

**TO WHAT EXTENT DOES ORGANIZATIONAL CULTURE INFLUENCE
ORGANIZATIONAL PERFORMANCE? EVIDENCE FROM THE DEPARTMENT OF
POPULATION AND CIVIL REGISTRATION, TRENGGALEK REGENCY,
EAST JAVA PROVINCE**

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ABSTRACT. *Cultural aspects within an organization will determine the direction of the performance of an organization whether leading to a better pendulum or toward a stagnant pendulum. The issue of the performance of e-ID card service in the Department of Population and Civil Registry of Trenggalek Regency shows the absence of aspect in organizational culture which has an impact on the organization's performance whether it is evaluated objectively internal government and objectively from the viewpoint of the service recipient community. Organizational culture is a system of shared meanings embraced by members who distinguish an organization from other organizations. This shared system of meanings, when examined more thoroughly, is a set of key characteristics valued by an organization. Research on the influence of organizational culture on organizational performance in the Department of Population and Civil Registry of Trenggalek Regency using quantitative method with survey research approach conducted on the object of research. The influence of organizational culture variable (X) toward organizational performance (Y) shows the total influence of $p = 0,584$ or 58,4% and t value equal to 2,099 and t value table equal to 1,985, giving meaning that there is significant influence of organizational culture variable as Independent variable toward performance variable. And the value of the effect of epsilon variables ie other variables not studied in this study, that is equal to 0.416 or 41.6%.*

Key Words: *Organizational Culture, Organizational Performance and eKTP Service.*

**SEJAUHMANA BUDAYA ORGANISASI MEMPENGARUHI KINERJA ORGANISASI?
BUKTI DARI DINAS KEPENDUDUKAN DAN PENCATATAN SIPIL,
KABUPATEN TRENGGALEK, PROVINSI JAWA TIMUR**

ABSTRAK. Aspek budaya dalam suatu organisasi akan menentukan arah kinerja suatu organisasi apakah menuju ke arah pendulum yang lebih baik atau ke arah pendulum yang stagnan. Isu kinerja pelayanan e-KTP di Dinas Kependudukan dan Catatan Sipil Kabupaten Trenggalek menunjukkan ketidakhadiran aspek budaya organisasi yang berdampak pada kinerja organisasi baik dinilai secara objektif internal pemerintah maupun objektif dari sudut pandang masyarakat penerima pelayanan. Menurut Robbins (2003) budaya organisasi merupakan sistem makna bersama yang dianut oleh anggota-anggota yang membedakan suatu organisasi dari organisasi lain. Sistem makna bersama ini, bila diamati dengan lebih seksama, merupakan seperangkat karakteristik utama yang dihargai oleh suatu organisasi. Penelitian pengaruh budaya organisasi terhadap kinerja organisasi di Dinas Kependudukan dan Catatan Sipil Kabupaten Trenggalek menggunakan metode kuantitatif dengan pendekatan penelitian survey yang dilakukan pada objek penelitian. Pengaruh variabel Budaya organisasi (X) terhadap Kinerja organisasi (Y) menunjukkan total pengaruh sebesar $p = 0,584$ atau 58,4% serta nilai t hitung sebesar 2,099 dan nilai t tabel sebesar 1,985, yang memberikan arti bahwa terdapat pengaruh yang signifikan variabel budaya organisasi sebagai variabel bebas terhadap variabel kinerja. Serta nilai pengaruh variabel epsilon yakni variabel lain yang tidak dikaji dalam penelitian ini, yaitu sebesar 0,416 atau 41,6%.

Kata Kunci: Budaya Organisasi, Kinerja Organisasi dan Pelayanan eKTP.

INTRODUCTION

The concept of bringing back the state in the midst of people's lives which is currently echoed by the government, is an implication of the piles of problems experienced by the community accompanied by the zero role of the state as a person in it. The state which is defined as an agency or authority that regulates or controls joint problems on behalf of the community (Robbins and Judge, 2013) has become a necessity that its duties and functions are solely for the benefit of the community.

The results of the duties and functions of government or in other words can be understood as organizational performance, which has been carried out by each government organization both at the center and in the regions today shows several obstacles, including obstacles in the field of population administration, especially in e-KTP services. The statement from the Minister of Home Affairs as reported by detik.com on August 22, 2021 at 23.10 WIB, which states that the trial deadline for the end of September 2021 for recording e-KTP shows tens of thousands of people flocking to the local sub-district office to make recordings. The statement from the Minister of Home Affairs shows that the number of people who do not have an e-KTP is still massive.

Moreover, after the implementation of the e-KTP recording deadline by the government, it was found that the number of mandatory ID cards that had not recorded e-KTP was still massive, as stated by the Director General of Population and Civil Registry reported by Kabar5.com on October 5, 2021, that until the end of September 2021 it was recorded there are an additional 5 million residents who do the recording and there are still 10 million

people who have not recorded and there are 170,000 double population data. The population recording data is an accumulation of data from all regions in Indonesia. In Trenggalek Regency, East Java Province, the Population and Civil Registry Office recorded that the number of residents who had recorded e-KTPs as of October 2021 was 311,159 people and those who had not recorded e-KTPs were 225,788 people.

The issue of organizational performance in the field of e-KTP services at the Population and Civil Registry Service is also based on public complaints as reported in www.lapor.go.id on September 1, 2021 that there is a convoluted service process in which one of the residents of the e-applicant -KTP that has not yet received an e-KTP even though all requirements and procedures have been met. The peculiarity of the service process is on the grounds that the citizen data is duplicate and must be completed first personally in the previous domicile area, namely in Jakarta. The manifestation of public complaints directed at e-KTP service providers is a symptom of organizational culture issues that exist in the e-KTP service process. Organizational culture is a pattern of organizational beliefs and values that are understood, imbued and practiced by the organization so that the pattern gives its own meaning and becomes the basis for the rules of behavior in the organization so that it has the volume and workload that must be realized in order to achieve organizational goals (Nikpour, 2017). The existence of complaints from the public against the e-KTP service provided by the Department of Population and Civil Registry shows that the pattern of beliefs and organizational values has not been

internalized that prioritizes the interests of the community. Meanwhile, public complaints explaining that there is a reluctance to issue e-KTP on the grounds of duplicate data and must be completed by a private person first shows the absence of organizational culture in the implementation of e-KTP services.

Conducting research on the influence of organizational culture on organizational performance in the Department of Population and Civil Registration has a theoretical significance. Until now, research on the influence of organizational culture on organizational performance for the Indonesian context has been carried out by several scientists in the public and private fields. In the public sector, Darmi dan Iprianto (2013) found that organizational culture is able to accelerate organizational performance and apparatus performance in achieving the achievement target of Regional Original Income (PAD) in Bengkulu City. Kurniawan (2013) combines the variables of organizational commitment, job satisfaction, and work culture to determine their effect on organizational performance in Kerinci Regency, and the result is organizational culture has the smallest effect among other variables used on the performance of the apparatus. Fadli dkk (2020) analyzed the influence of organizational structure and organizational culture on the performance of the Manpower and Transmigration Office in the Riau Islands Province, and found that organizational culture had a significant influence compared to organizational structure.

In the private sector, Fachreza, Musnadi, dan Majid (2018) analyzed the influence of the work environment, work culture, and work motivation on the

performance of Bank Aceh Syariah employees in Banda Aceh City, and found that all three had a positive effect and were able to bring Bank Aceh Syariah towards the right direction. Simarmata (2018) found that organizational performance acts as a moderating variable on the performance of the Batanghari Private University. Muis, Jufrizen, dan Fahmi (2018) show evidence that culture and organizational commitment have a strong role in the success of PT Pegadaian Medan City. Jufrizen dan Rahmadhani (2020) also found that organizational performance was able to act as a moderating variable in the success of PT PLN North Sumatra Province.

The entire literature on organizational culture and organizational performance has contributed to the development of knowledge in this field. However, how much influence organizational culture has on organizational performance in the Department of Population and Civil Registry has never been studied before. In addition, the indicators of organizational culture and organizational performance indicators used are also very different between this study and existing studies. Thus, this study is able to provide novelty in terms of the research locus and research focus in the form of novelty in the use of cultural indicators and organizational performance in the public sector.

Based on the above background, it is necessary to conduct research to photograph the phenomenon of organizational culture in the nuances of organizational performance at the Population and Civil Registry Office of Trenggalek Regency with the title The Effect of Organizational Culture on

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Organizational Performance at the Trenggalek Regency Population and Civil Registry Office. The purpose of this study was to determine the influence of organizational culture on organizational performance in the Department of Population and Civil Registry of Trenggalek Regency.

THEORIES AND HYPOTHESIS

Organizational Culture

According to Robbins dan Judge (2013), organizational culture is a system of shared meaning held by members that distinguishes an organization from other organizations. This system of shared meaning, when examined more closely, is a set of key characteristics that an organization values. Organizational culture is concerned with how employees perceive the characteristics of an organizational culture, not with whether employees like the culture or not.

Organizational culture is what employees perceive and the way that perception creates a pattern of beliefs, values, and expectations. Culture as a pattern of basic assumptions created, discovered, or developed by a particular group as it learns to deal with problems of external adaptation and internal integration that has worked well enough to be considered valid, and, therefore, to be taught to new members as the correct way to learn. perceive, think and feel in relation to the problems they face (Nikpour, 2017). Sengottuvel dan Aktharsha (2014) state that culture carries out a number of functions within an organization, namely:

- a. Culture has a role in setting boundaries, which means that culture creates a clear distinction between one organization and another.
- b. Culture brings a sense of identity to organizational members.
- c. Culture facilitates commitment to something broader than one's personal interests.
- d. Culture establishes social systems, which means it is the social glue that helps hold an organization together by providing precise standards for what employees should say and do.
- e. Culture functions as a meaning-making and control mechanism that guides and shapes the attitudes and behavior of employees.

The function of culture according to Robbins dan Judge (2013) is as follows.

1. As the identity and image of a society. Identity is formed from various factors, namely: history, politics, economy, and the prevailing social system.
2. As a binder of a society. Togetherness is a strong factor to bind all members of society.
3. As a source, culture is a source of inspiration, pride and resources.
4. As a driving force. Culture is dynamic which is formed through the teaching and learning process.
5. As the ability to form added value. Culture is related to the added value of the organization.
6. As a pattern of behavior. Culture contains norms of behavior and outlines the boundaries of social tolerance.
7. As an inheritance. Culture is taught and socialized to the next generation.
8. As a substitute for formalization.
9. As an adaptation mechanism to change.
10. As a process that makes the nation congruent with the state, thus forming a nation state.

According to Nikpour (2017) organizational culture has several functions, namely:

1. As a differentiating boundary to the environment, organization and other groups.
2. As glue for staff in an organization.
3. Promote the stability of the social system.
4. As a control mechanism in integrating and shaping the attitudes and behavior of staff.
5. As an integrator.
6. Shaping behavior for staff.
7. As a means to solve the main problems of the organization.
8. As a reference in preparing company plans.
9. As a communication tool.
10. As a barrier to innovation.

Robbins dan Judge (2013) state that organizational culture has several functions within the organization, namely providing boundaries to define roles so as to show clear differences between organizations, providing an understanding of identity to something that is greater than the interests of individual organizational members, demonstrating social system stability, providing understanding and control mechanisms that can be used as guidelines to shape the attitudes and behavior of organizational members and ultimately organizational culture can shape the mindset and behavior of organizational members.

There are several benefits that can be obtained by both parties, both the organization and its members. These benefits are to provide guidelines for decision-making actions, increase organizational commitment, increase the behavior of organizational members'

behavior consistency and reduce doubts of organizational members, because the culture tells them something is done and is considered important. (Nikpour, 2017).

Robbins dan Judge (2013) explain that the implementation of organizational culture can be studied from the dimensions of organizational culture. The dimensions of organizational culture are not determined easily but based on empirical studies. These empirical studies are usually not carried out using a small sample but rather using a large sample involving several organizations. As a result, no generally accepted cultural dimensions were found. So it can be concluded that understanding organizational culture through its dimensions can describe the organizational culture of an organization. Robbins dan Judge (2013) argue that it takes a long time for the formation of organizational culture. Once established, the culture tends to take root, making it difficult for managers to change it.

Organizational culture is derived from the philosophy of the founder, then this culture greatly influences the criteria used in recruiting/employing members of the organization. The actions of top management determine the general climate of acceptable and acceptable behavior. The degree of success in disseminating organizational culture depends on the suitability of new staff values with organizational values in the selection process as well as on top management's preference for socialization methods.

Organizational Performance

Government performance in the topic of service is a strategic study because the needs and awareness of the community continue to increase along with the

progress of the times so that problems regarding the performance of government services will always arise in the life of the state. The measurement of government performance is carried out by various methods and techniques based on the opinion of experts on performance. Indicators of the performance of public organizations are not only service quality but more broadly, including (Salajegheh, Chamanifard, Chamanifard, & Nikpour, 2015):

1. The quantity is sufficient (adequate) for each person.
2. Service (service behavior) is fair and excellent.
3. Prices (tariffs) that are affordable for consumers in terms of public services, and the easiest processes or procedures for consumers in terms of civil services.
4. The right share or target group.
5. Quality, namely the product received in accordance with the expectations of the relevant consumer (engineering life and accounting life of the product as long as possible).
6. Accountability (empowerment of consumers by producers, in this case the government, so that consumers, in this case the governed, have a consumeristic culture, a culture of utilization, and a culture of product maintenance, the caveat vendor principle).
7. Consumer trust in the government. Consumer trust can be seen as a result of aspects 1 to 6 (so it is a dependent variable), but it can also be seen as an indicator.
8. From that trust (confidence) grows hope (hope) for the future: change, improvement, and so on.

Service quality is also unavoidable with the use of technology in service.

Various benefits that can be obtained are the realization of convenience, speed, and cheapness as stated by Nikpour (2017) that there will be no improvement in the quality of public services without innovation. There is no innovation without IT application in the bureaucracy. Fair and excellent service (service behavior). Justice questions the distribution and allocation of services provided by public service organizations. This criterion is closely related to the concept of adequacy or appropriateness (Ghorbanhosseini, 2013). Issues of equitable development, services to marginalized groups and so on will be able to be answered through this criterion. In addition to compliance, monitoring is useful for determining whether the actions of program administrators, staff, and other actors are in accordance with the standards and procedures established by legislators, government agencies, and professional institutions (Irefin & Mechanic, 2014).

Types of local government performance indicators include (Kashefi dkk., 2013):

1. Cost indicators (total cost, unit cost)
2. Productivity indicators (eg the number of jobs that employees are able to do in a certain period of time)
3. Usage rate (eg the extent to which the available services are used)
4. Target time (eg average time taken to complete one unit of work)
5. Service volume (eg estimates of the volume level of work that must be completed by employees)
6. Customer needs (sum of the volume of services provided compared to the volume of potential demand)
7. Service quality indicators
8. Customer satisfaction indicators
9. Goal achievement indicators

Furthermore, to measure the performance of the public bureaucracy based on the

following indicators (Salajegheh dkk., 2015):

a. Productivity

The concept of productivity does not only measure the level of efficiency, but also the effectiveness of services. Productivity is generally understood as the ratio between inputs and outputs.

b. Service Quality

The issue of service quality tends to become increasingly important in explaining the performance of public service organizations. Many negative views that are formed about public organizations arise because of public dissatisfaction with the quality of services received from public organizations.

c. Responsiveness

Responsiveness is the organization's ability to recognize community needs, develop service agendas and priorities, develop public service programs according to community needs and aspirations.

d. Responsibility

Responsibility explains whether the implementation of public organization activities is carried out in accordance with correct administrative principles or in accordance with organizational policies, both explicit and implicit. Therefore, responsibility may at some point clash with responsiveness.

e. Accountability

Public accountability refers to how much the policies and activities of public organizations are subject to public officials elected by the people. The assumption is that these political officials, because they are elected by the people, will by themselves always represent the interests of the people.

Relationship between Organizational Culture and Organizational Performance

The organizational culture of the organization consists of several components, namely philosophy, which guides the determination of organizational policies both regarding employees and clients, dominant values held by the organization, norms applied in work, rules of the game for good relations within the organization. that must be learned by new members to be accepted by the organization, certain distinctive behaviors in routine interactions, and feelings or atmosphere created within the organization (Erciyas, 2019). The values and norms that become the grip of the employees are truths that come from conscience which is the embodiment of organizational ethics which if applied continuously will become a culture within the organization.

Organizational culture that is formed from values and norms as an embodiment of organizational ethics has the following functions (Albayrak & Albayrak, 2014) : 1. Culture has a role in setting boundaries, meaning that culture creates clear differences between an organization and other organizations. 2. Culture provides identity for members of the organization. 3. Culture facilitates the emergence of a broader commitment to individual interests. 4. Culture increases the stability of the social system. 5. Culture as a meaning-making and control mechanism that guides and shapes employee attitudes and behavior. This further determines that the better the organizational culture, the better the employee's performance, the better the employee performance (Giritli, Öney-Yazici, Topçu-Oraz, & Acar, 2013).

Based on the overall review of the theory of organizational performance in the implementation of services to the

community, the theory of government organizational culture, the theory of the relationship between organizational culture and organizational performance in the implementation of services to the community, the research hypothesis can be formulated as follows, namely the influence of organizational culture on organizational performance at the Regency Population and Civil Registry Office, Trenggalek Regency.

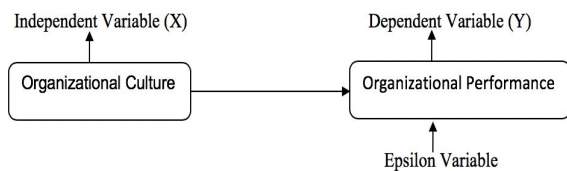
METHOD

The design used in this study is a quantitative design with a survey research method conducted on the research object. This means that quantitative research aims to investigate social phenomena using a set of theories that have been formulated before conducting research in the field.

The variables of this study consisted of three variables with the following variable position specifications:

1. The first independent variable (X) is Organizational Culture.
1. The dependent variable (Y) is Organizational Performance.

Figure 1
Research Variable Paradigm



Source: processed by the author, 2021

Before operationalizing the research variables, first formulate the concept definitions of all research variables:

1. Organizational culture is a pattern of basic assumptions created, discovered, or developed by certain groups

through the dimensions of attitudes and behavior.

2. Organizational performance is the result of the work of the organization within a certain period of time as measured by the dimensions of productivity, service quality, responsiveness, responsibility, and accountability.

The organizational culture variable (X) is operationalized into two dimensions, namely the attitude dimension with three indicators and the behavioral dimension with eight indicators. The organizational performance variable (Y) in the implementation of services to the community is operationalized into four dimensions, namely the productivity dimension with five indicators, the service quality dimension with five indicators, the responsiveness dimension with four indicators, and the accountability dimension with two indicators.

The population of this research is all people who have received licensing services throughout 2021, amounting to 6459 people spread over six sub-districts. To facilitate the implementation of the research, research samples were drawn using the sampling formula from Slovin (Lukin, 2019) as follows :

$$n = \frac{N}{1 + Ne^2}$$

Notes : n = sample size

N = number of population

e = The sampling error rate is 1%, 5% and 10%

Based on the sample formula above, after processing the sample, the sample size is 99. In distributing the sample, using the Probability Sampling technique of the disproportionate Stratified

Random Sampling type, namely "the technique used to determine the number of samples, if the population is stratified but not proportional (Lukin, 2019). The formula is the proportional allocation method as follows:

$$n_i = \frac{N_i}{N} \times n$$

Notes :

n_i = the number of each sample stratum

n = number of (total) samples

N_i = the number of each population stratum

N = total (total) population

Based on the above formula, the number of sub-district respondents in a row are Trenggalek with 32 people, Karanganyar with 14 people, Kecamatan Gandusari with 7 people, Bendungan with 11 people, Tugu with 16, and Durenan with 19 people.

Data collection techniques in this study consisted of library techniques, questionnaire techniques, and observation techniques. The questionnaire was made referring to the Likert type (Likert Type Items) according to the factual conditions experienced by the respondents. The function of the Likert scale according to is used to measure attitudes, opinions, and perceptions of a person or group of people about social phenomena. What is meant by opinion regarding perception in this research is the opinion of the community in the research location. Therefore, the form of the questionnaire consists of five scales, namely as an alternative to respondents' answers that have been given a score (1,2,3,4,5) to facilitate quantitative data processing.

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The respondent's answer score is still in ordinal form, then for the purposes of quantitative data testing, it is necessary to convert and increase it to interval data through the Method of Successive Intervals with the following steps (Lukin, 2019).

1. Pay attention to each question in the questionnaire and determine how many respondents get a score of 1,2,3,4,5 which is called the frequency (f).
2. Each frequency is divided according to the number of respondents, and the result is called the proportion (p).
3. Calculate the cumulative proportion (pk).
4. Calculate the Z value for each cumulative proportion obtained, using the normal table.
5. Determine the interval value (scale value) for each Z value.
6. Calculate the score (transformed value) for each category.

Data testing is used to prove the hypothesis that has been formed where the hypothesis testing is in line with the relevant test statistical tools. Considering that the variables of this study are bivariate, the researchers conducted a path analysis of the variables, which is a hypothesis testing carried out through the following seven steps of data testing: (Lukin, 2019).

1. Draw a path diagram of the research variables in accordance with the hypothesis.
2. Calculate the correlation matrix between research variables.
3. Identify the sub-structural and equations for which the path coefficients will be calculated.
4. Variable sub structure equations based on path diagrams.
5. Calculate the inverse correlation coefficient matrix R⁻¹-1.

6. Calculate all $PXUX_i$ path coefficients. $I=1,2,\dots,k$.
7. Calculate R^2_{XU} (X_1, X_2, \dots, X_k) which is a coefficient that expresses the total determination of X_1, X_2, \dots, X_k against Y (coefficient of multiple determination).
8. Calculate the epsilon formula that is PX_uE

instrument validity test can be seen in the following table 1 and 2.

The location of this research was carried out at the Department of Population and Civil Registration, Trenggalek Regency, East Java Province.

RESULTS AND DISCUSSION

The research instrument was tested on some samples from which the population was taken. The number of pre-research respondents was 30 of the research respondents, then the researchers then distributed questionnaires to 30 community members who had been served by the Trenggalek Regency Population and Civil Registry Service, which would then be further processed to test the validity and reliability of the instrument.

Validity

A questionnaire is said to be valid if the statement items in the questionnaire are able to reveal the intended research variables. Determination of the validity of the instrument in this study was carried out by calculating the bivariate correlation value of each indicator item to the total score of the instrument construct. The calculation is carried out by processing pre-research data through SPSS software with analysis or Analyze Correlate Bivariate. The results of the complete

Table 1. Pre-research Validity Test Results Organizational Culture Variables

Indicator	N	<i>Pearson Correlation</i>	Significance	Description
Cltr 1	30	0.701**	0.000	Valid
Cltr 2	30	0.728**	0.000	Valid
Cltr 3	30	0.471**	0.009	Valid
Cltr 4	30	0.466**	0.009	Valid
Cltr 5	30	0.456*	0.011	Valid
Cltr 6	30	0.854**	0.000	Valid
Cltr 7	30	0.759**	0.000	Valid
Cltr 8	30	0.855**	0.000	Valid
Cltr 9	30	0.782**	0.000	Valid
Cltr 10	30	0.835**	0.000	Valid
Cltr 11	30	0.751**	0.000	Valid

Source: Primary Data processed through SPSS, 2021

Table 2. Pre-research Validity Test Results Organizational Performance Variables

Indicator	N	<i>Pearson Correlation</i>	Significance	Description
Prfm 1	30	0.625**	0.000	Valid
Prfm 2	30	0.735**	0.000	Valid
Prfm 3	30	0.543**	0.002	Valid
Prfm 4	30	0.424**	0.020	Valid
Prfm 5	30	0.893**	0.000	Valid
Prfm 6	30	0.910**	0.000	Valid
Prfm 7	30	0.575**	0.001	Valid
Prfm 8	30	0.774**	0.000	Valid
Prfm 9	30	0.621**	0.000	Valid
Prfm 10	30	0.712**	0.000	Valid
Prfm 11	30	0.666**	0.000	Valid
Prfm 12	30	0.893**	0.000	Valid
Prfm 13	30	0.801**	0.000	Valid
Prfm 14	30	0.768**	0.000	Valid
Prfm 15	30	0.794**	0.000	Valid
Prfm 16	30	0.799**	0.000	Valid

Source: Primary Data processed through SPSS, 2021

The results obtained from the SPSS software if there is an asterisk (*), it means that the instrument is valid. The level of validity is seen through the many stars listed on the SPSS output which is influenced by the significance value of each item indicator of the research instrument. The validity is seen from the correlation coefficient value (Pearson Correlation) of each item/statement of the research variable indicators greater than 0.30 (> 0.30) and the significance level is less than 0.050 (< 0.05). The higher the value of the Pearson Correlation and the value of the significance being less than 5%, it can be concluded that the question items for organizational culture and organizational performance variables are valid.

Reliability

The next test of data quality is a test of reliability or instrument reliability in describing or explaining the research variables it describes. The research instrument is said to be reliable/reliable if the Cronbach Alpha indicator value > 0.6 (greater than 0.6). Testing the reliability of this pre-research instrument through SPSS software with Analyze Scale Reliability for the amount of Cronbach Alpha. Cronbach Alpha value results The processing is complete in table 3 as follows:

Table 3. Pre-research Instrument Reliability Test Results

Variable	Cronba ch Alpha	Standard	Description
Cltr	0.762	0,60	Reliable
Prfm	0.757	0,60	Reliable

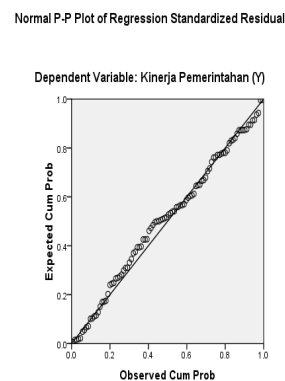
Source: Primary Data processed through SPSS, 2021

Testing the validity and reliability of the instrument at the pre-research stage, it can be concluded that the research instrument used is valid and reliable. So all indicators on the research instrument do not undergo a process of disposal or replacement, and can then be continued or used in the actual research process.

Before testing the hypothesis, the existing data will be tested for deviations from the classical assumptions, namely:

Normality Testing

Good research is research that produces data with a normal distribution. In this study, the data normality test was carried out by looking at the results on the P-P Plot graph. By looking at the data on the diagonal source on the P-P Plot graph as the basis for making decisions about the normality of the research data. The P-P Plot graph of the results of SPSS data processing is as follows:



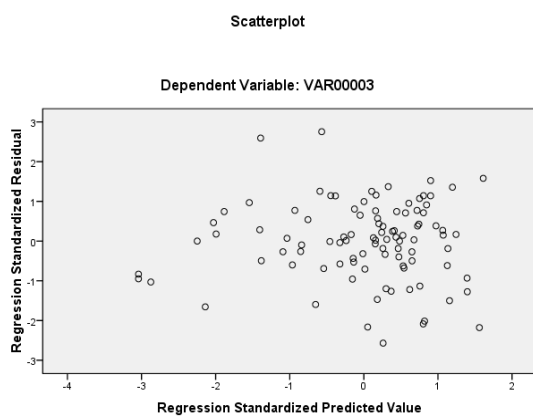
Source: SPSS Primary Data Processing Output Results, 2021

Figure 2. P-P Plot Chart

From the graph above, it can be seen that the points only spread around the diagonal line and follow the diagonal line, so the residuals (standardized) in the regression model are normally distributed, in other words, data are normally distributed.

Heteroskedastisitas Testing

Heteroscedasticity test with this graph method is done by looking at the points of data distribution on the regression scatterplot. A good research model does not have a data distribution that has a pattern or collects in one part of the scatterplot graph. The results of the Scatterplot test in this study using the SPSS Analyze Linear Regression Plot can be seen in the following figure:



Source: SPSS Primary Data Processing Output Results, 2021

Figure 3. Research Data Heteroscedasticity Test Scatterplot Graph

From the picture above, the scatterplot graph above shows that the data distribution points do not form a regular pattern, but spread above and below the number 0 on the Y axis. So it can be concluded that there is no heteroscedasticity problem in the regression model or there is no inequality. the variance of the residuals for all observations in the regression model, but rather the homoscedasticity.

Respondents Response Regarding Organizational Performance (Y)

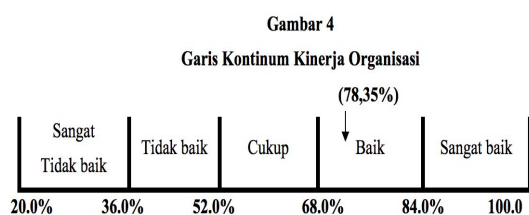
Table 4. Recapitulation of Respondents' Responses Regarding Organizational Performance

No.	Dimension	Score
1.	Productivity	1882
2.	Quality	1359
3.	Responsivity	1853
4.	Accountability	1112
	Total	6206
Percentage		78,35%

Source: Questionnaire on Y variable number 1 to 16

The table above describes the respondents' responses regarding Organizational Performance. Based on the processing results presented in the table above, it can be seen that the total score for Organizational Performance is 6206. The total score is entered into a continuum line, the measurement of which is determined by:

- Maximum Index Value = $5 \times 16 \times 99 = 7920$
- Minimum Index Value = $1 \times 16 \times 99 = 1584$
- Interval Distance = [maximum value – minimum value] : 5 = $(7920 - 1584) : 5 = 1267.2$
- Percentage = [total score : maximum score] x 100% = $(6206 : 7920) \times 100\% = 78.35\%$



Ideally, the expected score for respondents' answers to 16 questions is 7920. From the calculation in the table shows the value obtained is 6206 or 78.35% of the ideal score of 7920. Descriptive analysis in the field of organizational performance, which is built through the dimensions of productivity, service quality, responsiveness and accountability resulted in a score of 6206, with a percentage of 78.35% (good).

Respondents Response Regarding Organizational Culture (X)

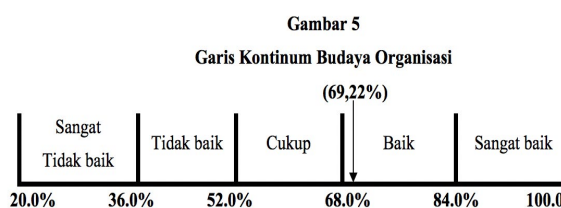
Table 5 Recapitulation of Respondents' Responses Regarding Organizational Culture

No.	Dimension	Score
1.	Attitude	890
2.	Behaviour	2879
	Total	3769
	Percentage	69,22%

Source: Questionnaire on variable X number 1 to 11

The table above describes the responses of respondents regarding Organizational Culture. Based on the processing results presented in the table above, it can be seen that the total score for Organizational Culture is 3769. The total score is entered into a continuum line, the measurement of which is determined by:

- Maximum Index Value = $5 \times 11 \times 99 = 5445$
- Minimum Index Value = $1 \times 11 \times 99 = 1089$
- Distance Interval = [maximum value – minimum value] : 5 = $(5445 - 1089) : 5 = 871.2$
- Percentage = [total score : maximum score] x 100% = $(3769 : 5445) \times 100\% = 69.22\%$



Ideally, the expected score for respondents' answers to 11 questions is 5445. From the calculation in the table shows the value obtained is 3769 or 69.22% of the ideal score of 5445. Descriptive analysis in the field of organizational culture, which is built through the dimensions of awareness of attitudes and behavior results a score of 3769, with a percentage of 69.22% (good).

Hypothesis Testing

Tests on temporary presumptions through the scientific truth process of the influence of organizational culture on organizational performance are as follows.

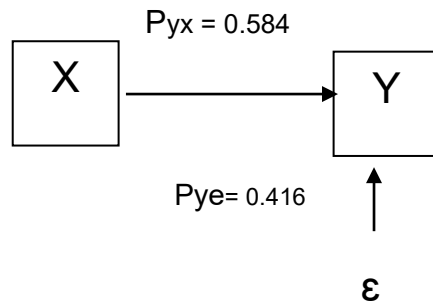
Table 6
Coefficient of Influence

Variable	Path Coefficient	Residue Effect
Organizational Culture (X)	$P_{yx} = 0.584$	0,416

By paying attention to the table above, the path equation is obtained as follows:

$$Y = 0.584X + \epsilon$$

The study above shows that the effect of variable X on Y is 58.4%. The pattern of testing the hypothesis that there is an influence of Organizational Culture (X) on Organizational Performance (Y) which is carried out quantitatively can then be seen through exposure to the regression coefficient image as follows.



Source: Calculation Results of Research Variable Path Coefficients Using SPSS Software, 2021.

Figure 6. Regression Coefficient (Standardized) Research Variable

Notes :

X = The independent variable: Organizational Culture

Y = Dependent variable: Organizational Performance

ε = Epsilon variable: Other variables

The Effect of Organizational Culture Variable (X) on Organizational Performance Variable (Y)

Figure 6 describes the results of hypothesis testing the influence of organizational culture (X) on organizational performance (Y). It appears that the value of the regression coefficient is $p = 0.584$ or 58.4%. And with the regression coefficient value from epsilon of $p = 0.416$ or 41.6%. The significance

test between the two variables shows the t-count value is 2.099 and the t-table value is 1.985, which means that there is a significant influence on the organizational culture variable as the first independent variable on the performance variable.

The meaning of the influence of the independent variable is the value of the coefficient of influence of the influence of variable X or namely organizational culture on the dependent variable, namely organizational performance. the meaning of the influence of the epsilon variable is the value of the coefficient of the influence of variables not examined in this study or outside the organizational culture variable on the dependent variable, namely organizational performance. From the value of the coefficient of direct influence of the independent variable in the form of organizational culture on the dependent variable, namely organizational performance as described above, it appears that the value of the coefficient of influence of the independent variable is greater than the value of the coefficient of influence of the epsilon variable ($0.584 > 0.416$). This means that the influence of the independent variable, namely organizational culture, on the dependent variable of organizational performance is more significant than the influence of the epsilon variable, namely the variables not examined in this study outside the independent variable on the dependent variable, namely organizational performance, which in reality experiences a smaller coefficient of influence. Thus the organizational culture is able to independently and effectively improve organizational performance in the implementation of services to the community, especially in the field of e-KTP services.

Increasing organizational performance in the implementation of services in the field of e-KTP services can be done by improving organizational culture which includes the following aspects:

1. The attitude of employees in carrying out their duties to serve the community in the issuance of e-KTP by showing an attitude of liking for work, job satisfaction, and sincerity of work.
2. Employee behavior in providing e-KTP services to the community by showing diligent, dedicated, responsible, thorough, careful, careful behavior, a strong will to learn their duties, and likes to help others.

The results of this study strengthen the concept of organizational culture as a source, culture is a source of inspiration, pride and resources. Thus, conceptually, the existence of culture in the regional government organization of the Trenggalek Regency Population and Civil Registry Office cannot be avoided. Effective implementation of organizational culture requires employee awareness that the task of serving the community in the field of e-KTP issuance is a form of dedication that must be carried out sincerely.

This research has enriched the theory of organizational culture by showing that in each dimension of organizational culture there are aspects that are most important compared to other aspects. The most important aspect in the attitude dimension of employees is liking for work. The most important aspect of employee behavior is the employee's willingness to work. This then gave birth to new dimensions to determine and analyze the magnitude of the influence of organizational culture on organizational performance consisting of employee

feelings of happiness towards work and employee willingness to work.

The meaning of the tendency of the influence of organizational culture can also be accompanied by an understanding that to improve organizational performance in e-KTP services, aspects that need to be considered apart from the influence of organizational culture are in terms of the performance of the organization itself. These aspects are mainly in the form of service quality, namely by realizing the ease and clarity of information, timeliness of service by the apparatus, maximum quality, having clear service standards, and the convenience of the place for service delivery. Service quality that is ignored will result in low community satisfaction and vice versa the community or customers will be satisfied of course because of good service quality, this will also improve the image of the organization in the eyes of the public or customers. Therefore, to form an organizational culture that is able to shape organizational performance in e-KTP services to the community, the government must have confidence that public satisfaction with the quality of services that have been provided will not only have an impact on people's happiness but will create a positive image in the minds of the people who will subsequently build public trust in the government.

CONCLUSION

Organizational culture variables based on the dimensions of employee attitudes and employee behavior significantly affect organizational performance variables that concentrate on productivity, service quality, responsiveness, and accountability. This research has proven that organizational culture provides understanding and control

mechanisms that can be used as guidelines to shape the attitudes and behavior of organizational members. Thus, organizational culture variables that are based on the dimensions of employee attitudes and employee behavior are to maintain their positive influence, so that organizational performance that concentrates on productivity, service quality, responsiveness, and accountability remains at a good level and even increases in the future.

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