration, and overall productivity. The research reveals key factors that contribute to a positive organizational culture, including leadership style, communication practices, recognition and rewards systems, and opportunities for growth and development. Recommendations are provided for government agencies and policymakers to foster a healthy and empowering organizational culture that nurtures and motivates civil servants to perform at their best. The findings emphasize the importance of robust institutional frameworks in achieving government effectiveness. A well-functioning legislature, in collaboration with other institutions, is vital for crafting policies that address societal needs and enhance public services. Furthermore, effective governance requires the government to tackle significant challenges in a comprehensive and cooperative manner, engaging both internal and external stakeholders.

### Keywords:

Organizational Culture, Civil Servants' Performance, Effectiveness, Efficiency

### Introduction

The significance of government presence and existence in a given country is of paramount importance to the populace (Sitohang, 2022). Empirical evidence has demonstrated that even the most diminutive social assemblage necessitates a governing body, as the oversight and management executed by said entity plays a crucial role in the quotidian existence of individuals (Lau et al., 2017). The presence of the government is aligned with the objectives and aspirations pertaining to the well-being of the populace, encompassing both material and spiritual dimensions, with the aim of establishing a fair and prosperous society. The attainment of objectives is contingent upon the caliber of human resources, as the efficacy of a governmental entity in realizing its objectives is significantly reliant on the quality of its personnel (Voronkova et al., 2019). The impact of government employees' performance on organizational performance is noteworthy, as it aligns with their authority and responsibilities. It is imperative that they achieve organizational goals in a lawful manner, without contravening the law and in compliance with relevant standards and ethical principles (Kleiman et al., 2022).

The performance of employees is subject to the influence of multiple factors emanating from the internal and external environment. These factors include but are not limited to organizational culture, competence, and job satisfaction (Kruyen & Van Genugten, 2020). The role of organizational culture in achieving the objectives and goals

of an organization is significant. This is due to the fact that organizational culture encompasses the organization's ideology, values, assumptions, beliefs, desires, attitudes, and norms, which serve as a cohesive force within the organization (Blijleven & van Hulst, 2021). The determination of organizational culture is primarily attributed to the characteristics of teamwork, leadership, and management that are present within it. The organizational culture is a manifestation of the established norms within the organizational hierarchy that influence the conduct of its members.

In the realm of governance, the public facet is intricately linked to the management of the state, as public agents are accountable for organizing all tasks associated with their responsibilities (Muhammad Zamri et al., 2022; Song et al., 2021). The objective of this endeavor is to address diverse communal requirements via a range of initiatives undertaken by the populace at large, in order to fulfill needs that are beyond the capacity of individuals or the private sector to fully satisfy (Poulsen, 2022). The significance of human resource quality in government pertains to their capacity as a catalyst, capable of competently and productively impacting the realization of organizational objectives. The advancement of human resources is an unavoidable necessity that must be sustained. The intricate nature of facilities and infrastructure dictates that without the backing of superior human resources, an organization's growth and progress will be impeded. It is imperative for the government to invest in the development and enhancement of human resources to attain maximum efficiency and furnish superior services to the populace.

The enhancement of human resource quality within the government sector has significant and far-reaching effects across multiple domains (Kruyen & Van Genugten, 2020; Qotrunnada Oktariani et al., 2021). The optimization of effectiveness and efficiency in the execution of duties and responsibilities can be achieved by the government through the employment of qualified personnel (Khanal et al., 2022). It has been determined that employees who possess a high level of competence are capable of executing their responsibilities with greater proficiency, exhibiting sound judgment, and devising inventive resolutions when confronted with diverse governmental obstacles (Blijleven & van Hulst, 2022). Furthermore, the enhancement of human capital quality is a contributing factor to the augmentation of transparency and accountability within the government. It has been determined that personnel who exhibit elevated levels of integrity and work ethic will perform their assigned tasks with a commitment to honesty, impartiality, and accountability. It is anticipated that individuals will have the capacity to circumvent corrupt practices and instances of authority abuse, which have the potential to cause harm to the broader community (Muhammad Zamri et al., 2022). The establishment of public trust in government institutions can be achieved through the employment of competent and trustworthy personnel by the government.

The enhancement of civil servant quality is of utmost significance as it bears a direct influence on the amelioration of public services, judicious employment of state resources, sound governance, and the government's ability to confront adversities (van der Meer et al., 2022). The utilization of qualified civil servants is deemed a valuable asset in the attainment of sustainable development goals and the provision of optimal benefits to society. The enhancement of civil servant quality is intricately linked to the augmentation of government capacity in addressing the ever-evolving challenges and changes. It has been determined that employees possessing skills and knowledge that are pertinent to the current dynamics and demands of the prevailing times are more apt to effectively adjust and manage the diverse changes that transpire. The individuals in question will possess the capability to proficiently employ information and communication technology in the execution of their obligations and tasks.

The enhancement of the caliber of Public Service Officers (PNS) in Indonesia is confronted with a number of impediments that necessitate resolution. One of the primary challenges identified is the issue of inadequate competency and skills. A discrepancy has been identified between the requisite competencies necessary for the execution of civil servant responsibilities and the competencies currently held by the majority of civil servants. The primary impediments to enhancing the caliber of civil servants are the insufficiency of prospects for pertinent training and skills advancement, coupled with inadequate availability of high-quality education.

Furthermore, the objective of this research is to examine the impact of organizational culture on the job performance of public servants. The objective of the study is to gain insight into the influence of various aspects of

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organizational culture, including values, norms, communication patterns, and leadership styles, on the conduct, drive, and efficiency of public employees. The research endeavors to examine the correlation between organizational culture and performance, with the aim of offering valuable insights into the possibility of harnessing the potency of organizational culture to augment the efficacy and productivity of civil service organizations. The study's results will enhance comprehension of how organizational culture influences the performance of civil servants. Additionally, the findings will offer practical recommendations for policymakers and administrators to enhance organizational culture and performance management in the public sector.

## Literature Review

### Organizational Culture

The term "organizational culture" as it pertains to civil servants denotes a set of values, beliefs, norms, attitudes, traditions, and practices that are applicable within an institution or governmental agency (LIM et al., 2021). The organizational culture is indicative of the cognitive, behavioral, and interactive patterns exhibited by public servants, which in turn guide their conduct in the execution of their official obligations and accountabilities (Taslimi et al., 2006). The construct of organizational culture encompasses various elements, including but not limited to communication, leadership, cooperation, innovation, ethics, and public service orientation. The impact of organizational culture on the identity, values, and self-identification of civil servants is a significant factor to consider (Lim, 2010). It has been observed that civil servants assimilate and internalize the institutional expectations, regulations, and norms through the medium of organizational culture. The impact of organizational culture on the demeanor, drive, and conduct of public officials, both on an individual and group level, cannot be discounted. The presence of an organizational culture that fosters cooperation and collaboration has the potential to impact the degree of cooperation exhibited by employees and their capacity to function effectively as a team (Pratiwi & Nawangsari, 2021). Conversely, an organizational culture that places emphasis on individual performance and competition may impact conduct that is oriented towards attaining personal objectives.

The influence of organizational culture on the work environment and organizational climate is noteworthy. The establishment of a positive, inclusive, and transparent culture has the potential to foster a harmonious and mutually supportive work environment, while also promoting collaboration and innovation (Mendonca, 2001). In contrast, an organizational culture exhibiting "unhealthy" symptoms such as proclivities towards corruption, nepotism, and discrimination has the potential to negatively impact the work climate, generate discontentment, and impede the attainment of organizational objectives (Zhao et al., 2021). The significance of organizational culture among civil servants is rooted in its impact on the caliber of their work output, ethical conduct, and provision of public service. The presence of a robust and optimistic organizational culture has the potential to inspire civil servants to perform their duties with commitment and expertise, deliver high-quality services, and make valuable contributions towards the objectives and vision of the organization. The comprehension and regulation of efficient organizational culture is crucial in enhancing the caliber of government employees, fostering public confidence, and attaining governmental objectives in delivering superior and prompt public amenities.

### Civil Servants' Performance

The term "organizational culture" as it pertains to civil servants denotes a set of values, beliefs, norms, attitudes, traditions, and practices that are applicable within an institution or governmental agency (Friolina et al., 2017). The organizational culture is indicative of the cognitive, behavioral, and interactive patterns exhibited by public servants, which in turn guide their conduct in the execution of their official obligations and accountabilities (Abadi et al., 2019). The construct of organizational culture encompasses various elements, including but not limited to communication, leadership, cooperation, innovation, ethics, and public service orientation. The impact of organizational culture on the identity, values, and self-identification of civil servants is a significant factor to consider. It has been observed that civil servants assimilate and internalize the institutional expectations, regulations, and

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## Research Methods

A qualitative descriptive approach has been selected as the research method for this study. The utilization of the qualitative approach enables the researcher to gain an understanding of the phenomenon under investigation by means of gathering and scrutinizing data that is descriptive in character, exposing the significance and intricacy of a given situation, and acquiring comprehensive comprehension of perceptions, motivations, actions, and other factors that impact the performance of civil servants (Aspers & Corte, 2019). The primary objective of this study is to examine the influence of organizational culture on the productivity of employees of Batam City Government. The utilization of qualitative methods will facilitate the examination of diverse facets of organizational culture within associated agencies and uncover pertinent themes. A descriptive approach will be employed by researchers to gather data through participatory observation, in-depth interviews with employees, and analysis of pertinent documents.

Furthermore, a comprehensive literature review will be conducted by researchers to examine theories pertaining to the influence of organizational culture on employee performance. The present study aims to conduct an analysis of theories pertaining to the influence of organizational culture on employee performance, while also taking into account various other factors that may have an impact on the same (Burnard et al., 2008). The present study seeks to establish a comprehensive comprehension of the correlation between civil servant performance and organizational culture through the utilization of qualitative research methods. It is anticipated that the findings of the research will furnish valuable perspectives and suggestions for the establishment of a corporate environment that fosters enhanced staff productivity and superior provision of services to the populace.

## Results and Discussion

Organizational culture plays a pivotal role in the success and performance of any organization, including government institutions. Leadership style, communication practices, recognition and rewards systems, and opportunities for growth and development are crucial elements that contribute to shaping the organizational culture. Effective leadership styles have been found to impact employee morale, job satisfaction, and overall work quality. Leaders have the power to influence employee behavior and shape workplace activities, either through an authoritarian approach or by fostering a supportive and inclusive environment. The adoption of a proficient

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leadership style can lead to improved employee performance, skills, and attitudes, ultimately enhancing the overall quality of work. In the context of the public sector, civil servants' performance evaluation is essential for achieving government objectives and providing high-quality public services. By recognizing and rewarding outstanding performance and providing opportunities for growth and development, government agencies can foster a positive and empowering culture that motivates civil servants to perform at their best. Moreover, effective communication practices ensure that employees are well-informed, engaged, and able to contribute constructively to decision-making processes, thus further enhancing government effectiveness and public administration. As such, nurturing a positive organizational culture that values leadership, communication, recognition, and growth opportunities is vital for the successful functioning of government agencies and their ability to meet the needs and aspirations of society.

It is observed that every organization has a specific objective that guides its operations. The successful attainment of this objective is contingent upon the endorsement and cooperation of all entities within the pertinent organization. The primary constituent of an organization is the human resources. As per the findings of Wahyudi (2002: 9), the term human resources encompasses the entirety of human potential, abilities, aptitudes, and expertise that are harnessed towards the objectives of production and provision of valuable services. In order to provide support for this endeavor, it is imperative to engage in ongoing enhancement of the current human capital. The standard approach employed by both public sector entities and private enterprises involves the provision of education and training programs.

In the present scenario, it is imperative to acknowledge the significance of training, particularly for the workforce operating in the community service domain. This holds true in relation to the authorization of diverse commodities, the handling of commercial licenses, and other related activities. In order to attain the intended objectives, it is imperative to possess a municipal or state machinery that is proficient in executing its duties with efficacy, expediency, and accountability in the administration of public amenities. It is recommended that municipalities provide a detailed account of their strategies for constructing, enhancing, and utilizing community establishments to promote the development of efficient, cost-effective, and expeditious public service standards. According to the report by Cape Jamaludin in 2004, it was found that.

The current social situation is undergoing a period of dynamic development. As a result, the level of community life is improving, leading to an increased awareness among individuals regarding their rights and obligations as citizens in social life. This has resulted in a rise in the number of demands and aspirations being submitted to the government by the populace. The populace is exhibiting a growing tendency towards scrutiny and assertiveness in regulating the actions of the governing body. Based on the available information, it appears that the situation is cause for concern. The present discourse pertains to the performance of the government thus far. It is noteworthy that the services rendered by the government have been perceived to be deficient, thereby causing adverse effects on the society, as opined by Widodod Djoko in 2000. In the current epoch of globalization, characterized by heightened competition across all domains, a figure of 4,444 has been identified. It has been observed that public institutions have the potential to endure and prosper if they possess a comprehensive understanding of the optimal course of action for their constituents. The term "community service" may be defined as a form of professional community engagement.

The analysis of organizational metrics pertaining to the operational efficiency of an organization is a crucial source of information. It has been determined by the Human Resources department that certain employees exhibit weaknesses in various areas such as training, absenteeism, indiscipline, poor performance, or other related areas. Upon conducting an analysis of the organization's vulnerabilities, the subsequent course of action pertains to the establishment and evaluation of the organization's goals and objectives. Insufficient human resources are noted within the organization to facilitate a formal training program or to implement an organizational strategy that prioritizes the importance of innovation. The positive effects of innovative practices are observed and their potential impact on society is duly noted.

As per the findings of Handoko (2003), it has been observed that leaders possess the ability to impact the morale and job satisfaction of their subordinates, as well as their work loyalty, security, and quality of work life. Furthermore, the level of achievement of an organization can also be influenced by the leadership style adopted by its leaders. The impact of leaders on employee performance is a noteworthy consideration. Leaders have the ability to shape employee behavior through the implementation of policies and the utilization of specific leadership styles to direct workplace activities. This may include the use of an authoritarian approach or the exertion of power to facilitate effective management. The presence of workers can have an impact on the overall mood of workers within the organizational environment, potentially leading to either an increase or decrease in morale.

In the context of leadership styles, it is recommended that leaders exercise prudence in determining the most appropriate leadership style to be employed within the workplace. It is hoped that by adopting such a leadership style, all employees will respond favorably and accept the leader in question. It has been observed that a proficient leadership style has a positive impact on employee performance, encompassing an enhancement in quality, skills, and work attitudes. It is anticipated that employees will perceive a reduction in the intimidating nature of their work environment, as a result of a decrease in the frequency of reprimands from superiors and overly stringent regulations. This perception is expected to positively impact the quality of their work performance over an extended period. It is imperative that both the management style and policies implemented are inclusive of all employees in the workplace. In the event that this measure is not implemented, it is likely that personnel will perceive their place of employment as lacking in provisions for a salubrious and agreeable work setting.

The assessment of civil servants' performance pertains to the outcomes attained by staff members in executing their obligations and accountabilities within the governmental framework. The aforementioned factors encompass the achievement of objectives, caliber of output, efficiency, proficiency, demeanor, and conduct in executing designated duties. It has been observed that the evaluation of civil servants' performance encompasses not only the outcome dimensions, but also the methodologies employed in attaining these outcomes. The significance of civil servants' performance cannot be overstated as it directly influences the efficacy, productivity, and caliber of government-provided public services. When civil servants perform effectively, they have the capacity to generate results that conform to the criteria and requirements of the community. The level of competence, professionalism, and integrity of employees is reflected in their good performance.

Furthermore, it should be noted that the efficacy of public officials is intricately linked to endeavors aimed at realizing the objectives of the organization in its entirety. The optimal performance of civil servants is crucial in the attainment of the government's objectives, vision, and mission. Citizens are capable of engaging in the decision-making process, executing policies effectively, and providing constructive input towards the advancement of development and public administration.

## Conclusions

The research findings indicate the importance of multiple factors in relation to the job performance of civil servants within the governmental framework. The aforementioned study highlights the significance of continual improvement of human resources via instructional initiatives and the establishment of a thorough comprehension of the most effective tactics. The report underscores the necessity of proficient leadership styles that have a favorable impact on the morale of employees, their job satisfaction, and work performance. The assessment of the job performance of civil servants involves various aspects, such as the attainment of results, the techniques utilized, and the influence on the effectiveness and efficiency of publicly-provided government services. The pivotal role of civil servants in accomplishing the government's objectives, vision, and mission is contingent upon their competence, professionalism, and integrity. The active participation of citizens in decision-making processes necessitates the need for civil servants to perform effectively in order to promote development and ensure efficient public administration. In general, the aforementioned discoveries offer perspectives on the domains that demand focus

and enhancement to fully realize the capabilities of public officials and amplify their impact on the betterment of the populace.

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