

## THE INFLUENCE OF WORK CULTURE ON WORK PERFORMANCE OF EMPLOYEES IN DEPARTMENT OF TRANSPORTATION, COMMUNICATION AND INFORMATICS OF WEST SUMATERA

**Aldri Frinaldi**

Lektor Kepala at Graduate Program Magister Public Administration,  
Faculty of Sosial Science, Universitas Negeri Padang

*Email : alfrinaldi@gmail.com; aldri@fis.unp.ac.id*

### ABSTRACT

The goals of bureaucratic reform were to increase the service quality provided for society and stakeholders and to enhance the work performance in order to be able to carry out their duties and functions. Bureaucratic reform needs alteration of work culture which is not only addressed to the employees but also to the functionary as the leader in government or local government. The problem in this research was whether there was influence of work culture among civil servant on work performance in Department of Transportation, Communication and Informatics of West Sumatera Province or not. This research was a quantitative research and consisted of work culture as the independent variable and work performance as the dependent variable. The number of the sample was 87 apparatus. The data were taken by using a questionnaire with Likert scale and were analyzed by using study documentation and simple regression technique. The research found that; (1) The influence of work culture on justice was 0,265; (2) The influence of work culture on decency and fairness was 0,048; (3) The influence of work culture on work quantity was 0,189; (4) The influence of work culture on discipline was 0,460; and (5) The influence of work culture on work performance as a whole was 0,285. The conclusion was work culture of the employees of Department of Transportation, Communication and Informatics of West Sumatera Province positively influenced work performance as a whole and also influenced each indicator of work performance significantly. Department of Transportation, Communications and Information Technology of West Sumatera province have to pay attention to the work culture in its office to enhance the performance of the employee by improving the positive work culture, encouraging the noble value in workplace and improving work performance indicators other than discipline, namely justice, decency and fairness, and quantity of work.

**Keywords:** Government Employees; Work culture; Work Performance

## Introduction

The goals of bureaucratic reform are to increase service quality for citizen and stakeholder and to increase work performance of employee in government or local government in carrying out their duties and functions. Bureaucratic reform needs the alteration of work culture which is not only for employee but also for functionary as leader in government or local government. So their position as the prime mover of development and community empowerment to gain the social welfare and justice can be realized immediately. Furthermore, according to the influence of work culture on local government bureaucracy, the experts tend to compare the concept with western bureaucracy concept such as Weber's theory. Weber's theory is focused on dividing the task individually and it matches with the individualism culture in western countries. This concept is difficult to be implemented because it does not match with the culture of Asian countries that have a high sense of togetherness and collectivity. This argument is supported by Hofstede's finding in his previous research. We have to see the truth of ethnic culture clearly that contribute in carrying out the duties optimally.

Therefore, the concept needs to be reformatted from the feudal to the rational, from *priyayi (ambtenaar)* nuance to configuration of rational authority although the concept of Weberian clearly stated that the power is exist in every hierarchy. The higher the hierarchy is, the more the power is, otherwise the lower the hierarchy is, the less the power is. People are the lowest hierarchy so they have less power compared to the others. Weber's theory stated that people in the lower hierarchy

should not fight people in the higher hierarchy (in Thoha, 1999). The internalization process of the positive value of work culture to the civil state apparatus (ASN) requires seriousness and competency so the benefit of work culture can be felt in increasing the work performance of the employees.

The Indonesia government has set the Government Regulation Number 46 of 2011 which is then perfected by the Head of State Employment Agency Regulations No. 1 of 2013. The assessment of employees' work performances was not transparent until the government regulation was set. The Government Regulation No. 46 Year 2011 obliges the apparatus to set their target and realization in order to embody the professional and accountable apparatus in delivering an excellent service to the citizens.

## Research Objectives

The aims of this study were to see the influence of work culture on work performance among the civil servants in Department of Transportation, Communication and Informatics of West Sumatera and to clarify the positive work culture in it that can support the performance of the employees of Department of Transportation, Communication and Informatics of West Sumatera.

## Significance of the Study

To improve the employee performance and to accelerate the achievement of bureaucratic reform objectives, Indonesia government through Regulation of the Minister of Administrative Reform number 39/2012 about Guidelines for the

development of a work culture has been set a guideline to establish work culture in government apparatus. There are already few ministries that have established their own work culture such as; (1) “Kami PASTI” in Ministry of Law and Human Right; (2) integrity, professionalism, innovation, responsibility, and fairness values in Ministry of Religious Affair. The establishment of work culture is also established in various local governments by adopting their local wisdom such as Yogyakarta Province (Sulistriyani et al, 2017). Although the local government has established its own work culture, departments in local government level also have chances to establish work culture that matches with their identity. The main value of work culture in an organization has to be identified in order to ease the mindset development and accelerate the process of bureaucratic reform in local government.

## **Conceptual Framework**

### ***Work Culture Concept***

Work culture is a philosophy that is based on a view of life as values into the nature, habits and driving forces, entrenched in a community group or organization, which is reflected in the attitude then becomes behaviors, beliefs, ideals, views, and actions (Triguno, 2004; Supriyadi and Triguno, 2006).

Aldri and Muhammad Ali (2011; 2012) and Aldri (2011; 2014) argues that the work culture provides a perspective of the value of positive and negative values in understanding how to work, norms, patterns of thought and behavior of any person or group of people in doing a job. Aldri (2014; 2015) also said that a positive work culture will have a positive influence

in increasing staff performance and in the development process if it is implemented thoroughly and continuously.

### ***Work Performance***

Performance is the result of work produced by the employee or the real behavior that is displayed according to their role within the organization. Meanwhile the work performance is the result of the quality and quantity of work accomplished by an employee in performing their duties in accordance with the responsibilities given to him. Employee performance is a very important point in the organization's efforts to achieve its objectives, so that the various activities of the organization must be done to improve it. One of them is through the performance appraisal.

Work performance is indicated by employees' seriousness in completing their tasks that are assigned to them based on skills, experience, seriousness and the time (Hasibuan, 2011: 94). Furthermore, it also said that the work performance is a combination of three factors: (a) interest in the work, (b) receipt of task delegation, and (c) the role and the level of motivation of an employee.

Mangkunagara (2000: 67) states that there are two factors affecting the achievement of work; (1) Psychological ability factor. The employee ability consists of IQ, knowledge, and skill. Thus, employees who have IQ above average (110-120) with an adequate knowledge and skill will be easier to achieve the expected performance. Therefore, employees need to be placed in jobs that match their expertise (the right man in the right place, the right man on the right job); (2) Motivation factor which is formed from

employee's attitude in facing the situation in their workplace. Motivation is a condition that drives employees to achieve organizational goals (work purposes). Mental stance is a state of mental that encourages the employee to work as best as he could and to achieve their maximum performance. It means that an employee has to be mentally ready, physically strong, and have a comprehensive understanding about the objectives of the organization and the work target to achieve.

### Methodology

This research is a quantitative research. There were two variables in this research which are work culture as the independent variable (X) and employee's work performance as the dependent variable (Y). The population in this study was all 95 civil servants (PNS), in Department of Transportation, Communication and Information of West Sumatra province (source: BPS 2016). The sample was counted by using slovin formula and 87 respondents were obtained. The data were collected by using a valid and reliable questionnaire and were analyzed by using simple regression formula using the Q-Test.

### Result

#### *Characteristics of Respondents*

The socio-demographic characteristics of the respondents in this research are shown in table below:

**Table 1. The Socio-demographic Characteristics**

Characteristic	Frequency	Percentage
<b>Gender</b>		
Man	42	44.21%
Woman	53	55.9%

#### **Marital Status**

Not Married	16	16.84%
Married	72	75.79%
Widow	6	6.32%
Widower	1	1.05%

#### **Recent Education**

S1	1	1.05%
SMP/Equal	30	31.38%
SMA/Equal	10	10.53%
Akademi/Diplo	43	42.26%
ma	11	11.58%
S2	16	16.84%

#### **Working Period**

1-5 years	2	2.10%
6-10 years	12	12.63%
11-15 years	23	24.21%
16-20 years	12	12.63%
21-25 years	16	17.05%
26-30 years		
>31 years		

From the table above it can be seen that out of 95 respondents, 42 respondents are male with a percentage of 44.21% and 54 respondents were female with a percentage of 55.9%. 75.79% are married and they have been working for various period.

### *The Regression Test Results*

*The Influence of Work Culture on Feasibility and Fairness*, The results of the R Square indicates that the influence of work culture on the feasibility and reasonableness of an employee in the Department of Transportation, Communication Informatics of West Sumatra province was 4.8% and the remaining 95.2% was influenced by other factors. The results of significance test of the ANOVA table shows that significancy value was less than 0.05. Therefore it can be concluded that the work culture influenced the feasibility and

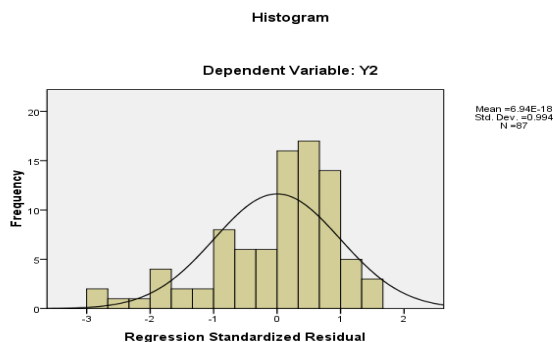
reasonableness of an employee in the Department of Transportation, Communications and Information Technology of West Sumatra province. From the T test result can also be seen that significance value was 0.042 which was less than 0.05, so it can be concluded that  $H_0$  is rejected. Then, It can be seen in the table and picture below:

#### Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.218 <sup>a</sup>	.048	.036	5.141	1.414

a. Predictors: (Constant), X

b. Dependent Variable: Y2



*The Influence of Work Culture on Work Quantity*, The result of the value of R Square indicates that the influence of work culture on the quantity of employees working in the Department of Transportation, Communication Informatics of West Sumatra province was 18.9% and the remaining 81.1% was influenced by other factors. The results of significance test of the ANOVA table shows that significance value was less than 0.05 which mean the result can be trusted 100%. It means that the work culture

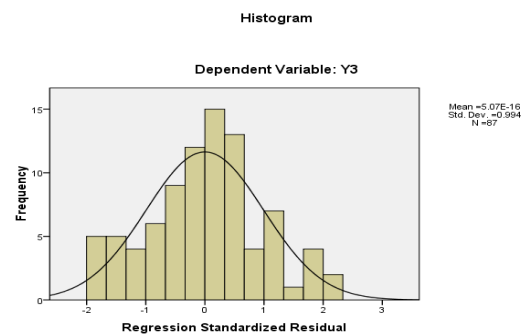
influenced the quantity of employees working in the Department of Transportation, Communications and Information Technology of West Sumatra province significantly with 100% confidence level. Therefore, it can be concluded that  $H_0$  is rejected. Then, It can be seen in the table and picture below:

#### Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.434 <sup>a</sup>	.189	.179	1.702	1.851

a. Predictors: (Constant), X

b. Dependent Variable: Y3



*The Influence of Work Culture on Discipline*, The result of the value of R Square indicates that the influence of work culture on employee discipline in the Department of Transportation, Communications and Information Technology of West Sumatra province was 46.0% and the remaining 54.0% was influenced by other factors besides the work culture. The significance value of ANOVA test was 0.000 which was less than 0.05. It means that the influence of work culture on employee discipline in the Department of Transportation, Communications and Information Technology of West Sumatra province was

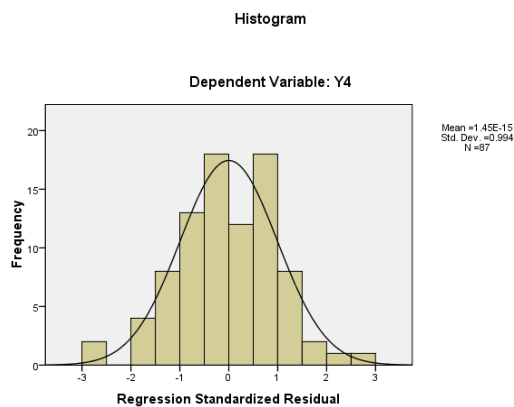
significant and can be trusted 100%. From the T test can also be seen that significant value is at a value of 0.000 and less than 0.05, so it can be concluded that  $H_0$  is rejected. Then, It can be seen in the table and picture below:

#### Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.678 <sup>a</sup>	.460	.454	2.163	1.213

a. Predictors: (Constant), X

b. Dependent Variable: Y4



*The Influence of Work Culture on Work performance*, The value of R Square indicates that the influence of work culture on work performance of employees at the Department of Transportation, Communications and Information Technology of West Sumatra province was 28.5% and the remaining 71.5% was influenced by other factors besides the work culture. The results of significance test of the ANOVA table showed that significant value was at 0.000 and less than 0.05. Therefore it means that the influence of culture on work performance of employees working in the Department of Transportation, Communications and Information Technology of West Sumatra

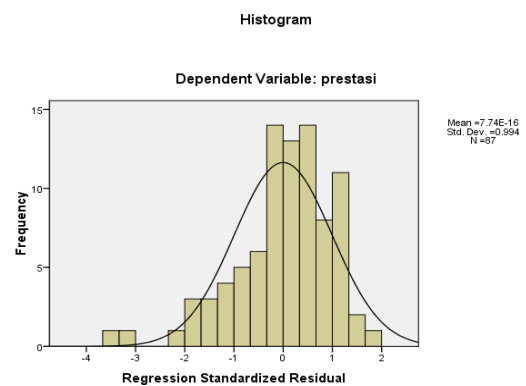
province can be trusted 100%. From the T test can also be seen that significant value is at a value of 0.000 and less than 0.05, so it can be concluded that  $H_0$  was rejected and mean a significant difference between the culture of work with work performance of employees at the Department Transportation, Communications and Information Technology of West Sumatra Province. Then, It can be seen on the table and picture below:

#### Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.534 <sup>a</sup>	.285	.277	8.411	1.332

a. Predictors: (Constant),  
budaya kerja

b. Dependent Variable:  
prestasi



## Discussion

The result above showed the influence of employee's work culture on each indicator of work performance. The summary of the result can be seen in Table 2 below:

**Table 2. The Summary of Regression Test Result**

Indicator of Work performance	R <sup>2</sup>	e	Official Statemen
Justice	0,265	73,5 %	a significant influence
Feasibility and Fairness	0,048	95,2 %	a significant influence
Work Quantity	0,189	81,1 %	a significant influence
Discipline	0,460	54,0 %	a significant influence
Work performance Direct (Simple Regression Results)	0,285	71,5 %	a significant influence

Based on table above, the work culture's indicator that has biggest influence on work performance was discipline that influenced work performance for 46%. The lowest influence was shown by feasibility and reasonableness for 0.48%. There are lots of things that have to be done to increase the influence of each indicator on work performance. According to the result of research conducted by Aldri and Muhammad Ali (2011), it suggested that the positive work culture that has strong influence on attitude and fair action can push the employees to serve the public based on their function, responsibility, job, and their authority well.

In addition, the superior and subordinate relationship is as stated by Hunik (2011) has an impact on the meaning of justice in the culture of the organization by the members of the organization. Justice in an organization is divided into two types: organizational procedural and distributive justice. Procedural justice is the perceived fairness of the procedures used for the distribution and running of the organization. While distributive justice is the perceived fairness in the distribution of resources and rewards derived from the organization.

This is also consistent with the view Vasthi Nughroho (in Aldri and Muhammad Ali (2011), justice is essentially treats a person or other parties in accordance with their rights. That the rights of every person are recognized and treated in accordance with the dignity and values, which are equal, which equal rights and obligations, without distinction of race, ancestry, and religion. in light of justice on the opinion of Faturochman (Aldri and Muhammad Ali (2011) a justice that essentially has a formulation with three levels of outcomes, procedures, and systems. justice relating to the outcome is often referred to as distributive justice. distributive justice often be used to analyze government policies to the people. Then, procedural justice related to various processes and treatment of people who are involved in the process. The difference between distributive and procedural justice lays in the nature of the formal regulation, the decision making, the interpersonal treatment, and the psychological factor. The nature of the formal regulation is usually formal and can be accepted as something natural. In the other hand, the explanation and the interpersonal treatment can influence/affect the procedure so it

looks fairer. The group values are; respect for others, trust, impartiality on a person/a group. In addition, the fairness of the system is closely related to the existing structure with criteria; (1) loyal; (2) not biased; (3) organized by accurate data and information; (4) high correct ability; (5) representative; and (6) based on ethic and morale.

In terms of feasibility and fairness, they need to be improved. Aldri (2015) suggested that the feasibility and fairness of the apparatus to complete the task are measured by the speed to complete it and the adjustment with SOP. Those abilities are reflected in their ability to communicate with other colleagues, physical appearances, courtesy, and their competency. This finding is also supported by Manik (2012) who said that the communication intensity between the colleagues in workplace is one of the key factors in building a positive work culture. It might influence the understanding of work culture among the apparatus in the workplace.

The research showed that the level of apparatus discipline was high because of their obedience on work hour. It also suggested that their obedience was closely related with the amount of local incentive received. Furthermore, Aldri (2015) found that there were many sources of work culture that can influence apparatus performance, they were; (1) globalization; (2) bureaucrat experiences in the past; (3) dynamic interaction among colleagues; (4) formal education; (5) leadership style of the leaders in work place; and (6) the regional and vice regional leader.

In general, this research showed that if positive work culture is implemented in the work place, the apparatus performance can be improved effectively. By attending and

leaving the workplace on-time, there will be many works could be done efficiently based on SOP. The effort to improve the positive work culture is relevant with the vision and the mission of Department Transportation, Communications and Information Technology of West Sumatra Province. Department Transportation, Communications and Information Technology of West Sumatra Province is one of vital departments because it provides the basic needs of public, transportation and information. Transportation sector is the vein of human activity meanwhile information sector is the basic to take every decision. Thus, the improvement of apparatus performance based on positive work culture is important and must be done effectively and efficiently in order to show a good image of Sumatera Barat Government in regional and national level.

The analysis of apparatus performance based on work culture must be done continuously in order to improve the reliability of the apparatus so they can face any obstacles and explore every resource that can lead to the increase of local government revenue from transportation and information sectors. The component of positive work culture can open more opportunity and access for the public to the social welfare. So, positive work culture can influence the values of apparatus performance. The outcome of their performance can be the feedback or input for the next improvement individually or in groups. The understanding about this condition benefits the top management to determine the goal, the path, the plan, even the career development (recruitment, training, promotion, and reward) of the organization to be in line with the times.



## **Conclusion and Implication**

From all findings above, we concluded that work culture influenced each indicator of work performance significantly and it also influenced work performance as a whole. The implication of this research was to help Department of Transportation, Communication and Informatics of West Sumatera in finding the value of work culture that needs to be improved in order to accelerate the employee performance in the workplace. In addition, this research also can be used as reference by the Government of West Sumatera Province in establishing the value of work culture based on local wisdom that matches with the characteristic of the West Sumatera Province Government.

## **Recommendation**

The authors strongly recommend Department of Transportation, Communications and Information Technology of West Sumatera province to improve work performance indicators other than discipline, namely justice, decency and fairness as well as quantity of work, so the quantity and quality of work produced will also increase.

### **Announcement**

This article was derived from research funded by DIPA UNP based on the letter of implementation's reasearch agreement of Postgraduate lecturer No.1222/UN.35/PG/2016 on August 3<sup>rd</sup> 2016, we would like to express our gratitude.

## **Reference**

- Aldri Frinaldi. 2011. Analysis of Work Culture Civil Servant Discipline: Studies on some governments in West Sumatra. Scientific Journal of Political State. Democracy. Vol X. 2. Padang, October 2011; it 123-140. ISSN. 1412-1522. <http://ejournal.fip.unp.ac.id/index.php/jd/article/view/1005/847>
- Aldri Frinaldi, Mohammed Ali Embi.2011. Work Culture Ethnic Influence on Work Culture Courage and Wisdom of civil servants in the Public Service Prima in the Region (Case Study on the Government of West Pasaman), e-JLAN, FISIP UNTIRTA e-Journal, Vol 1 (1), p 62-68. Serang, Banten. <http://ejurnal.fisip-untirta.ac.id/index.php/eJLAN/article/view/10/11>
- Aldri Frinaldi. Galie 2012. Work Culture: A Case Study of Work Culture Ethnicity Among Civil Servants Minangkabau In West Pasaman. Humanum Journal of Research Institute of the State University Padang.Vol. XI 2 Th. 2012. ISSN 1410-8062. 103-111. <http://ejournal.unp.ac.id/index.php/humanus/issue/current>.
- Aldri Frinaldi, Mohammed Ali Embi.2011. Work Culture Ethnic Influence on Work Culture Courage and Wisdom of civil servants in the Public Service Prima in the Region (Case Study on the Government of West Pasaman), e-JLAN, FISIP UNTIRTA e-Journal, Vol 1 (1), p 62-68. Serang, Banten. <http://ejurnal.fisip-untirta.ac.id/index.php/eJLAN/article/view/10/11>.

- Aldri Frinaldi and Mohammed Ali EMBI. 2013. Work Culture 'Giot Ipas' Among Civil Servants in Ethnic Mandailing (Case Study in West Pasaman, West Sumatra Province) Scientific .Jurnal Sciences Humanities (No. 1 Vol. XII Year 2013) Pg. 86.(Online),(<http://ejournal.unp.ac.id/index.php/humanus/article/view/3107/2612>) accessed October 17, 2014.
- Aldri Frinaldi. 2014. Influence of Culture Civil Servants Working Against The Public Services Department of Civil Registration and Population in Payakumbuh. Humanus Vol. XIII No. December 2, 2014. <http://ejournal.unp.ac.id/index.php/humanus/article/view/4727/3696>
- Burhan Bungin. 2013. Quantitative Research Methodology; Communications, Economic and Public Policy and the Social Sciences. Jakarta: Kencana Prenada Media Group.
- Hunik Sri Runing. 2011. Distance Power As moderating Effects of Organizational Justice Against Employee Commitment In Supervisor (Study At A Company Batik In Surakarta). Journal of Theory and Applied Management. 4 (3), 25-36.
- Hofstede, Geert. 2001. Culture's Consequences: Comparing Values, Behaviors, Institutions and Organizations Across Nations. 2nd Edition, Thousand Oaks CA: Sage Publications.
- Manik Sunuantari. 2012. Implementation of Corporate Culture In Hospitality Services Company Image Formation. Spectrum Communication Journal, 2 (1). 43-62.
- Suharsimi Arikunto. 2013. Procedure Research: A Practical Approach. Jakarta: Rineke Reserved.
- Weber, Max. 2015. "Bureaucracy" in Weber's rationalism and Modern Society. translated and edited by Tony Waters and Dagmar Waters, Palgrave-Macmillan. <http://dishubkominform.sumbaprov.go.id/home/pengumuman>, accessed November 12, 2016.