Organizational Culture to improve Public Services in Luragung District

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ARTICLE INFO	ABSTRACT
Keywords: Organizational Culture, Public Service, Employees.	Good public services are an important element in efforts to realize sustainable development and improve the quality of life of the community. Organizational culture has a crucial role in shaping attitudes and behavior in providing effective and efficient public services. This study aims to analyze the role of organizational culture in improving public services in Luragung District, Kuningan Regency, West Java. This research uses a qualitative approach with descriptive methods. The results of the study show that organizational culture to improve public services in Luragung District can be carried out with good interaction and communication, commitment to working time, and a culture of complementing public service facilities and infrastructure. This research also found several challenges that needed to be faced, such as low employee competence and capacity, lack of organizational skills, lack of awareness and commitment to public services, and lack of adaptability to change.
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INTRODUCTION

Governance is an inherent aspect of human groups, also known as organizations. We live in a society that includes various community organizations, not much different from the government (Suryadi & Efendi, 2019). Cultural values, such as smiling, greeting, and fostering a sense of togetherness, are commonly held by the government and other organizational entities in Indonesia. Our culture, whether we realize it or not, influences our attitudes and behavior in various aspects of life (Budiharjo, 2013). A strong organizational culture in government can shape the attitudes and behavior of its members. Compliance with government rules and policies is expected to optimize public performance and services, ultimately achieving organizational goals (Mustafid, 2017).

Organizational culture in government has a significant influence on the attitudes and behavior of all members of the organization (Trang, 2013). The existence of a strong culture in an organization can encourage or force members to act and behave according to the expectations set by the organization. By following government rules and policies, it is expected to optimize performance and service to the community in order to achieve organizational goals (Feel et al, 2018).

Facing cultural challenges in an organization is a complex problem, especially in changing the culture of public services which may conflict with the regulations that have been set within the organization (Sawir, 2020). Organizational culture has an important role in determining the success of an organization, regardless of its form and purpose. Public services are also considered to have an influence on better work relationships and environment, and can influence more optimal performance and satisfaction (Kurniawan, 2013).

As stated by Tika (2008), one of the factors that influence employee performance in a

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company is work culture. Work culture has a close relationship with improving employee performance, because through the formation of a good work culture and supported by cooperation between employees, results that can improve employee performance can be achieved. To avoid things like that, the function of government organizational culture is very important in creating better public services. Government organizational culture can motivate all employees in the organizational environment to create an effective organization (Hadian, 2015)

Organizational Culture is an important factor in the success of a bureaucratic organization. The function of organizational culture includes achieving efficiency, effectiveness, productivity, and work ethic. In addition, organizational culture also acts as a social glue in achieving organizational goals (Sulaksono, 2015; Sumardani et al., 2023). Employee performance has a significant role in an organization, because the performance contribution of each employee is an important factor in achieving overall organizational functions. Lack of employee performance can hinder organizational progress in achieving its goals (. Conversely, good performance can create a good culture in government agencies. Organizational culture includes managerial functions and organizational characteristics that reflect planning, organizing, leadership, and managerial control activities (Harahap , 2017).

The Luragung sub-district office is the spearhead of public services in the sub-district. In the context of public services, the role of organizational culture in improving public services is very important. A good organizational culture can influence the attitude and behavior of government employees, so that they can provide better public services to the community. However, it should be noted that organizational culture often conflicts with the rules that have been set within the organization, and this can be a complex challenge in creating changes to the culture of public service.

In this context, this study aims to analyze the role of organizational culture in improving public services in Luragung District. Through a deep understanding of the existing organizational culture and its impact on public services, this research is expected to provide recommendations and strategies for building an organizational culture that focuses on better public services. Thus, this research is expected to make a positive contribution in efforts to improve public services in Luragung District and encourage sustainable development.

METHODS

The method used in this study is a qualitative descriptive method, which aims to research with a qualitative approach that emphasizes more analysis on deductive and inductive inference processes and on analysis of the dynamics of relationships between observed phenomena, using scientific logic (Moleong, 2014; Yulianah, 2022). This does not mean that the qualitative approach does not use qualitative data at all, but the emphasis is not on testing hypotheses but on efforts to answer research questions through formal and argumentative ways of thinking. This research was conducted at the Luragung District Office, Kuningan district. The techniques used in data collection are observation, interviews, and documentation. The data analysis carried out was data reduction, data presentation, and conclusion/verification. In testing the validity of the data in this study, researchers used process triangulation.

RESULTS AND DISCUSSION

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Organizational culture has a significant role in creating quality public services. One of the influential aspects of organizational culture is the form of interaction and communication that occurs within the organization which is also an integral part of organizational culture. According to the theory of symbolic interpretation, organizations create environment, culture, and social reality through the meaning of the interactions that occur within them. In this case, the organization is formed because of the interaction or communication between members of the organization, either through verbal or non-verbal symbols.

The public services provided by the Luragung sub-district office are the result of symbolic interpretations created by fellow employees within the organization. Interaction or communication between employees and between employees and the community is an important factor in shaping organizational culture. Through these interactions, employees form a shared understanding of the symbols used in the organization, including in the context of public services.

The interaction and communication that occurs in the Luragung sub-district can influence the service culture that is formed. If there is communicative and mutually supportive interaction between employees, then an organizational culture that focuses on good public service can grow and develop. Conversely, if the interaction is not well established or there are communication barriers, an organizational culture that is less responsive to public services may emerge.

Public perception of public services can be influenced by the dynamics of the interactions that occur. If the services provided seem less dynamic, this can create an unpleasant perception for the public. Therefore, the public service department needs to improve this situation by starting from the organizational culture that is in it, especially in terms of interaction and communication.

One of the steps that can be taken by the Luragung sub-district is to increase interaction and communication between fellow employees in public service organizations. Effective and collaborative communication between employees can help in facing challenges and solving problems that arise in providing services. With good interaction between fellow employees, cooperation and team cohesiveness can be created, so that public services can run dynamically and responsively.

In addition, it is also important to pay attention to the interaction and communication between employees and superiors in public service organizations. Employees who feel heard, understood, and given clear directions by their superiors tend to have higher motivation and commitment to providing good service. Therefore, building a culture of open communication, where superiors provide constructive feedback and provide encouragement to employees, can help improve the dynamics of public service.

Good communication and interaction need to be supported by adequate policies and procedures. An organizational culture that is good in terms of communication and interaction cannot function properly if existing systems or procedures impede or do not support effective service. Therefore, it is necessary to evaluate and improve policies, regulations and procedures governing public services.

The principle of communication is that communication is not a panacea considering the complexity of the problems faced in public services. Good communication is only one element of many factors that need to be considered in increasing comfort in public services. It is important to adopt a holistic and comprehensive approach in improving public services, which involves various aspects such as organizational culture, systems and procedures, cross-sector collaboration, and public participation.

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In addition to a good culture of interaction and communication, a good organizational culture in the Luragung sub-district can be carried out by implementing a commitment to working time when the punctual culture begins to be eroded by less important activities. Currently, the culture of being on time tends to be eroded by various activities that are considered less important. However, by prioritizing the values of discipline and responsibility towards time, it can form a better organizational culture.

It is important for every employee in the Luragung District, from the sub-district head to employees in various fields, to respect the set work time. Commitment to working time sends a message that every task and responsibility has an important value and must be carried out as well as possible. Thus, all activities and services in the district can run efficiently and effectively.

In addition, there is a need for awareness of the importance of managing time well. Every member of the organization needs to prioritize work that does have urgency and has a significant impact on public services. In the face of busy life, it is important to distinguish between tasks that are really urgent and not really important. By prioritizing tasks that are directly related to public services, it can increase organizational productivity and efficiency.

Besides being on time as an organizational culture in improving services to the community, another thing that is needed is a culture of completing facilities and infrastructure for services. Good public services require the support of adequate facilities and infrastructure. This includes physical infrastructure such as office buildings, service spaces, work equipment, and technology systems that support service processes. The culture of completing facilities and infrastructure refers to the attitudes and actions of the organization in ensuring that all the needs needed to provide quality services to the community have been met.

By having adequate facilities and infrastructure, members of the organization can carry out their service tasks more effectively and efficiently. For example, with a comfortable service room equipped with the necessary equipment, employees can provide services in a professional manner and focus more on the needs of the community.

The culture of complementing facilities and infrastructure also reflects the organization's commitment to continuing to maintain, repair and improve existing infrastructure. Organizations need to maintain and update facilities and infrastructure so that they remain in line with technological developments and community needs. This is important so that public services can remain optimal and relevant to the demands of the times. In addition, a culture of complementing facilities and infrastructure also includes good management related to the procurement and use of organizational resources. Organizations need to allocate budgets and resources wisely to ensure adequate facilities and infrastructure are available. This involves good planning, close oversight, and transparency in the use of the budget.

Challenges of Organizational Culture in improving public services

Creating a good culture in order to create effective services in the Luragung sub-district cannot be done easily. This is because it faces several challenges. These challenges include:

a) Low competence and capacity of employees

When employees do not have sufficient competence, they may find it difficult to carry out their duties effectively and efficiently. For example, a lack of knowledge of proper public service procedures or skills in interacting with the public can hinder their ability to provide good service. In addition, if the organization does not have adequate capacity in terms of training, facilities or

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infrastructure, employees may experience difficulties in improving service quality.

To overcome this challenge, organizations need to invest time and resources in developing employee competencies. This can be done through continuous training and development, both in the form of technical training and the development of interpersonal skills. In addition, organizations also need to ensure that they provide adequate resources, including access to relevant information, adequate infrastructure, and effective management support.

In addition, it is also important for organizations to encourage a culture of continuous learning. This means creating an environment where employees are encouraged to continuously improve their knowledge and skills through self-learning, peer collaboration and self-development opportunities. By building employee competencies and capacities, organizations can overcome cultural challenges in improving public services and ensure that employees have the skills needed to provide quality services to the public.

b) Lack of organizational skills

When employees do not have adequate organizational skills, this can hinder the smoothness and effectiveness of public services. For example, if there is no good time management, employees may experience difficulties in completing tasks on time, which can result in delays in serving the community. In addition, the lack of ability to coordinate and work together in teams can hinder the synergy between employees and affect the quality of services provided.

To overcome this challenge, organizations need to develop employee organizational skills through relevant training and development. This training may include time management and priorities, task management, work planning, and the ability to communicate and collaborate in teams. In addition, it is also important to strengthen a work culture that encourages collaboration, coordination and knowledge sharing among employees.

c) Lack of awareness and commitment to public service

When employees lack awareness and commitment to public service, they may tend to ignore community needs and expectations. They may care less or not prioritize the interests of society in carrying out their duties. This can result in a decrease in service quality and public dissatisfaction with the services provided by the organization.

To overcome this challenge, organizations need to make efforts to increase awareness and commitment to public service among employees. This can be done through outreach and education regarding the importance of good public service, including its positive impact on society and the image of the organization.

In addition, it is also important to encourage the active participation of employees in planning and decision-making processes related to public services. Involving employees in identifying community needs, formulating high service standards, and designing service improvement initiatives will help increase their sense of ownership and commitment to public services.

d) Less adaptive to change

Change is something that cannot be avoided in a world that is constantly developing, including in the context of public services. Changes may include changes in policy, technology, societal demands, or changing social and economic conditions. If organizations are unable to anticipate and adapt to these changes, they will find it difficult to face new challenges and provide

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responsive and effective services to the community.

Lack of adaptation to change can occur due to several factors, such as resistance to change, lack of flexibility in organizational structures and processes, or lack of ability to plan and implement the necessary changes. To address these challenges, organizations need to develop a strong adaptive culture. This involves developing adaptive attitudes and skills among employees, as well as ensuring that organizational structures and processes support flexibility and innovation.

It is important for organizations to encourage employees to become continuous learners, open to change, and ready to develop new skills and knowledge that are relevant to the demands of public service. In addition, organizations also need to strengthen effective communication and collaboration systems, so that employees can share information, ideas and experiences to facilitate adaptation to change.

CONCLUSION

To improve public services in the Luragung sub-district, it is important to pay attention to the organizational culture that exists within it. Good organizational culture, such as good interaction and communication, commitment to working time, and a culture of complementing facilities and infrastructure, can help create better public services. However, there are several challenges that need to be faced, such as low employee competence and capacity, lack of organizational skills, lack of awareness and commitment to public services, and lack of adaptability to change. To overcome this challenge, organizations need to invest time and resources in developing employee competencies, developing organizational skills, increasing awareness and commitment to public service, and building a culture of adaptability and innovation. With the right efforts, it is hoped that the Luragung sub-district can create an organizational culture that supports quality public services and is responsive to community needs.

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