

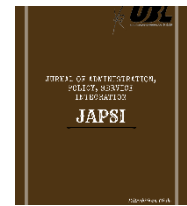
Journal of Administration, Policy and Service Integration
(JAPSI)



Manuscripts Received: 29 January 2024

Accepted Publication: 12 February 2024

Journal Homepage <http://journal.ubl.ac.id/index.php/japsi>



The Effect of Organisational Culture and Performance Benefits on the Performance of Employees of the Administration Bureau Lampung Province

M.Kausar Hariska¹ and Norman Nantiko²

¹Badan Protokol dan Biro Administrasi Pimpinan Provinsi Lampung

²Badan Protokol dan Biro Administrasi Pimpinan Provinsi Lampung

E-mail: mkausarhariska471@gmail.com

Abstract :

The problems in this study are: (1) Does organizational culture affect employee performance in the protocol section and the administrative bureau of the Lampung Province leadership. (2) Does the Performance Allowance affect the Performance of Employees in the Protocol and Administrative Bureau of the Lampung Province Leadership. (3) What is Organizational Culture and Performance Allowances on Employee Performance in the Protocol Section and Administrative Bureau of Lampung Province Leaders. This study uses quantitative methods aimed at revealing the influence between the independent and dependent variables and testing the significance of the effect between these variables. Thus it will be known the extent of the influence of the independent variable on the dependent variable. Survey technique is used to take samples from the population. Samples were taken representatively to be analyzed in order to draw conclusions, then generalized to the population. The results showed (1) Partially, the organizational culture variable had a positive and significant effect on employee performance. (2) the performance allowance variable has a positive and significant effect on the performance of the Protocol Section and the Administrative Bureau of the Lampung Province Leader. (3) Simultaneously shows that the organizational culture variables and performance allowances have a positive and significant effect on employee performance at the Protocol Section and Administration Bureau for Lampung Province Leaders.

Keywords: *Organization Culture, Performance Allowance, Employee Performance.*

1. Introduction

Rules and values in organizations are important issues in the formulation and implementation of organizational policies that have far-reaching implications because they determine the standards of what can be done, determine the normative boundaries of the organization, determine acceptable managerial styles, determine the nature and forms of supervision, and ways of working quickly. The prevailing system forms the culture in the organization. This bureaucratic culture is used as a guideline, or instructions in carrying out public services. Bureaucratic culture in Indonesia is a mixture of Weberian bureaucratic characteristics with bureaucratic characteristics rooted in local culture which provides

opportunities for paternalistic attitudes and behavior. The relationship between public services and bureaucratic culture is very strong, meaning that any activities carried out by officials in public services must be guided by normative rules that have been determined by public organizations as a manifestation of public organizational culture (Oktaviannur & Pratama, 2016).

Organizational Culture is often associated with Human Resource Performance, where the stronger the organizational culture, the firmer and better the performance of the organization (Tresina, 2021). Every organization has a different culture where the culture will form norms, values and procedures or organizational guidelines in carrying out its duties and encourage more optimal organizational performance. Likewise with the culture that applies in public organizations or bureaucracies. Performance drive in the public bureaucracy is the drive to strive for optimal implementation and service delivery (Sutoro *et al.*, 2020).

The Protocol Section and the Lampung Provincial Leadership Administration Bureau, is one of the government bureaucracies in the region that carries out the demands to carry out its main duties and functions properly. As an implementer of public services, a bureaucracy must have a standard work standard relationship between leaders and subordinates (Malik & Verawati, 2015). The relationship is built on the basis of official relations which are formal and open which are informal and subjective to produce effective and impartial services. service functions can be carried out properly if the organizational culture can run and be realized by the apparatus as servants of the state and servants of the community (Malik & Verawati, 2016). Widyanarko & Sukesu (2020) stated that organizational culture as a unifying action in the organization, conflict reducer and motivation for employees. The relationship between public services and bureaucratic culture is very strong, meaning that any activities carried out by officials in public services must be guided by normative rules that have been determined by public organizations as a manifestation of public organizational culture. Handayani *et al.*, (2021) stated that organizational culture is a description of the environment and behavior in the organization which of course shapes the performance of employees in the organization. Performance is the achievement of an employee for the work and tasks that have been carried out in accordance with his responsibilities (Barusman & Mihdar, 2014).

However, at this time there are several weaknesses in the organizational culture of the protocol section and the Lampung Province leadership administration bureau, where the ability of employees to complete work within a predetermined time, there are still always late such as weekly reports, monthly reports, are still often late in providing reports to the leadership, this indicates that the performance of employees in carrying out work is not optimal. Meanwhile, it is also known that the low performance of employees has an impact on services that are not optimal.

Based on these phenomena, in-depth research was carried out related to the Effect of Organizational Culture and Performance Benefits on Employee Performance at the Protocol Section and the Lampung Provincial Leadership Administration Bureau. With the aim of knowing whether organizational culture affects employee performance, and whether performance allowances affect performance, as well as whether organizational culture and performance allowances simultaneously affect employee performance in the protocol section and the administrative bureau of the Lampung Province leadership.

2. Literature review

a. Organizational Culture

Organizational culture is a dimension that provides identity and determines behavior in the organization (Isensee *et al.*, 2020). Martínez-Caro *et al.*, (2020) states that organizational culture is a set of values or beliefs, norms, standards, moral principles and knowledge about organizational functions that currently use a digital context. Rodríguez-González *et al.*, (2023) stated that organizational culture capabilities are formed based on performance and a work environment that is continuously improved. Culture in the organization is a form of optimal human resource management which of course has an effect on performance. Culture is born through creativity, growth and productivity variation (Joseph & Kibera, 2019). Every public organization shows a type of culture that emphasizes security of time, predictability and compliance with rules and values in regulation (Barusman & Habiburrahman, 2022). A strong organizational culture will certainly create a strong image and make the organization seen as successful in managing the organization's human resources (Khikmawati *et al.*, 2020).

Azeem *et al.*, (2021) Organizational culture is considered as an organizational capital in competing and developing values alignment with employees and organizational performance. Empirically Hogan & Coote, (2014) stated that organizational culture has a basic influence on employee performance. Organizational culture has control over the formal system, procedures and authority in the organization, so that with a strong culture the organization can achieve results in accordance with organizational goals (Barusman & Virgawenda, 2019). organizational culture is defined as the perception of organizational members regarding key values and shared concepts that shape their image of the organization (Barusman *et al.*, 2020). Ermaya (2007) stated that there are seven primary values that describe the characteristics of culture in the organization, namely as follows:

1. Innovation and risk-taking, which includes: encouragement to find new breakthroughs in work, (b) encouragement to implement new ideas, (c) encouragement to respond to opportunities, (d) encouragement to take risks;
2. Attention to detail, which includes: (a) authority in carrying out tasks, (b) trust to be responsible, (c) freedom to complete work;
3. Result orientation, which includes: (a) efficiency of work results, and (b) effectiveness of work results;
4. People orientation; which includes: (a) employee empowerment, (b) opportunities for continuous learning, (c) reward system;
5. Team orientation, which includes: cooperation in carrying out tasks, (b) coordination in carrying out tasks, (c) developing effective communication;
6. Aggressiveness, which includes: (a) competing to improve agency progress, (b) work situations encourage hard work; and
7. Stability, which includes: (a) loyalty to the noble values that exist in the agency, (c) consistency in carrying out duties and responsibilities.

b. Performance Allowances

Allowances are a strategy used to significantly increase emissions in a business or public organization (Adekoya, 2021). Putrawan, (2023) performance allowances in government organizations are one of the internal control measures taken to improve the quality of work and services of government organizations. Performance allowance is obtained through a proposed salary increase based on the achievement of work quality (Riwukore *et al.*, 2021).

Montoro *et al.*, (2022) stated that benefits are a strategy that has been used for many years to facilitate management and play an important role in encouraging the performance, productivity and welfare of an organization's employees. Henita (2023) conceptually, the performance allowance is part of the salary paid based on the performance progressive that has been achieved. Performance allowances in government institutions aim to provide motivation for the achievements made by employees (Mudhofar, 2021).

Performance allowance is given as an organizational reward in the form of providing economic rewards to employees of the organization (Rohim & Budhiasa, 2019). Min *et al.*, (2022) stated that performance allowance is an effort to improve performance through commercial emphasis by providing allowances to employees. Performance allowances have a major role in the dynamics of organizational life. Manullang (2016) states that the Performance Allowance can be seen from

1. Compensation, with the forming indicators, namely: (a) Provision of allowances according to class, (b) Provision of allowances according to performance.
2. Commission, with the forming indicators, namely: (a) Leaders provide commissions if there are excess working hours, (b) Leaders provide commissions according to achievement.

c. Employee Performance

Performance is the need or achievement of all parties, performance can be said to be the achievement of a standardized work process and has quality results. Hajiali *et al.*, (2022) stated that employee performance is influenced by competence through job satisfaction. Alefari *et al.*, (2018) stated that modern organizational performance is the main key to organizational success in managing and upholding commitment in the organization. Performance is a description of work performance which is important in an industrial management and organizational behavior (Cabarcos *et al.*, 2022). Performance is a comprehensive evaluation process that is carried out to compare the process of predetermined criteria (Afrasiabi *et al.*, 2022). Qalati *et al.*, (2022) Performance is the empowerment of employee productivity by emphasizing the role of employees efficiently. Abubakar *et al.*, (2019) states that performance is related to work and the results achieved. Çetin & Aşkun, (2018) states performance as a person's ability to perform activities that contribute to the development of core capabilities in the organization.

Performance can conceptually be interpreted as a form of achievement of the effectiveness of human resources in the organization (Pradhan & Jena, 2017). Awan *et al.*, (2020) states that employee performance is determined by the level of accuracy and effectiveness of resource management in the organization. Dwiyanto (2018) states the dimensions of employee performance, as follows:

1. Productivity, with its forming indicators, namely: (a) Accuracy of administrative stages, (b) Flexibility of administrative procedures.
2. Service Quality, with the forming indicators, namely: (a) Implementing Minimum Service Standards, (b) Providing a thorough explanation in providing services.
3. Responsiveness, with the forming indicators, namely: (a) Carry out work on target, (b) Carry out work on time.
4. Responsibility, with the forming indicators, namely: (a) Carry out work without any element of discretion, (b) Carry out work with enthusiasm.

5. Accountability, with the forming indicators, namely: (a) Carry out work that can be accounted for, (b) Provide information correctly.

Research Framework

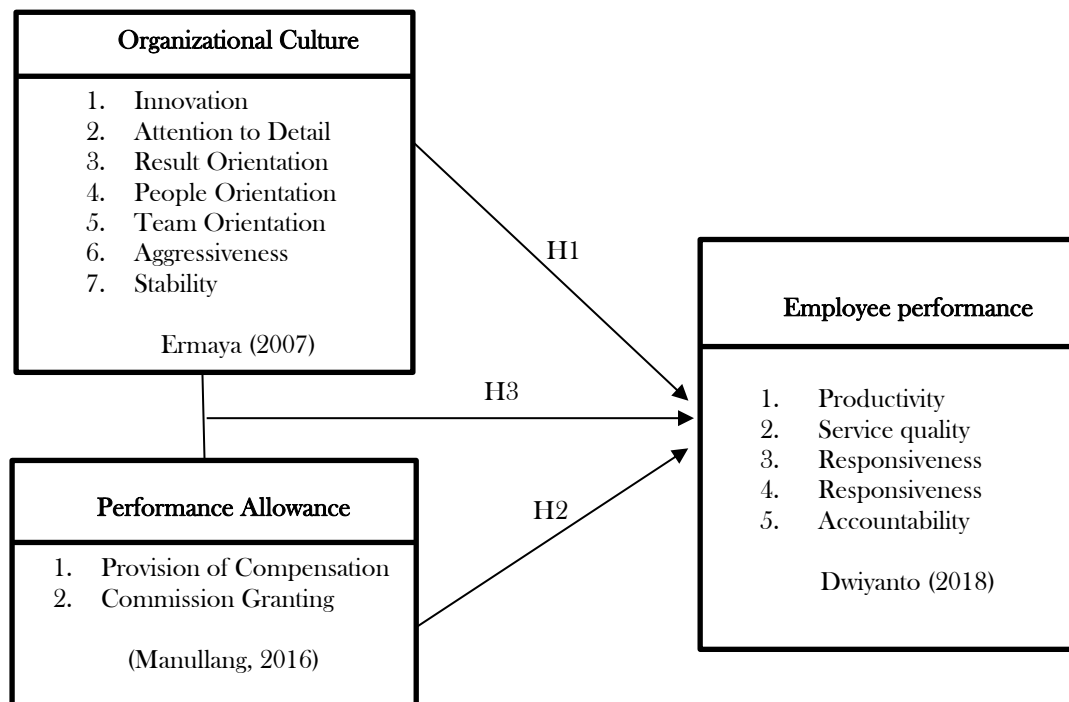


Figure 1. Framework

Hypothesis

1. Organizational culture affects employee performance in the Protocol Section and the Lampung Provincial Leadership Administration Bureau.
2. Performance allowances affect employee performance in the Protocol Section and the Lampung Provincial Leadership Administration Bureau.
3. Organizational culture and performance allowances together affect employee performance in the Protocol Section and the Lampung Provincial Leadership Administration Bureau.

3. Methodology

This research uses quantitative methods that are directed to reveal the influence between independent and dependent variables and test the significance of the influence between these variables. Sugiyono (2017) stated that quantitative methods are research techniques carried out using research designs that are arranged statically and systematically to determine the level of relationship between independent variables and dependent variables. Quantitative research is carried out through data collection techniques consisting of, (1) Observation; (2) Questionnaires; (3) Interviews; (4) Documentation Studies.

Bauer *et al.*, (2021) stated that the characteristics of quantitative research integrate to evaluate the theoretical framework to find innovations in theories or opinions that have been applied. This research was conducted through determining the Population and Sample, the population in the study were all employees of the Protocol Section and the Lampung

Provincial Leadership Administration Bureau, namely 71 people Population and of course the sample as a whole, which means that 71 people became respondents in this study. Sugiyono (2017) Quantitative data is a research method based on positivistic (concrete data), research data in the form of numbers that will be measured using statistics as a calculation test tool, related to the problem under study to produce a conclusion.

Table 1. Operational Variables

Variable	Dimensions		Indicator		Measurement Scale
Organization Culture (X1)	1.	Inovation and Take a risk	1.	Encouragement to find new breakthroughs in work.	Likert Scale
			2.	Encouragement to implement new ideas	
			3.	Encouragement to take risks	
	2.	Attention to Detai	1.	Authority to perform duties	
			2.	Trust to take responsibility	
			3.	Freedom to complete work	
	3.	Result Orientation	1.	Eficiensy of work results	
			2.	Effectiveness of work result	
	4.	People Orientation	1.	Employee Empowerment	
			2.	Opportunities for continuous learning	
Performance Allowance (X2)	5.	Tim Orientation	3.	Reward system	Likert Scale
			1.	Cooperation in Carrying out tasks	
			2.	Coordination in carrying out tasks	
	6.	Agresivitas	3.	Develop effective communication	
			1.	Compete to improve the progress of the agency	
			2.	The work situation encourages hard work	
	7.	Stability	1.	Loyalty ti the noble values of the institutions	
			2.	Consistency in carrying out duties and responsibilities	
	1.	Compensation	1.	Provision of Alloowances according to class	
			2.	Provision of allowances according to performance	
Employee Performance (Y)	2.	Commission	1.	Leaders provide commissions for excess working hours	Likert Scale
			2.	Leaders provide commissions according to achievement	
	1.	Productivity	1.	Accuracy of Administration Stages	
			2.	Flexibility of Administration procedures	
	2.	Working Qualty	1.	Implement minimum Service Standards	
			2.	Provide thorough explanations in service delivery	
	3.	Responsiveness	1.	Carry out work with the right target	
			2.	Carry out work in a timely manner	
	4.	Responsibility	1.	Carry out work without coercion	
			2.	Carry out work with enthusiasm	

5. Accountability
1. Carry out work that can be accounted for
 2. Providing information correctly

Source: Data Processed, 2023

4. Research Results and Discussion

Validity Testing

The research instrument was tested for validity through construct validity and reliability through internal consistency-test using the Rank Spearman correlation formula as previously stated. Through internal consistency-test using the Spearman Rank correlation formula as stated earlier. The error rate used is $\alpha = 0.05$, and for $N = 10$, the t table value = 1.785.

Table 2. Validity Of Organizational Culture Variables

No Item 1	T _{count} 2	Decision 3	Conclusion 4
P1	7.837	Signifikan	Valid
P2	6.436	Signifikan	Valid
P3	5.264	Signifikan	Valid
P4	6.135	Signifikan	Valid
P5	5.354	Signifikan	Valid
P6	6.456	Signifikan	Valid
P7	5.431	Signifikan	Valid
P8	7.243	Signifikan	Valid
P9	6.735	Signifikan	Valid
P10	6.237	Signifikan	Valid
P11	6.268	Signifikan	Valid
P12	6.234	Signifikan	Valid
P13	6.458	Signifikan	Valid
P14	6.475	Signifikan	Valid
P15	6.539	Signifikan	Valid
P16	6.611	Signifikan	Valid
P17	5.938	Signifikan	Valid
P18	7.113	Signifikan	Valid

Source: Data Processed, 2023

Table 3. Validity Of Performance Allowance Variables

No Item 1	T _{count} 2	Decision 3	Conclusion 4
P1	7.326	Signifikan	Valid
P2	6.857	Signifikan	Valid
P3	6.361	Signifikan	Valid
P4	6.548	Signifikan	Valid
P5	6.632	Signifikan	Valid
P6	6.742	Signifikan	Valid
P7	6.235	Signifikan	Valid
P8	6.429	Signifikan	Valid

Source: Data Processed, 2023

Table 4. Validity Of Employee Performance Variables

No Item 1	T _{count} 2	Decision 3	Conclusion 4
P1	4.487	Signifikan	Valid
P2	4.853	Signifikan	Valid
P3	3.523	Signifikan	Valid
P4	4.652	Signifikan	Valid
P5	3.244	Signifikan	Valid

P6	3.528	Signifikan	Valid
P7	3.871	Signifikan	Valid
P8	3.435	Signifikan	Valid
P9	4.538	Signifikan	Valid
P10	4.538	Signifikan	Valid

Source: Data Processed, 2023

Based on table 2, it is known that the Organizational Culture variable instruments are all valid. It can be seen from the 18 (eighteen) question items used to measure the Organizational Culture variable instrument that have a significant r correlation value ($t_{count} > t_{table} = 1.785$). Then in table 3 it is known that the Performance Allowance variable instruments are all valid. It can be seen from the 8 (eight) question items used to measure the Performance Allowance variable instrument has a significant r correlation value ($t_{count} > t_{table} = 1.785$). And from table 4 it is known that the Employee Performance variable instruments are all declared valid. It can be seen from the 10 (ten) items used to measure the Employee Performance variable has a significant r correlation value ($t_{count} > t_{table} = 1.785$). This figure is greater than the t table, namely 2.457, so it can be concluded that all items in the Employee Performance variable are valid and significant at the $\alpha = 0.05$ error level.

Reliability Testing

The results of the reliability coefficient and its testing are described based on the independent variables, namely Organizational Culture (X1) and Performance Allowance (X2) and the dependent variable, namely Employee Performance (Y) in the Protocol Section and the Lampung Provincial Leadership Administration Bureau, which are as follows:

Table 5. Variable Reliability Test Results

Variable	T_{count}	T_{table}	Description
Organizational Culture (X1)	7.185	1.785	Reliabel
Performance Allowance (X2)	8.284	1.785	Reliabel
Employee Performance (Y)	8.479	1.785	Reliabel

Source: Data Processed, 2023

From this table, each variable in this study is declared reliable, it can be seen from $t_{count} \geq t_{table}$. So the entire questionnaire in this study is reliable and can be used as a test tool in research.

Hypothesis Testing

Table 5. Hypothesis test results

-	Standardized Coefficients		Standardized Coefficients	t	sig	Information
	B	Std. Error	Beta			
Constant	8.734	1.804		5.905	.000	
	.294	.114	.515	3.498	.003	Sig
	.245	.096	.317	2.135	.037	Sig

R	= .787
R ² _{square}	=619 (61,9%)
Adjusted R Square	= 625 (62,5 %)
Probabilitas	= .000(a)
F _{hitung}	=45.234.

a. Predicators (Constant): Organizational Culture, Performance Allowance

b. Dependent Variable: Employee Pefomance

Source: Data Processed, 2023

Based on the hypothesis testing table, several research results are found which consist of the following:

1. The t value of the organizational culture variable (X1) is 3.498 with a significance level of 0.003 ($p < 0.05$) so it is concluded that the organizational culture variable (X1) partially has a significant and positive effect on employee performance in the Protocol Section and the Lampung Province Leadership Administration Bureau.
2. The t value of the Performance Allowance variable (X2) is 2.135 with a significance level of 0.037 ($p > 0.05$) so it is concluded that the Performance Allowance variable (X2) partially has a significant and positive effect on employee performance in the Protocol Section and the Lampung Province Leadership Administration Bureau.
3. The results of the F test on the variables show the simultaneous influence of the organizational culture variables (X1) and the performance allowance (X2) on employee performance (Y) seen from the adjusted R² coefficient value of 0.625 which indicates that 62.5% of the variation in employee performance ($Y\hat{Y}$) is determined jointly by organizational culture (X1) and performance allowance (X2). With an r value of 0.787, it shows a strong positive correlation between organizational culture (X1) Performance Allowance (X2) and employee performance (Y). A positive correlation means that the rise and fall of employee performance levels always goes in the same direction as the level of organizational culture and performance allowances. If the organizational culture and performance allowance are at the maximum level, employee performance will also be good.

5. Conclusions and Implication

Conclusion

Based on the results of the research and discussion that has been stated, the following conclusions can be drawn:

1. Partially shows that the organizational culture variable has a positive and significant effect on employee performance in the Protocol Section and the Lampung Provincial Leadership Administration Bureau.
2. Partially shows that the performance allowance variable has a positive and significant effect on performance in the Protocol Section and the Lampung Provincial Leadership Administration Bureau.
3. Simultaneously, it shows that the variables of organizational culture and performance allowances, together have a positive and significant effect on employee performance in the Protocol Section and the Lampung Provincial Leadership Administration Bureau with a high category.

Implication

1. The existing organizational culture in the Protocol Section and the Lampung Provincial Leadership Administration Bureau, needs to be maintained such as the aggressiveness dimension, while the dimensions that require serious attention to be improved are the dimensions of Result Orientation and Stability, because they are the smallest dimensions of the organizational culture variable.
2. To improve employee performance in the Protocol Section and the Lampung Provincial Leadership Administration Bureau, it is necessary to provide appropriate compensation from the results of their work, so that employees can work more optimally.
3. increasing performance allowances also needs more intense attention from the government and the Lampung Provincial Leadership Administration Bureau.

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