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The Influence of Organizational Culture on the Performance Efforts of Pusdatin Employees to Support the Main Tasks of Pusdatin Kemhan

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Abstract: Every organization has efforts to improve employee performance in order to create competent personnel, so it is necessary to make efforts to support Human Resources which is the main effort of the organization in improving employee performance, this is because Human Resources is an important role holder who has responsibility big to improve it, the organization carries out socialization, training/training, work discipline, a good work environment, good work motivation for employees to increase the competence of employees who have high loyalty and responsibility to the organization. Improving the performance of human resources is also very important to pay attention to, one of which is implementing the policies of an effective leader of an organization. Case studies were carried out at the Ministry of Defense Data and Information Center. The research method uses a descriptive qualitative approach and employees who work in the Pusdatin environment are required to be able to shows good performance. Leadership actors play a very important role in overall efforts to improve performance, both at the individual, group and organizational levels.

Keyword: Performance, Human Resources, Leadership

INTRODUCTION

Each organization has a different definition, while according to Robins (Sutrisno: 2010), organizational culture is a system of shared values in an organization that determines the level at which employees carry out activities to achieve organizational goals. Organizational culture is also defined as values that guide human resources in dealing with external problems and efforts to adapt to integration into the company, so that each member of the organization must understand the existing values and how they should act and behave. According to Susanto (Sutrisno: 2010) human resources in the organization must be able to understand well the organizational culture that has been created. This understanding is closely related to every step and change in activities carried out, both from the strategic planning stage,

as well as implementation activities from plans that have already been made, where each Activities must be based on organizational culture.

Human resources who have a high work ethic, are trained and skilled in an organization can carry out training, express education and socialization for their human resources. To produce high performance and work performance, an employee not only needs to have skills, but also has the desire and enthusiasm to achieve high performance because whether an organization, whether government or private, is developing or not, is largely determined by the personnel members of the organization itself (Putri et al., 2023). Human resources are one of the internal factors that play an important role in the success or failure of an organization in achieving its goals, so they need to be directed through effective and efficient human resource management. However, if an organization has not achieved maximum employee performance, efforts are made to improve the performance of competent employees. According to Simamora human resource management is the utilization, development, assessment, provision of rewards, and management of individual members of an organization or group of employees, also involving the design and implementation of planning systems, employee preparation, employee development, career management, performance evaluation, employee compensation and good labor relations.

In other words, HR planning objectives have objectives based on individual, organizational and national interests. The aim of HR planning is to link existing human resources to the company's future needs to avoid mismanagement and overlapping in the implementation of tasks (Widjanarko et al., 2023). The factors that influence HR planning can be influenced by several factors, including: First, the external environment. Environmental changes are difficult to predict in the short term and sometimes impossible to predict in the long term, Second. Economic development. Economic development has a big influence but is difficult to estimate, Third. Social, Political, Legal Conditions. This condition has implications for human resource planning through various regulations in the field of personnel, changes in attitudes and behavior, and so on, Fourth. Technology changes. Meanwhile, current technological changes are not difficult, only difficult to predict but also difficult to assess, fifth peasing. Competitors are another external challenge that will influence the demand for human resources (Taufiqurokman: 2009).

The HR plan must be good and correct, so that coaching and directing personnel is effective and efficient in carrying out their duties. According to Bernardin in Robins (Tengku Ramly: 2011) to measure the extent of individual performance there are six criteria, including the following: 1) Quality; 2) Quantity; 3) Timing; 4) Effectiveness; 5) Independence; 6) Work Commitment. Things that need to be planned in improving human resources include the following: 1) Socialization; 2) Education and training; 3) Work environment; 4) Work discipline; 5) Work motivation (Saputra et al., 2023). The employee's work environment is also no less important in improving employee performance. Where the work environment is the material and psychological conditions that exist in the organization. Therefore, organizations must provide an adequate work environment, such as the physical environment (comfortable office layout, clean environment, good air exchange, color, adequate lighting and melodious music), as well as the non-physical environment (employee working atmosphere, welfare employees, relationships between fellow employees, relationships between employees and management, and places of worship). A good work environment can support work implementation so that employees have enthusiasm for work and improve employee performance (Saputra et al., 2024).

Employees who work in the Pusdatin environment are required to demonstrate good performance. To improve good performance, it can also be done by improving performance management, according to Robert Bacal (Rianto Rahadi: 7) is a process of continuous communication, carried out within the framework of cooperation between an employee and his

immediate superior, which involves setting expectations and understanding the function the basics of employee work, how the employee's work contributes to organizational goals, the concrete meaning of doing a job well, how work performance will be measured, obstacles that interfere with performance and ways to minimize or eliminate them. Performance management is the process of planning, organizing, implementing and controlling performance achievements and is communicated continuously by management to employees, between employees and their direct superiors. Assuming to build expectations: 1) Essential work functions expected from employees; 2) How much work employees do to achieve organizational goals; 3) What is the concrete meaning of doing a good job; 4) How employees and their direct superiors work together to maintain, improve or develop the performance of existing employees; and 5) How work performance will be measured; 6. Address various performance bottlenecks and remove them.

METHOD

This research uses a survey method with a quantitative, correlational approach. The goal is to see how much influence the independent variable has on the dependent variable (Azis Hakim, 2023:201). The useful value of this writing is to provide an overview of the problems currently being faced by Pusdatin related to the influence of organizational culture on efforts to improve the performance of qualified and competent Pusdatin employees, both TNI and PNS, in accordance with their main tasks, as an effort to expedite the completion of work to achieve performance targets. with the aim of providing suggestions for leaders to create policies to resolve these problems by reviewing and evaluating employee performance through socialization and coaching for employees in order to produce quality personnel (Soesanto et al., 2023). In carrying out the analysis, the author uses a data analysis technique, namely the analysis requirements test. To test the hypothesis, researchers used product moment correlation analysis and observations in the work environment of the Ministry of Defense's Data and Data Center (Iwan Kurniawan Subagja, 2023).

RESULTS AND DISCUSSION

Based on the Regulation of the Minister of Defense of the Republic of Indonesia Number 14 of 2019 concerning the Organization and Work Procedures of the Ministry of Defense, Chapter, information and communication technology infrastructure, security of information systems and coding, and development of functional computer and coding functional positions within the Ministry of Defense. In Chapter functional positions of computer and coding functional officers within the Ministry of Defense. As for article 1 258 Pusdatin consists of: 1) Administration Section; 2) Defense Information Systems Development Sector; 3) Operational Support Field; 4) Information and Encoding Sector; and 5) Functional Position Group. The Administration Section, hereinafter referred to as the TU Section, is led by the Head of the Administration Section, referred to as the TU Section, which has the task of carrying out the preparation of the formulation and implementation of policies in the fields of program and budget planning, data and information development, documentation as well as Central administrative and household affairs. In article 1261, the TU Section consists of: 1) Program and Report Subdivision; 2) Functional Position Administration Subdivision, and 3) General Subdivision.

Based on the Regulation of the Minister of Defense of the Republic of Indonesia Number 23 of 2014 concerning Evaluation of the Work Performance of Ministry of Defense Employees, Chapter I, article 1, number 4. Evaluation of the Work Performance of Ministry of Defense Employees is a systematic assessment process carried out by assessing officials regarding employee work targets and work behavior. Ministry of Defense employees. Meanwhile, according to article 2, the Ministry of Defense Employee Work Performance

Assessment aims to ensure objectivity in the development of Ministry of Defense Employee which is carried out based on the work performance system and career system which focuses on the Work Performance System.

Relation to the influence of organizational culture in improving the performance of Pusdatin employees, Chapter XV, article 1 264 The General Subdivision, hereinafter referred to as the Um Subdivision, is led by the Head of the General Subdivision, called the Um Subdivision Head, who has the task of preparing materials for the formulation and implementation of personnel coaching, managing and reporting the accounting management information system for state property and administration of procurement of goods and services, housekeeping and administrative affairs, as well as institutional arrangements. and Central management. Since the founding of Pusdatin, Pusdatin leaders have continued to strive to improve employee performance in a better direction in accordance with the rules and regulations. Efforts to improve employee performance must of course be supported by good HR management because of the weak performance of Pusdatin employees who are the driving force of the Pusdatin organization and the strength of the leadership which motivates employees to be more active in carrying out their duties and functions so that employees have the enthusiasm to work to improve employee performance.

Implementing the performance of Pusdatin employees requires maximum human resources, because various activities that take place at Pusdatin must be adjusted to the Pusdatin sub-satker Integrity Pact document as a form of commitment from leaders to efforts to increase optimal employee performance targets. Meanwhile, in terms of quantity, Pusdatin is still weak in optimizing its employees in carrying out the duties and functions of their employees' work implementation. Of the DSP Pusdatin, totaling 2,77 new positions, 1,42 personnel are staffed, so there are still 23 personnel lacking. Meanwhile, for the needs of certain Functional Positions, 112 people have just been filled, 45 people consist of 63 Expert Level Computer Pranata Jabfung, 23 Skilled Level Computer Pranata Jabfung, 7 Expert Level Informatics Jabfung Manggala, 11 Expert Level Jabfung Sandiman, 11 people Jabfung The Skilled Level Sandiman numbered 5 people and the Skilled Level Jabfung Archivist numbered 3 people , so out of all Jabfung there were still 67 people short.

In order for the implementation of improving employee performance to run in accordance with Pusdatin's organizational goals, the organization is expected to provide material for consideration relating to socialization, education and training, work environment, work discipline, work motivation to improve employee performance in carrying out the duties and functions that are assigned and their responsibility. Each organization has a different definition, while according to Robins (Sutrisno: 2010), organizational culture is a system of shared values in an organization that determines the level at which employees carry out activities to achieve organizational goals. Organizational culture is also defined as values that guide human resources in dealing with external problems and efforts to adapt to integration into the company, so that each member of the organization must understand the existing values and how they should act and behave. According to Susanto (Sutrisno: 2010). Human resources in the organization must be able to understand well the organizational culture that has been created. This understanding is closely related to every step and change in activities carried out, both from the strategic planning stage, as well as implementation activities from plans that have already been made, where each Activities must be based on organizational culture.

Human resources who have a high work ethic, are trained and skilled in an organization can carry out training, express education and socialization for their human resources. To produce high performance and work performance, an employee not only needs to have skills, but also has the desire and enthusiasm to achieve high performance because whether an organization, whether government or private, is developing or not, is largely determined by the personnel members of the organization itself. Human resources are one of the internal factors

that play an important role in the success or failure of an organization in achieving its goals, so they need to be directed through effective and efficient human resource management. However, if an organization has not achieved maximum employee performance, efforts are made to improve the performance of competent employees. According to Simamora (Taufiqurokman: 2009) human resource management is the utilization, development, assessment, provision of rewards, and management of individual members of an organization or group of employees, also involving the design and implementation of planning systems, employee preparation, employee development, career management, performance evaluation, employee compensation and good labor relations.

In other words, HR planning objectives have objectives based on individual, organizational and national interests. The aim of HR planning is to link existing human resources to the company's future needs to avoid mismanagement and overlapping in the implementation of tasks. The factors that influence HR planning can be influenced by several factors, including: First, the external environment. Environmental changes are difficult to predict in the short term and sometimes impossible to predict in the long term, Second. Economic development. Economic development has a big influence but is difficult to estimate, Third. Social, Political, Legal Conditions. This condition has implications for human resource planning through various regulations in the field of personnel, changes in attitudes and behavior, and so on, Fourth. Technology changes. Meanwhile, current technological changes are not difficult, only difficult to predict but also difficult to assess, Fifth Peasing. Competitors are another external challenge that will influence the demand for human resources.

At the Pusdatin organization, The DSP Pusdatin, totaling 2,77 positions, is only staffed with 1,42 personnel, so there are still a shortage of 90 personnel. Meanwhile, for the needs of certain Functional Positions, 112 people have just been filled, 45 people consist of 63 Expert Level Computer Pranata Jabfung, 23 Skilled Level Computer Pranata Jabfung, 7 Expert Level Informatics Jabfung Manggala, 11 Expert Level Jabfung Sandiman, 11 people Jabfung The Skilled Level Sandiman numbered 5 people and the Skilled Level Jabfung Archivist numbered 3 people, so out of all Jabfung there were still 67 people short. In terms of socialization regarding rules and regulations regarding employee discipline, it is highly hoped that every employee will periodically, because with socialization, employees will gain insight into improving employee performance in carrying out their duties and functions. Apart from socialization, information is also needed about training or express education in the Ministry of Defense and outside the Ministry of Defense at home and abroad in order to increase educational insight to support employee education in order to achieve employee careers in accordance with organizational progress and administrative demands when occupying positions that will be promoted by the leadership.

To create high performance, it is necessary to increase optimal work and be able to utilize the human resource potential possessed by employees to create organizational goals, so that it will make a positive contribution to the development of the organization. Apart from that, organizations need to pay attention to various factors that can influence employee motivation, in this case there is a need for the organization's role in increasing motivation and creating a conducive work environment to encourage the creation of professional attitudes and actions in completing work in accordance with their respective fields and responsibilities. In this effort to improve the performance of Pusdatin Ministry of Defense employees, determine whether there are internal and internal obstacles and weaknesses of Pusdatin, namely even though regular socialization has been carried out regarding the latest rules and regulations as well as old regulations regarding matters of discipline, rules and so on. However, not all employees understand and carry out these rules and regulations, because they do not want to understand the importance of rules or regulations in the organization. Likewise with information about training, training and education, even though the Pusdatin personnel

administration provides information about training, training and education schedules at the Ministry of Defense and outside the Ministry of Defense both domestically and abroad, not many Pusdatin employees are interested, because of their finances. will decrease if they take part in training, training or education, especially civil servants. If they take part in training, training or education, for example if they take part in training for 3 months, civil servants' food allowance during the training is forfeited for the duration of the training period, whereas if they take part in education for more than 6 months, their performance allowance will be reduced in *grade* (level) to Out of Formation. (LF) corresponds to the lowest rank according to the rank group as well as a TNI, if they have more than 6 months of education they will be returned to their original unit with a performance allowance, their *grade will also be lowered*. That is the obstacle for employees not to take part in training, training or education.

In this case, leadership factors play a very important role in overall efforts to improve performance, both at the individual, group and organizational levels. The broad definition of leadership includes the process of influencing in determining organizational goals, motivating follower behavior to achieve goals, influencing to improve the group and its culture. Apart from that, it also influences the interpretation of events by followers, organizing and activities to achieve goals, maintaining cooperative relationships and group work, obtaining support and cooperation from people outside the group or organization. So essentially the essence of leadership is: a. the ability to influence the behavior of other people, whether subordinate employees, colleagues or superiors; b. the existence of followers who can be influenced by invitations, suggestions, inducements, suggestions, orders, suggestions or other forms; c. there is a goal to be achieved.

According to the explanation of PP 10/1079 letter (h), it is said that "leadership" is the ability of a Civil Servant to convince other people, so that they can be mobilized optimally to carry out their main duties. A good leader must have four kinds of qualities, namely honesty, foresight, inspiring followers, and competence. Leaders who are not honest will not be trusted and ultimately will not get support from their followers. Leaders who have foresight have a better vision for the future. A good leader must also be able to inspire his followers with enthusiasm and optimism. A good leader must also have the competence to carry out tasks effectively, understand the power of being a continuous learner. The role of an effective leader is: 1) Be flexible; 2) Be aware of yourself; 3) Groups and situations; 4) Tell subordinates about every problem and how the leader cleverly and wisely uses his authority; 5) Proficient in using general supervision where the subordinates are able and willing to do their own daily work and are able to complete the work within the specified time limits; 6) Always keep urgent problems in mind, both individual and group long-term effectiveness before acting; 7) Ensure that decisions made are appropriate and timely, both individually and as a group; 8) It is always easy to find out when subordinates want to discuss problems and the leader shows interest in any ideas; 9) Keep promises given to subordinates, quickly handle complaints, and provide answers seriously and without being complicated; 10) Providing adequate instructions and solutions regarding work methods/mechanisms, increasing safety and avoiding errors to a minimum.

By making efforts as above, it is hoped that the role of Pusdatin personnel can be achieved optimally. Whether or not the role of personnel plays a role really depends on the efforts and steps taken by the leadership to achieve the desired conditions. With these ideal conditions, it is hoped that personnel will be able to carry out their role as Pusdatin personnel professionally. The ideal conditions and ability to optimize the work role of personnel are as follows: 1) Quality, the fulfillment of proportional and qualified personnel as Pusdatin personnel who have the opportunity to take part in education and training, training and education to continue their studies in order to increase competence; 2) Quantity, there needs to be a balance between the number of personnel and workload. This will make performance

easier and smoother by distributing tasks evenly to all personnel with a clear work description ; 3) Knowledge, every personnel has the right to improve their competence, so that through the opportunity to offer study scholarships provided by the government, all personnel can use it well; 4) Work attitude, discipline in complying with all applicable rules, so that personnel can get used to creating an attitude of mutual respect and the success of good work programs and reliable teamwork. If this is not paid attention to properly, it can have an impact on reducing the work morale of other personnel.

Therefore, there is a need for work supervision by superiors towards their subordinates. Directions and policies for work implementation must be structured systematically, so that if there are still weaknesses related to work implementation, they can immediately receive attention and find the best solution. Increasing personnel performance competency is an important part of this problem. Apart from the work attitude factors of the personnel themselves, they also need attention, such as the willingness to learn in order to improve their abilities and knowledge as capital in carrying out their duties. The relationship between leaders in HR management and overall organizational goals, internally Pusdatin requires competent employee performance by implementing a work environment, work discipline as well as work supervision and evaluation. In this relationship, the leader assesses HR support for achieving organizational goals, the organization's commitment to empowering and involving HR as well as identifying problems that occur in this relationship and recommending necessary corrective steps. The leader is also a comprehensive quality check of personnel activities in a section, Pusdatin work unit/sub-satker. A Satker leader should have the following obligations: 1) Contribute to the personnel section of Pusdatin; 2) Provide a sense of professionalism and responsibility among personnel; 3) Similarity in determining personnel policies and practices; 4) Analyze personnel problems; 5) Able to reduce HR costs through effective staffing procedures

CONCLUSION

Every organization has efforts to improve employee performance in order to create competent personnel, so it is necessary to make efforts to support Human Resources which is the main effort of the organization in improving employee performance, this is because Human Resources is an important role holder who has responsibility. big. To improve employee performance, the organization makes complex efforts to improve and create personnel who are competent and carry out their functional duties in accordance with their workload. To improve it, the organization carries out socialization, training/training, work discipline, a good work environment, good work motivation for employees to increase the competence of employees who have high loyalty and responsibility to the organization. Improving the performance of human resources is also very important to pay attention to, one of which is by implementing the policies of an effective leader of an organization.

In order to achieve an increase in the performance of Pusdatin employees in supporting the main tasks of the Ministry of Defense Pusdatin , the following are recommended: 1) Socialization needs to be increased in terms of coaching personnel who excel and personnel who periodically violate applicable regulations; 2) Increasing competency training for all personnel on a regular basis; 3) It is necessary to increase supervision and control of performance by superiors towards their subordinates; 4) Improvement in the formulation of work and division of tasks that are adjusted to personnel capabilities; 5) It is hoped that the leadership can provide welfare to employees in the form of pocket money in accordance with education and training, training or education to replace food allowances for civil servants who are cut or performance allowances that are lowered in *grade* (level) for those who take education for more than 6 months and provide guarantees for TNI who attend education for more than 6 months can return to the Ministry of Defense, although during the implementation

of the education they are still returned to their original unit, but in reality after completing the education they can return to the Ministry of Defense; 6) It is hoped that all personnel can increase their competence in accordance with the efforts made by the organization to create professional and motivated personnel to broaden their knowledge in terms of participating in training, training and education from both the Ministry of Defense and outside the Ministry of Defense at home and abroad.

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