STRENGTHENING GOVERNMENT ORGANIZATIONAL CULTURE IN THE ERA OF REGIONAL AUTONOMY

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ARTICLE INFO	ABSTRACT
Keywords: Organizational Culture, Government, Regional Autonomy.	This study aims to strengthen organizational culture in local government in the era of regional autonomy. This study used a qualitative approach with a case study method. The results showed that a strong organizational culture is a key factor in improving local government performance. A strong organizational culture is defined as the adoption of shared values, traditions and norms that are understood and carried out by all members of the organization. As for the role of a strong organizational culture towards the organization, members of the organization and those related to the organization, namely organizational identity, unifying the organization and conflict resolution. It is hoped that the results of this research can become input for local governments in developing and strengthening organizational culture to improve local government performance in the future.
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1. INTRODUCTION

The growth and evolution of an organization is an unavoidable requirement that cannot be avoided for as long as the organization continues to exist. It is necessary for an organization to be flexible and foresee the factors that will have an impact on the company's growth and change. Internal and external organizations both have the potential to supply the components that are important to the growth and transformation of the organization. According to Hardiansyah and Firmansyah (2017), businesses are able to adapt by implementing changes that are either reactive, planned, or proactive in response to causes that originate from within the organization itself.

An organizational culture that is able to promote efficient government performance is one of the variables that must be established by all government organizations, both at the central level and at the regional level. This is one of the factors that must be built. The organizational culture of local government entities is formed both by the culture of the surrounding community and by the regulations imposed on those organizations by the central government. According to Djaenuri and Enceng (2012), it might take years to develop an organizational culture, and it can take much longer to discover an organizational culture that is able to support the execution of efficient policies at the local government level (Achmad, 2022).

There are a number of local governments in Indonesia, each of which has its own distinct organizational culture, complete with nuances of local knowledge. This influence is not always helpful and constructive; in fact, there are times when it actually works to stymie the efforts of the local government body to put its ideas into action. Despite this, a significant number of local governments have been successful in developing productive organizational cultures by embracing the conventional wisdom of the surrounding community (Mariana, 2008; Achmad, 2023).

Strengthening Government Organizational Culture in the Era of Regional Autonomy. Makbul Mansyur

116

In general, the central and regional governments are tasked with three primary duties, including the provision of services, the facilitation of individual empowerment, and the advancement of communal development. Local governments, through its service functions, ensure that social justice is provided for all people, regardless of their nationality, race, or religious affiliation. In the meantime, the local government is able to improve the economic and social standing of the community through its development function, while also encouraging the community's independence through its empowerment function (Rasyid, 2007). Both of these functions fall under the umbrella of the local government's empowerment function.

Local governments are required to establish and build a local government organizational culture that is capable of supporting the effective implementation of the three functions of local government in order to be able to carry out these three functions. As a result, each and every local government must contend with the same obstacle, namely the question of how to establish an efficient organizational culture inside the local government. It is necessary for regional governments to alter the mentality and behavior of administrators in order to meet the requirements of establishing regional autonomy. This can be accomplished by delivering and enhancing services that meet the needs of the community. Utilization of quality services will lead to the achievement of community satisfaction. (Hardiyansyah, 2018).

Organizational culture consists of the norms, values, assumptions, beliefs, philosophies, organizational habits, and contents of organizational culture that were developed over a long period of time by the founders, leaders, and members of the organization in order to influence the mindset, attitudes, and behavior of members in the production of products, the service of customers, and the accomplishment of organizational goals. (Ainanur & Tirtayasa, 2018).

Culture is an interesting and important conversation in today's global era. Not just exploring what organizational culture is but in making continuous changes, competition and the ability to survive in a changing environment. Organizational culture is an important key to change that will have a strong influence on organizational work systems (Lina, 2014).

Organizational culture can vary from weak to strong depending on the degree to which it is accepted and influences individual behavior. Likewise, the extent to which organizational culture is congruent with organizational structure ranges from low to high (Sutrisno, 2019). The interaction model of these two variables and their interactions may have an impact on implementing an effective strategy. Research propositions are presented regarding the static aspects of the model and suggestions for practicing managers are presented taken from the dynamic aspects of the model.

Regional autonomy has given local governments the power to manage policies and programs in their area. However, this also creates new challenges, where many local governments experience difficulties in maintaining and strengthening the culture of government organizations in their regions. A strong government organizational culture is very important to increase government effectiveness and efficiency in providing quality public services to the community. A strong organizational culture can also strengthen the government's integrity and accountability in carrying out its duties (Rivai, 2013).

Therefore, this study aims to analyze what factors influence the strength of government organizational culture in the era of regional autonomy. This research will also identify strategies that can be carried out by local governments to strengthen the culture of government organizations in their regions. With the results of this research, it is expected to provide input and

Strengthening Government Organizational Culture in the Era of Regional Autonomy. Makbul Mansyur

117

recommendations that are useful for local governments in developing a strong organizational culture and strengthening government integrity and accountability in the era of regional autonomy.

2. METHODS

A qualitative research methodology is the kind of method that was used in this study's research endeavors. According to Sugiyono (2011), this technique is a method or research approach in which the outcomes of data are presented in the form of writing and originate from the observation of a behavior. The culture of government institutions in a period marked by increased regional autonomy is going to be the focus of this research project (Yulianah, 2022). It is necessary to search data with literature studies that will become a reference that will be developed by the author and then written in the form of articles. When making articles, it is important to find interesting topics to discuss for writers and which are being widely discussed by the general public. When making articles, it is also important to find interesting topics to discuss for readers. Writers can find citations from either theory or earlier study by searching for them in digital media from search services for published journals like Garuda and Google Scholar as well as books.

3. RESULT AND DSICUSSION

Every government organization has a different organizational culture that influences all aspects of the organization and the behavior of its members individually or in groups. A strong government organizational culture can provide many benefits for an organization. For example, a strong organizational culture will form a clear organizational identity or organizational identity. A strong organizational identity will strengthen the good image of the organization and enable the organization to differentiate itself from other organizations. With a strong organizational identity, organizational members will feel proud and motivated to contribute to organizational success (Ambarwati, 2018).

In addition, a solid work culture within the organization will improve overall organizational performance. Organizational members who have the same values and attitudes will work more effectively and efficiently. They will work in the same direction and prioritize organizational goals over individual interests. In the long term, a solid work culture will form a positive mindset and behavior within the organization which can improve overall organizational performance (Amanda et al, 2017).

A strong organizational culture will also form a good image of the organization. A good image of the organization will increase public trust in the government and increase public participation in the process of making policies and programs. In addition, the good image of the organization can also attract human resources and investment from outside. All this will strengthen the organization's position and enable it to achieve its goals more effectively.

A strong organizational culture is very important for government organizations to improve organizational performance and image. A strong organizational culture can form a clear organizational identity, improve overall organizational performance, and form a good image of the organization. By adopting a strong organizational culture, government organizations can achieve their goals more effectively and increase public trust in government.

A strong government organizational culture is characterized by the existence of organizational core values that are firmly held and widely agreed upon by members of the organization. The more organizational members who accept and are committed to these values, the

Strengthening Government Organizational Culture in the Era of Regional Autonomy. Makbul Mansyur

118

stronger the organizational culture of the government. This will affect the attitudes and behavior of members of the organization, and ultimately, affect the overall organizational performance (Isnada, 2016). The performance of government organizations that are task and service oriented requires a strong government organizational culture. In a government organization, a strong organizational culture will help shape organizational identity and strengthen unity among organizational members. In addition, a strong organizational culture will also strengthen the commitment of organizational members in achieving organizational goals and providing the best service to the community.

One of the concrete results of a strong government organizational culture is the existence of high agreement on organizational goals among its members. This will assist members of the organization in determining the steps that must be taken to achieve organizational goals, as well as facilitate coordination and collaboration between departments within government organizations. With an agreement on organizational goals, members of government organizations will have a clear focus and direction in working to achieve common goals.

A strong government organizational culture has a great influence on the mindset, attitude and behavior of all employees in government organizations. When a strong organizational culture has been formed, employees will feel connected and loyal to the organization. In government organizations, a strong culture can also provide coercion or encouragement to employees to act or behave as expected by government organizations (Syahyuni, 2018; Achmad et al., 2023).

Obedience to government rules and policies is very important in a government organization. A strong government organizational culture can strengthen adherence to these rules and policies, so that employees can work according to the rules and policies that have been set. Optimal performance and service to the community can be achieved through adherence to these rules and policies, which are expected to achieve organizational goals that have been set (Sulaksono, 2015; Soeradi et al., 2023).

In a government organization, employees must prioritize ethics and integrity in their every action and behavior. In this case, a strong organizational culture can provide guidance and orientation for employees to prioritize ethics and integrity in their actions and behavior. Thus, a strong government organizational culture can also help build a good image of the organization and increase public trust in the government.

Many problems regarding the performance of government organizations are caused by weak implementation of organizational culture. As for one of the problems based on classic phenomena that often appear in government organizations is the discipline of State Civil Apparatus (ASN) employees who generally seem low which ultimately results in low performance as well. For example, there are still many government offices that are less effective and efficient in planning, implementing and reporting their activities. Even though every government organization is required to produce good performance. This condition can be said to be a violation of the duties and functions of government organizations in being accountable for their performance which is reflected in the government agency performance accountability report (LAKIP), because these employees do not act or behave in accordance with the rules and procedures set by the organization.

The role of a strong organizational culture has a great influence in solving the performance problems of these government organizations. The unanimity of the agreed noble values as a reference for behavior in order to achieve the goals of government organizations will form attachment, loyalty, and organizational commitment. This condition will further reduce the

tendency of employees to not perform. The role of a strong organizational culture towards the organization, members of the organization and those related to the organization are:

a) Organizational Identity

Organizational culture contains a set of characteristics that define an organization and differentiate it from other organizations. Organizational culture shows the identity of the organization to people outside the organization. Organizational identity includes the characteristics and core values of the organization that distinguishes the organization from other organizations. A strong organizational identity will show a clear and consistent identity and organizational image. This will help the organization to build a good reputation and strengthen the organization's branding or brand image. By having a strong organizational identity, the organization will also be more easily recognized by the public, thereby increasing public trust in the organization and the products or services produced by the organization. Therefore, it is important for organizations to develop a strong organizational culture to strengthen organizational identity

b) Unifying Organizations

A strong organizational culture can unify the organization by providing clear direction and goals for all members of the organization. With a strong organizational culture, all members of the organization have the same core values and understand their duties and responsibilities as part of the organization. This can minimize differences of opinion or conflict within the organization and helps all members of the organization work together to achieve organizational goals effectively and efficiently. In addition, with a strong organizational culture, organizations can create a harmonious and mutually supportive work environment among fellow members of the organization. All members of the organization will feel part of the big family of the organization that has the same vision and mission. This will make members of the organization feel valued and recognized as an important part of the organization, so as to increase their motivation and performance at work.

c) Conflict Reduction

Conflicts can arise when there are differences in views, values, or goals among members of government organizations. In this case, a strong organizational culture can be a common foundation for all members of the organization to jointly achieve organizational goals. With the similarity of values and goals, there will be understanding and mutual understanding between members of different organizations. In addition, a strong organizational culture can also help reduce conflict by providing clear guidelines and rules for carrying out duties and responsibilities. By having clear rules and guidelines, every member of the organization will have the same guidelines in acting and behaving. This can avoid the occurrence of incompatibilities between members of different organizations, so that conflicts can be avoided. A strong organizational culture can also help reduce conflict by developing positive attitudes and behaviors within government organizations. A positive culture will create a harmonious and mutually supportive work atmosphere among members of the organization. In a positive atmosphere like this, conflict can be avoided because every member of the organization will help each other and work together in achieving organizational goals.

Organizational culture can be viewed as a unique characteristic that distinguishes one organization from another. Organizational culture includes the values, beliefs, norms, and behaviors that are practiced and embraced by members of the organization. This aims to assist the

Strengthening Government Organizational Culture in the Era of Regional Autonomy. Makbul Mansyur

120

organization in solving internal and external problems that arise, as well as increasing the effectiveness and efficiency of the organization as a whole. Therefore, organizational culture can be considered as an important foundation in shaping organizational identity.

Schein (1996) identified that organizational culture is formed from basic assumptions resulting from organizational experience and learning. Such experiences and learning include external adaptation and internal integration that occur within the organization. This organizational culture will then be taught to new members of the organization, so that they understand the best way to think, feel and solve problems faced by the organization.

In this context, organizational culture has a very important role in helping organizations achieve their goals effectively and efficiently. For example, members of an organization who share the same values can work together more effectively and efficiently than those who share different values. This is because organizational culture helps reduce internal conflicts and increases trust between organizational members. Therefore, building a strong organizational culture is essential to ensure the long-term success of an organization.

Several possibilities in the concept of implementing organizational culture will always be challenged such as the existence of diseases and or habits that cause bad organizational performance, including:

a) Goals have been established, but they lack specificity and clarity (they are unrealistic);
b) The division of labor is unequal, inconsistent, insufficient, and devoid of distinct boundaries (unfair);
c) Divisions (rigid) occur when members only want to labor according to their responsibilities;
d) Feeling that he or his unit is the most important, and that others are unimportant or less important;
e) Imposing responsibility without corresponding authority (zalim);
f) Too many subordinates to supervise – overburdened (greedy);
g) A subordinate receives contradictory orders from one superior regarding the same matter;
h) There are lenient penalties for violations (many considerations).

The preceding difficulty is not crucial for a robust government organization. Through the commitment and consistency of its leaders, a powerful government organization will always foster organizational cultures based on the values of integrity.

4. CONCLUSION

Based on the description above, it can be concluded that strengthening the organizational culture of government in the era of regional autonomy has a very important role in improving public performance and services. A strong organizational culture is characterized by core values that are firmly held and widely agreed upon by members of the organization. A strong organizational culture can also unify an organization, reduce conflict, and enhance organizational identity. In addition, a strong organizational culture can influence the mindset and behavior of members of government organizations, as well as provide coercion or encouragement for them to act in accordance with organizational expectations. A strong organizational culture can also provide high agreement regarding organizational goals among organizational members. Therefore, the leaders of government organizations must strengthen organizational culture through the implementation of core values that are clear and agreed upon by members of the organization. By doing so, it is

Strengthening Government Organizational Culture in the Era of Regional Autonomy. Makbul Mansyur

121

hoped that government organizations can improve public performance and services optimally and improve the good image of the organization in the eyes of the public.

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Strengthening Government Organizational Culture in the Era of Regional Autonomy. Makbul Mansyur

123