

# Enhancing the Performance of Civil Servants Through Strengthening Organizational Culture in Kupang City, Indonesia

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## ABSTRACT

**Background:** This research is motivated by the challenges of ASN performance at DPMPTSP Kota Kupang, such as slow service, lack of accuracy, and limited employee competence which have an impact on public satisfaction. **Purpose:** The purpose of this study was to analyze the effect of strengthening organizational culture on improving ASN performance at DPMPTSP Kupang City. **Method:** The research used a descriptive qualitative method with an inductive approach, data collection was carried out through interviews, observations, and documentation on officials, staff, and service recipient communities. This study is limited to the Investment and One-Stop Integrated Services Office (DPMPTSP) of Kupang City, East Nusa Tenggara Province, as the research setting. **Result:** The results showed that strengthening organizational culture based on Robbins' seven dimensions-including innovation, attention to detail, results orientation, people orientation, team orientation, aggressiveness, and stability-had a positive impact on ASN performance, reflected in increased service innovation, discipline, and teamwork. However, obstacles are still found in the use of information technology and the level of accuracy of employees. **Conclusion:** In conclusion, strengthening organizational culture is an important strategy to form an ASN work environment that is professional, productive, and responsive to community needs.



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## I. INTRODUCTION

### 1.1 Background

The improvement of public service quality is a strategic effort to realize societal welfare as mandated in the Preamble of the 1945 Constitution of the Republic of Indonesia. According to Law No. 25 of 2009, public service is defined as a series of activities aimed at meeting citizens' needs in accordance with statutory regulations, encompassing the provision of goods, services, and administration by government institutions. Within the framework of regional governance, Law No. 23 of 2014 concerning Regional Government emphasizes that local governments are responsible for ensuring the delivery of public services based on their respective authorities.

The State Civil Apparatus (ASN) plays a crucial role in delivering quality public services. In accordance with Law No. 20 of 2023, ASN functions as planners, implementers, and supervisors in carrying out governmental and developmental tasks professionally, while remaining free from corruption, collusion, and nepotism. Research conducted by Kim and Han (2017) highlights that ASN's perception of organizational culture significantly influences their work attitudes. Different organizational culture types, such as clan, market, hierarchy, and adhocracy, produce varying impacts on employee behavior. These findings underscore the importance of organizational culture in shaping ASN performance in the public sector.

Nevertheless, Kupang City, as the capital of East Nusa Tenggara Province, continues to face several challenges in optimizing ASN performance. Key issues include slow service delivery, uncertainty in processing time, and a lack of transparency within bureaucratic procedures, all of which directly affect public satisfaction. A study by Wazirman et al. (2020) in Sungai Penuh City found that organizational culture, leadership behavior, civil servant character, and the quality of planning have a positive and significant influence on government performance, thereby emphasizing the importance of these aspects in enhancing organizational performance in the public sector.

The Investment and One-Stop Integrated Services Office (DPMPTSP) of Kupang City, established under Mayor Regulation No. 48 of 2016, envisions delivering excellent licensing services toward a livable, smart, independent, and prosperous Kupang City with governance free from corruption, collusion, and nepotism. According to the 2023 Government Agency Performance Accountability Report (LAKIP), internal challenges remain, particularly the mismatch between human resources and both service standards and organizational needs. Out of 59 employees (40 ASN and 19 non-permanent staff), some still possess only a high school education, which may limit their mastery of the technical competencies required for high-quality public service delivery. Nurrahman and Rahmadanita (2022) in their study in Sebatik Tengah District identified that organizational performance can be enhanced through organizational culture, effective leadership, and sound human resource management.

The 2023 assessment by the Ombudsman of the Republic of Indonesia, East Nusa Tenggara Province Representative, revealed that the quality of public services in Kupang City remains below standard, indicating weaknesses in professionalism and service quality. Organizational culture plays a crucial role as a key factor in creating a conducive and productive work environment to address these challenges. As stated by Mangkunegara in Sembiring (2012), organizational culture consists of a set of assumptions, beliefs, values, and norms developed within the organization, serving as a behavioral guideline for its members in dealing with issues of external adaptation and internal integration.

Various empirical studies highlight the vital role of organizational culture in enhancing employee performance within the public sector. Aprilia (2019), in her research at the Jatinangor Sub-District Office, found that work motivation and organizational culture have a positive and significant impact on employee performance, though strengthening organizational culture remains necessary for more optimal outcomes. Similarly, Syahrir (2018) demonstrated that organizational culture and motivation jointly exert a positive and significant influence on the quality of healthcare services at Cibinong Regional Hospital, underscoring the relevance of organizational culture across different contexts of public service.

In the global context, Russell and McIntosh (2010) emphasize that organizational culture change is a key factor in ensuring organizational sustainability, with social sustainability being heavily dependent on the strength of organizational culture. Meanwhile, Chen et al. (2024), in their study of civil servants in China, found that organizational culture has a positive and significant impact on information security awareness,

demonstrating that organizational culture influences not only traditional performance but also modern aspects such as information and technology management.

## 1.2 Problem Statement

Although strengthening organizational culture has been recognized as an important factor in improving civil servant performance, its implementation in the DPMPTSP of Kupang City still faces several gaps. One of the main issues identified is the presence of employees whose educational background does not align with their job responsibilities, potentially limiting their mastery of the technical competencies required to deliver quality public services. Furthermore, the recruitment process for positions, which has not been fully competency-based, also poses a challenge in fostering professional and integrity-driven civil servants. This study addresses this gap by analyzing how strengthening organizational culture, through the dimensions proposed by Robbins, can effectively influence the performance of civil servants at the DPMPTSP of Kupang City.

## 1.3 Previous Studies

This study is inspired by several previous works, both in the context of improving civil servant performance and strengthening organizational culture. Putri (2016), in her research titled "The Influence of Organizational Culture on Employee Performance at the Education and Culture Office of Samarinda City," found that organizational culture has a positive and significant influence on employee performance. Similarly, Guswan and Mulyadin (2020), in their study titled "The Influence of Organizational Culture on Employee Performance at the Environmental Agency of Bima City, West Nusa Tenggara (NTB)," concluded that organizational culture affects employee performance. This was analyzed through the independent variable of organizational culture (X), with indicators such as innovation and risk-taking, attention, result orientation, people orientation, and team orientation, while the dependent variable of performance (Y) was measured using indicators such as work quality, output quantity, reliability, and cooperative attitude. Furthermore, Hadju and Adam (2019), in their study at the Transportation Office of Bone Bolango Regency, found that the primary values significantly and positively influenced employee performance, while the secondary values showed a positive but insignificant effect. Similarly, Dunggio (2020), in his research at the District Office of Dungingi, Gorontalo City, found that organizational culture had both a simultaneous and partial effect on employee performance.

Nainggolan et al. (2021), in their research titled "The Influence of Organizational Culture on the Performance of Civil Servants at the Regional Secretariat of Karo Regency," found that bureaucratic culture, innovative culture, and supportive culture had a positive effect on employee performance. The coefficient of determination test ( $R^2$ ) revealed that these three variables explained 94.5% of the variation in employee performance, while the remaining 5.5% was influenced by other factors not examined in the study. Furthermore, Baidhowah (2021), in his study titled "To What Extent Does Organizational Culture Influence Organizational Performance? Evidence From The Department of Population and Civil Registration, Trenggalek Regency, East Java Province," discovered that the effect of organizational culture (X) on organizational performance (Y) reached a total of 58.4% ( $p = 0.584$ ), with a calculated t-value of 2.099 exceeding the critical t-value of 1.985. This indicates that organizational culture significantly affects organizational performance, while other unobserved variables contributed to 41.6% of the influence. Similarly, Aprilia (2019), in her study at the Civil Service Police Unit (Satpol PP) Office of Bandung City titled "The Effect of Work Motivation and Organizational Culture on Employee Performance," revealed that motivation and organizational culture both had a considerable influence on employee performance, with a positive and significant correlation of 92.3%. This suggests that higher motivation leads to better performance, and a stronger organizational culture results in improved employee performance. Moreover, Karepesina (2023), in his study titled "Performance of Civil Servants: The Role of Motivation and Organizational Culture," found that motivation had no significant effect on employee performance, implying that motivation must be driven by leadership to ensure employees work optimally. On the other hand, organizational culture was found to have a highly positive impact on performance. This finding indicates that a strong organizational culture, built upon

shared values and beliefs within the organization, successfully guides employee behavior in the desired direction, enhances workplace comfort, and fosters loyalty to the organization.

#### 1.4 State of the Art

This study differs from previous research that examined the influence of organizational culture on employee performance across various government institutions, such as the Department of Education and Culture in Samarinda City (Putri, 2016), the Environmental Agency of Bima City (Guswan & Mulyadin, 2020), the Department of Transportation in Bone Bolango Regency (Hadju & Adam, 2019), the District Office of Dungingi in Gorontalo City (Dunggio, 2020), the Regional Secretariat of Karo Regency (Nainggolan et al., 2021), the Department of Population and Civil Registration in Trenggalek Regency (Baidhowah, 2021), and the Civil Service Police Unit (Satpol PP) in Bandung City (Aprilia, 2019).

The novelty of this study lies in its research locus, namely the Investment and One-Stop Integrated Services Office (DPMPTSP) of Kupang City, which has not been extensively explored in relation to organizational culture and employee performance. In addition, this study adopts a qualitative approach by analyzing organizational culture based on Robbins' seven organizational culture characteristics (as cited in Sembiring, 2012:68). This approach is rarely applied in earlier studies, which mostly relied on quantitative methods with different sets of indicators.

#### 1.5 Purpose

This study aims to identify and analyze the organizational culture at the Kupang City DPMPTSP in influencing the performance of civil servants.

### II. METHOD

This study is limited to the Investment and One-Stop Integrated Services Office (DPMPTSP) of Kupang City, East Nusa Tenggara Province, as the research setting. This study employs a descriptive qualitative method with an inductive approach. The method was chosen to achieve the research objective, namely to gain an in-depth understanding of the process of improving the performance of civil servants (ASN) through strengthening organizational culture at the DPMPTSP of Kupang City. The qualitative approach is considered appropriate as it provides a comprehensive description of social phenomena, represents field realities, and interprets data within its natural context. This aligns with Simangunsong (2017:231), who asserts that qualitative data is descriptive and obtained through interviews, observations, and documentation. Moreover, the inductive approach allows the researcher to draw general conclusions from specific data gathered in the field, ensuring the findings are more relevant and contextual.

The data sources in this study consist of primary and secondary data. Primary data were collected directly from informants through interviews, observations, and documentation, while secondary data were obtained from official documents, reports, archives, and photographs related to the research topic. Informants were selected using purposive sampling, which involves choosing participants based on specific considerations to ensure the data collected are relevant to the research focus. The main informants included officials and staff at the DPMPTSP of Kupang City involved in the implementation of organizational culture, such as the Head of DPMPTSP, the Secretary, the Head of the General and Staffing Subdivision, and several implementing staff.

The key informant was the Head of DPMPTSP, as they possess comprehensive knowledge regarding the policies, implementation, and evaluation of organizational culture. Additionally, the Secretary of BKPPD and the Secretary of the Kupang City Inspectorate served as key informants due to their important roles in civil servant management and performance supervision. Supplementary informants included service users, who provided perspectives on the impact of organizational culture on public service quality.

The data collection techniques in this study included semi-structured interviews, participant observation, and document study. Semi-structured interviews were applied to provide flexibility in exploring in-depth information from the informants, while participant observation was conducted to directly observe the activities and work culture within the DPMPTSP of Kupang City.

Document study was used to complement and strengthen the results of interviews and observations, utilizing materials such as standard operating procedures (SOPs), performance reports, and activity

photographs. To ensure data validity, this study employed triangulation, which involved cross-checking data from different sources and collection methods.

The data analysis process was carried out interactively and continuously, following Miles and Huberman's model, which consists of data reduction, data display, and conclusion drawing/verification. Each stage was conducted systematically to produce findings that are credible and scientifically accountable.

This research was conducted at the Investment and One-Stop Integrated Services Office (DPMPTSP) of Kupang City, East Nusa Tenggara Province. The site was chosen as it serves as a government agency focusing on strengthening organizational culture and improving civil servant performance in public services. The study was carried out over approximately five months, from January to May 2025, covering the stages of data collection, analysis, and report preparation.

### III. RESULTS AND DISCUSSION

#### 3.1 Innovation and the Courage to Take Risks

DPMPTSP Kota Kupang demonstrates a strong commitment to fostering a culture of innovation and risk-taking within its workplace. This dimension reflects the extent to which the organization encourages employees to think creatively, generate new ideas, and dare to experiment in carrying out their tasks, even in the face of potential failure.

*Drive To Be Innovative.* The organization encourages employees to think creatively and generate new ideas to improve the quality of public services, particularly in the licensing sector. Based on an interview with the Head of DPMPTSP Kupang City, Mr. Wildrian Ronald Otta, S.STP., MM, it was revealed that service quality improvements are carried out through several strategic innovations. The first innovation is the establishment of the Public Service Mall (MPP), which integrates multiple agencies in Kupang City under one roof, allowing citizens to manage their administrative needs without moving from one place to another. The second innovation is the "Jemput Bola" (JEBOL) service during Car Free Day (CFD), which serves as a strategic initiative to reach communities directly in open public spaces. The most significant innovation is the development of SIPINTAR (Kupang City Integrated Licensing Service Information System), which enables citizens to process licenses online without visiting the office. This is in line with the statement of the DPMPTSP Secretary, Mrs. Penina N. A. Lauata, S.STP., MM, who emphasized that SIPINTAR was introduced as part of service digitalization to ensure fast and easily accessible public services. In addition, social media platforms such as Instagram are utilized to regularly and consistently disseminate service information. Through this medium, DPMPTSP publishes updates related to licensing, service schedules, innovations, and public education, aiming to enhance information transparency and make services more accessible, efficient, and timely for the community.

*Enjoys Challenges And Dares To Take Risks.* DPMPTSP fosters a work culture that embraces challenges and risks. Civil servants are encouraged to try new things and make decisions without fear, even when the possibility of failure exists. This attitude reflects their readiness to handle difficult tasks and openness to change with enthusiasm. According to an interview with the Head of DPMPTSP, the organization consistently encourages employees to be prepared for future challenges through regular training and performance evaluations, ensuring that staff continuously grow and adapt to change. The consistent implementation of monthly evaluation meetings serves as concrete evidence of the organization's support in helping employees face challenges and risks in their work.

#### 3.2 Attention To Small Details

Attention to detail is a dimension of organizational culture that reflects the extent to which an institution and its employees value thoroughness, accuracy, and precision in their work. This dimension represents a work culture that emphasizes the importance of focusing on small aspects of task execution, including preparing documents, delivering information, providing services, and producing reports.

*Employees Work Meticulously.* The work culture at DPMPTSP Kota Kupang places strong emphasis on accuracy in task execution. Based on an interview with the Head of DPMPTSP, it was revealed that the leadership acknowledges that mistakes may occur among employees. Therefore, continuous performance

monitoring and direct guidance are implemented to ensure that any errors can be promptly corrected. The Head of the General and Staffing Subdivision, Dra. Cornelia Tanesib, emphasized that accuracy is crucial in the workplace, as every issued document must be thoroughly verified. Even minor errors can lead to significant consequences. This reflects a strong awareness of the importance of precision in public services, particularly those related to licensing and investment. An interview with DPMPTSP staff member, Mrs. Mery Djami, SH, revealed that employees generally work with considerable accuracy, though the level of precision has not yet reached its maximum, standing at around 80%. Some errors are still found in the document verification process. Nevertheless, employees remain consistent in adhering to the established Standard Operating Procedures (SOP) as guidelines in every stage of service delivery. Service users also expressed appreciation for the employees' accuracy. Mrs. Yasinta stated that the services were satisfactory, increasingly accessible, with friendly staff and a faster licensing process, despite minor challenges such as queues. Similarly, Mrs. Sofi noted that the employees demonstrated adequate attention to detail in carrying out their duties and that the service process ran smoothly.

*Detailed Assignment.* Every task assigned to employees is explained in a clear and structured manner. According to an interview with the Secretary of DPMPTSP, employees carry out services based on the established SOP as the primary reference in every stage. In addition, the Government Internal Control System (SIP) is also applied to ensure that each process runs in compliance with regulations, remains transparent, and is accountable. Supervision and evaluation are carried out in stages through regular monitoring and periodic evaluation meetings. Furthermore, the organization applies a reward and punishment system to enhance performance, discipline, and employees' sense of responsibility in delivering optimal services to the public. The Head of the General and Staffing Subdivision emphasized that employees' tasks have been carried out in line with the main duties and functions of each division. The SOP continues to serve as the main guideline for all work activities, ensuring that processes run in an orderly, systematic, and regulated manner. To guarantee accountability and work effectiveness, employee performance is also regularly evaluated through the e-Performance system.

### 3.3 Results Orientation

Result orientation emphasizes the achievement of targets, work effectiveness, and the final outcomes of a task or activity. In a result-oriented organization, employee performance is assessed based on the successful attainment of objectives and tangible outputs, rather than merely on the process or effort made.

*Required to Work Hard.* The Kupang City DPMPTSP places strong emphasis on results and work efficiency. Every employee is expected to demonstrate a high level of commitment in carrying out their duties by maintaining discipline, putting forth their best effort, and completing tasks thoroughly, even under pressure or heavy workloads. Interviews with the Head of DPMPTSP revealed that leadership consistently encourages employees to work with enthusiasm and responsibility. This is achieved through various approaches, such as setting a direct example in discipline and work ethic, as well as fostering open communication with staff. Support from the Kupang City BKPPD plays a significant role in enhancing employee performance. According to the Secretary of BKPPD, Mrs. Eirene M. Jusuf, S.PT., M.Sc., BKPPD manages all employees across different regional offices, including DPMPTSP, and regularly provides updates on staffing regulations. In addition, BKPPD implements the e-Kinerja BKN and Daily e-Kinerja systems as tools to evaluate employee performance and attendance. The role of the Inspectorate is also crucial in ensuring optimal employee performance. According to the Secretary of the Inspectorate, Mr. Henry Sede, S.STP., MM, regular inspections are conducted to evaluate staff performance and ensure that all service processes comply with SOPs. Furthermore, the Inspectorate follows the directives of MCP KPK by reviewing service governance to guarantee transparency, accountability, and effectiveness in public services.

*Required to be of Higher Quality.* At the Kupang City DPMPTSP, there is a strong demand for delivering high-quality services. According to the Head of DPMPTSP, service quality has been consistently improved, as reflected in the 2024 SKM score of 90, classified as Category A (very good). Nevertheless, areas

such as service procedures and processing time, which scored lower, remain key priorities for improvement. The 2024 Public Satisfaction Index (SKM) survey of Kupang City DPMPTSP showed encouraging results. The highest scores were recorded in service fees (3.93) and complaint handling (3.87), indicating strong public satisfaction with service costs and responsiveness to grievances. In addition, staff integrity (3.63) and staff competence (3.53) also reflected high appreciation from the community regarding human resource quality. Despite the positive results, certain aspects still require improvement, such as service duration (3.42) and service product quality (3.44). These scores indicate that the public remains dissatisfied with the lengthy process and the quality of services provided. A service user, Mr. Erhard, stated that although the services are fairly good, the long waiting times remain a noticeable issue. BKPPD acts as a facilitator in enhancing the competence of civil servants, although most training programs are still centralized at the provincial level. The Inspectorate has given positive assessments of staff performance, particularly following the leadership change that introduced new enthusiasm and innovations in service delivery. However, the main challenge lies in the suboptimal utilization of information technology.

### 3.4 People Orientation

People orientation reflects the extent to which an organization prioritizes the well-being, needs, and development of its employees. In organizations that emphasize this orientation, leadership and policies focus more on fostering positive interpersonal relationships, strengthening teamwork, recognizing individual contributions, and providing continuous coaching and training.

*Have the Right to Develop.* The Kupang City DPMPTSP places strong emphasis on human resource development. Based on an interview with the Head of DPMPTSP, it was revealed that in order to achieve organizational goals and enhance employees' competencies, the agency does not restrict staff members who wish to participate in training or technical guidance, although such participation is still aligned with the organization's needs and priorities. This reflects the institution's commitment to providing civil servants with opportunities for self-development through a structured approach that considers both urgency and organizational benefits. All employees are granted equal opportunities to enhance their competencies, skills, and career prospects, including access to training programs, education, promotions, as well as opportunities to innovate and take on greater responsibilities.

*Equal Rights in Career.* The Kupang City DPMPTSP upholds the principle of fairness in career development. According to an interview with the Secretary of DPMPTSP, all employees have equal rights and opportunities to advance their careers, provided they meet the requirements and demonstrate good performance. The organization consistently supports the career development of civil servants without discrimination. The Head of the General and Personnel Subdivision emphasized that DPMPTSP consistently provides opportunities for employees who wish to enhance their capabilities. If an employee is interested in participating in training or technical guidance, the proposal will be submitted based on organizational needs and availability, ensuring that competency development remains aligned with the organization's objectives. One of the staff members, Mrs. Menik Utami, SE, stated that career advancement opportunities within the office are fairly open, as long as employees demonstrate good performance and comply with regulations. This illustrates that career development at DPMPTSP is conducted objectively, based on performance, administrative requirements, and organizational needs.

### 3.5 Team Orientation

Team orientation refers to the extent to which an organization carries out its work activities collectively through teams rather than individually. In this approach, the primary emphasis is placed on achieving organizational goals through effective team collaboration.

*Teamwork.* Teamwork serves as one of the core strengths of DPMPTSP Kota Kupang. According to an interview with the Head of DPMPTSP, every employee is assigned clear tasks and responsibilities according to their respective areas, ensuring that organizational goals are achieved optimally. In addition to formal duties, the organization also conducts activities beyond routine functions, such as joint Christmas celebrations, to

strengthen solidarity and harmony in the workplace. The Head of the General and Personnel Subdivision emphasized that the leadership consistently strives to be inclusive and attentive to employees. Leaders pay close attention to the needs and challenges faced in carrying out tasks and regularly organize joint activities aimed at fostering togetherness and creating a positive work environment. One of the staff members, Mrs. Naspri L. A. Balukh, S. Sos, expressed that the leadership remains approachable and supportive of employees, especially when challenges arise in task execution. Regular evaluation meetings are conducted to find solutions collectively and enhance performance. Furthermore, communal activities such as Christmas celebrations and Independence Day commemorations are regularly held to strengthen bonds and foster solidarity among employees. In addition to internal support, there is also external assistance, albeit limited. The BKPPD functions as a facilitator in enhancing employee competencies through training programs organized at the provincial level. Meanwhile, the Inspectorate observed that leadership transitions have brought positive changes by fostering improved communication between leaders and employees.

*Mutual Respect.* Mutual respect serves as a fundamental foundation for teamwork. Based on an interview with the Head of the General and Personnel Subdivision, it was revealed that, overall, the sense of respect among employees at DPMPTSP Kota Kupang is already quite conducive. One of the staff members, Mrs. Mery Djami, SH, stated that the culture of mutual respect among employees is already well established. Although differences of opinion are inevitable within the organization, these are considered normal and are always resolved through deliberation and effective communication. The shared goal of delivering the best service serves as the foundation for maintaining unity and teamwork.

### 3.6 Aggressiveness

Aggressiveness in organizational culture reflects the extent to which an organization encourages its employees to be competitive, bold, and proactive in achieving goals. Organizations with a high level of aggressiveness typically emphasize the importance of achievement, work speed, and the willingness to take initiative in facing competition or challenges.

*Ready to Compete in Achievement.* The culture of aggressiveness at DPMPTSP Kota Kupang is reflected in the employees' motivation to engage in healthy competition and achieve excellence. Based on the interview with the Head of DPMPTSP, it was revealed that competition among employees remains healthy and constructive, where they encourage one another to enhance performance. The leadership ensures, through coaching and training, that competition remains focused on improving service quality rather than undermining colleagues. Regular training and coaching activities are part of the organization's commitment to strengthening the capacity and professionalism of civil servants. DPMPTSP organizes education and training programs aligned with employees' duties and functions, under the theme "Enhancing the Capacity of the Investment and One-Stop Service Office Employees of Kota Kupang in Efforts to Improve the Quality of Public Services." Support from leadership and a work environment that fosters healthy competition create a conducive atmosphere for every employee to grow and demonstrate their best performance. Competition is steered positively to drive innovation and enhance the quality of public services.

### 3.7 Work Quickly and Efficiently

Work discipline and efficiency are highly prioritized at DPMPTSP Kota Kupang. According to an interview with the Secretary of DPMPTSP, employee discipline is closely monitored through a fingerprint attendance system, as well as the e-Kinerja BKN platform, which allows real-time performance evaluation. In addition, the Daily e-Kinerja system tracks daily work progress reports. The Head of the General Affairs and Staffing Subdivision stated that the fingerprint system has strengthened work discipline by making attendance monitoring easier. Meanwhile, the Daily e-Kinerja system has proven effective in tracking and reporting daily work outputs, helping employees stay organized and aware of their tasks each day. BKPPD applies the e-Kinerja system to enhance employee performance by linking performance allowances to attendance and work achievements. According to Mayor's Regulation Number 2 of 2024, TPP is calculated with 30% based on attendance and 70% on employee performance, measured through the e-Kinerja BKN rating and daily reports. Employees who are undisciplined, unproductive, or inactive will receive lower performance allowances. The Inspectorate ensures employee discipline and efficiency through regular monitoring, performance audits, and

evaluations of compliance with SOPs. If any violations are identified, recommendations for corrective actions are provided to maintain the quality of public services.

### 3.8 Stability

Stability in organizational culture refers to the extent to which an organization emphasizes job security, consistency, and order in carrying out tasks and making decisions. Organizations that prioritize stability generally provide assurance regarding employees' job status, maintain existing structures and procedures, and tend to be cautious when implementing changes.

*Work According to Procedure.* Organizational stability at DPMPTSP Kota Kupang is reflected in the consistent execution of tasks and adherence to established procedures. Based on an interview with the Head of the General Affairs and Staffing Subdivision, it was revealed that most employees perform their duties in accordance with SOPs, although there are still instances where some employees are absent or leave the office after clocking in. Service users have given positive assessments of employees' compliance with procedures. One client, Mrs. Sinta, mentioned that staff generally carry out their duties according to the procedures, as reflected in the smooth process of obtaining permits. BKPPD plays a crucial role in monitoring the implementation of personnel regulations across all regional government offices, including DPMPTSP. However, it does not serve as a direct controlling body, but rather focuses on overseeing employee discipline, such as punctuality, attendance, and performance records in the e-Kinerja system. The Inspectorate assesses DPMPTSP employees' compliance with SOPs through service governance reviews and continuous evaluations to ensure that tasks are carried out according to regulations. If discrepancies are found, the Inspectorate provides recommendations for improvement to maintain service quality and compliance with standards. Overall, DPMPTSP Kota Kupang has succeeded in creating a safe, orderly, and consistent work environment in delivering quality public services. Nevertheless, improvements are still needed regarding employee attendance discipline.

### 3.9 Discussion of Research Findings

This study demonstrates that strengthening organizational culture at the DPMPTSP of Kupang City significantly contributes to improving civil servants' performance, as reflected in the application of Robbins' seven organizational culture dimensions. These findings are consistent with studies by Putri (2016), Guswan and Mulyadin (2020), as well as Hadju and Adam (2019), all of which confirmed the positive influence of organizational culture on employee performance in the public sector. For instance, the implementation of innovations such as SIPINTAR and mobile service initiatives at DPMPTSP Kupang reinforces the findings of Nainggolan et al. (2021), which highlight that an innovative and supportive culture plays a crucial role in enhancing civil servants' performance. In line with Baidhowah's (2021) research, this study also reveals that the stronger the organizational culture, the higher the organizational performance, as reflected in the high Public Satisfaction Index (IKM) and the effective implementation of a reward and punishment system. However, unlike Karepesina's (2023) findings, which argued that motivation does not affect employee performance without leadership support, this study shows that leadership at DPMPTSP Kupang plays an active role in fostering motivation through open communication, training programs, and regular evaluations. Consequently, motivation and organizational culture are proven to work hand in hand in driving civil servants' performance. Furthermore, this study reinforces the findings of Dunggio (2020) and Aprilia (2019), which underline the importance of team orientation, collaboration, and mutual respect in creating a harmonious and productive work environment. Prabawa et al. (2025) show that utilization of online services can optimize the digitalization aspect in the use of information technology. Nevertheless, this study also identifies new challenges that require attention, namely the utilization of information technology and the need to improve employees' attention to detail. This differs from previous studies, which primarily emphasized motivation and leadership aspects. Thus, this research not only supports but also extends the existing literature on the role of organizational culture in enhancing civil servants' performance, particularly in terms of innovation, results orientation, and work stability, while also highlighting the importance of technological adaptation and improved accuracy as integral parts of strengthening organizational culture in the public sector.

#### IV. CONCLUSION

Based on the findings, it can be concluded that strengthening organizational culture at the DPMPTSP of Kupang City through Robbins' seven key dimensions, namely innovation and risk-taking, attention to detail, result orientation, people orientation, team orientation, aggressiveness, and stability, has been implemented effectively and has positively contributed to improving civil servants' performance. Service innovations, emphasis on accuracy, encouragement to work diligently and with quality, focus on human resource development, reinforcement of teamwork, the application of healthy competition, as well as discipline and adherence to procedures have fostered a professional, productive, and accountable work environment. However, several aspects still require improvement, such as the optimization of information technology utilization and enhancing employees' accuracy, so that the quality of public services can better meet community expectations and support the sustainable achievement of organizational goals.

This study also has several limitations. First, the constraints of time and budget during the research process limited the scope to the DPMPTSP of Kupang City as a single institution, without covering other agencies or broader regions. Second, data collection through interviews, observations, and documentation involved only a limited number of informants. Therefore, the findings of this study cannot yet be fully generalized to all civil servants within other local government institutions. For the future direction of the research, that the author realizes that the findings in this study are still preliminary, so it is recommended that future research cover a broader area. For example, comparisons can be made regarding the strengthening of organizational culture in various other local government agencies or at the provincial level to obtain a more comprehensive picture. Furthermore, future research could delve deeper into how the dimensions of organizational culture impact the long-term behavior and performance of civil servants, as well as investigate the role of digital technology in enhancing organizational culture. This is particularly important given the increasingly urgent challenges of digital transformation and civil servant adaptation to innovation in public services in the current era. Further research could also apply quantitative or mixed methods to enrich existing data and strengthen the conclusions of the research results.

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