

EARNING CULTURAL VALUES AS A STRATEGIC STEP TO IMPROVE EMPLOYEE PERFORMANCE

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ABSTRACT

Employee performance is a reflection of a quality organization. Especially in government institutions, where the main task is public servants. So, having professional employees and integrity is a necessity. This study aims to examine the factors that shape performance, based on organizational values. The qualitative method was chosen as a scientific approach, used to facilitate data collection and analysis. The unit of analysis is an employee of the Religion Ministry of Banten province, with a total sample of 70. The sample technique uses simple random sampling and the research instrument uses a questionnaire. Furthermore, the research data were analyzed using multiple linear regression. The results suggest that the performance of employees in the Ministry of Religion offers more professional work skills. This is intended to make public services more measurable and satisfying to the community.

Keywords: Values Culture, Performance, Employee

PROEM

National development does not only focus on physical improvements, such as infrastructure. But also, improving the bureaucracy through improving the quality of human resources. This is realized by the Ministry of Religion in Banten province, that service is not just a matter of good facilities, more than that, the people who serve must show a professional personality and integrity. This is intended to prevent abuse of authority, service discrimination, and practices of corruption, bribery and nepotism.

Especially in the digital era, demands for openness and easy access have become instruments for the delivery of public services. Therefore, it is unavoidable to prepare reliable human resources. In a research it was explained that employees are the

embodiment of the organization itself, so it is good that HR shows how good an organization is. In organizational studies, HR is an important element in the organization, whose role cannot be eliminated.

In government agencies, presenting good governance is one of the demands of reform. This is pursued as a strategic step for the state in realizing the ideals of the nation, namely to bring justice and prosperity to all citizens. For the Ministry of Religion in Banten province, which specifically provides religious services, both in the fields of education, social and other aspects of life, is a must. So, on this basis, improvements towards the direction of change will continue to be made through the empowerment of competent human resources.

For this demand, the Ministry of Religion of Banten province realizes the importance of the role of employees as a driving force for organizational life. However, the agency realizes that the current quality of employees is not very satisfactory. Given, deficiencies are still found, including targets that have not been achieved optimally, low budget absorption, late task reports, fluctuating productivity levels, less solid teamwork, and other indiscipline actions.

One of the improvements that can be made is by building a strong work culture. Organizational culture is intended to form attitudes and work behavior in accordance with organizational goals. Remember, cultural values can emotionally affect patterns of thought and feelings. Thus, encouraging the birth of self-awareness to work professionally and with integrity. In a study it was explained that work culture is the foundation of an organization. The birth of good service, solid teamwork, achievement of goals, and satisfaction of stakeholders, because cultural values have become part of organizational life.

Jufrizen & Rahmadhani (2020) state that building a healthy environment, where productivity levels are maintained and performance is achieved, is due to the strong organizational culture. So, each employee will look after each other, teach each other the values of kindness, mutually various effective and efficient ways of working, and support each other in achieving common goals. In addition, organizational culture is the basic capital for social ways in the organization, so as to create a harmonious working atmosphere (Hendra, 2020).

Within the scope of management, organizational culture is created to form employee personalities that are in line with organizational characteristics. This can be seen in every policy and organizational rule, even in detail these values are contained in work procedures. Rivai (2020) explains, since the establishment of an organization, the company has attached the expectations or performance that is expected to be built through a series of existing values, in this case originating from the founders of the organization. This confirms that the existence of an organizational culture is a reflection of organizational expectations, where organizational goals will only be achieved if employees have mature personalities (Riono, et, al., 2020).

THEORETIC

Integrity

The word integrity refers to one's personality which tends to the values of goodness. This means that in carrying out their duties, employees are not only fulfilling their obligations (Rahmadani, 2020). More than that, they display positive traits, such as being honest (not daring to commit acts that violate the law), being fair in providing services to all stake holders, and commitment (Yolanda & Syamsir, 2020). The commitment in question is a determination to work at its best based on orders, rules, procedures, and so on. In Purwati & Wijaya (2019) research, it is said that in general cultural values refer to integrity values, what do they mean? The meaning, work attitudes and behavior should be relevant to the values of goodness that already exist in employees (such as honesty, commitment, consistency, and so on). The indicators used to measure the work culture of integrity are:

1. Work properly and well
2. Open mind
3. Be wise in carrying out tasks
4. Be obedient to legislation
5. Do not commit acts of corruption and the like

Professional

Specifically, refers to personality and abilities. This means that an employee has the ability to work well and is accompanied by good behavior (Tanjung, et, al., 2020; Bhagya, 2020). In simple terms, professionals can be understood as a work pattern that

puts forward the right skills and processes. In a research it is explained, professional means expert, what does that mean? In carrying out duties, an employee does not only focus on work, but will involve many factors, such as skills, timeliness, policies, rules and procedures, quality of results, and their impact (Fadhilatunisa & Fakhri, 2020; Ferawati, et, al., 2020). The indicators used to measure professional work culture are:

1. Doing work according to competence
2. Discipline
3. Doing work in a measurable manner
4. Carrying out and completing tasks on time

Responsibility

Responsibility is an attitude that shows sincerity at work. Obviously, this attitude has a major contribution to the suitability of task execution, which in turn has an impact on performance (Hendra, 2020). In a study, it is explained that responsibility is identical to being brave, in this case it means admitting mistakes, making immediate improvements, totality in work, completing tasks, and so on. The indicators used to measure the work culture of responsibility are:

1. Completeness in carrying out tasks
2. Consequent on the task at hand
3. Overcoming problems immediately
4. Admitting mistakes and making immediate improvements

Innovation

The cultural value of innovation is intended to build a working frame of mind. That is, the purpose of the value of innovation is to encourage creativity in working through an intelligent mindset (Purwanto, et, al., 2020). For example, being able to provide ideas or ideas in creating an effective and efficient work system, providing ideas or ideas in solving problems quickly and economically, and so on. The indicators used to measure the work culture of innovation are:

1. Attempting to make regular improvements
2. Constructive thinking
3. Able to provide brilliant ideas in solving problems
4. Expertise in utilizing technology and information

Exemplary

In an operational sense, exemplary work culture emphasizes humanist, socialist, and religious work attitudes. This means that employees work prioritize the aspects of friendliness, politeness, gentleness, and patience. By cultivating this attitude, it is hoped that in every service provision, more conscience is used, so that satisfying service is created. The indicators used to measure exemplary are:

1. Friendly
2. Polite
3. Patient
4. Responsive
5. Gentle

METHOD

The necessity in the research is method. The reason is, the method is the essence of the way a researcher can carry out a research properly and correctly. Likewise in this study, several scientific methods were used to complete research, including:

1. Using a quantitative approach.
2. The analysis technique uses regression analysis. Theoretically, this technique is very good at seeing possibilities, and therefore this analysis is used. This means that this study explicitly wants to see the magnitude of the possibility of changing the independent variable on the dependent variable. Thus, it can be stated the actions needed (suggestions or recommendations).
3. The sample technique uses simple random. Personally, researchers recognize that populations are independent, and their involvement is based on volunteerism. Therefore, it is best to provide equal opportunities for the entire population to participate in this research.
4. The parameters used in the research questionnaire use ascale Likert. Namely in the form of options or alternative answers that are possible to best suit the conditions of the unit of analysis. With this method, it is hoped that the data obtained will truly describe the real situation, so that the research findings can provide useful input.

RESULT

Following are the results of the analysis of respondents' responses to the statements submitted, including:

1. Overall, employee integrity is perceived as good. The intended integrity attitude is not compromising with corruption and gratification. The attitude of integrity referred to is obedience to laws and regulations in providing services to the community. However, the attitude of integrity that still needs to be improved is related to building a wise and sincere attitude in carrying out tasks, so that the results are not only good, but can be a blessing for all parties.
2. Overall, employees' professional work attitudes and behavior are perceived as good. The professional work attitude referred to is working and occupying a position according to competence. The professional work attitude referred to is obeying all organizational discipline rules. The intended professional work attitude is punctual (both in carrying out tasks and completing tasks). However, the cultural values that need to be improved are about respect, how it can be implemented fairly and wisely, and in real action (not just a discourse).
3. Overall, the value of innovation work culture is good. The highest value of innovation culture is related to openness, in which the attitude of employee acceptance of new things and willingness to follow new habits is very high. However, it is realized that there are indicators of the value of innovation culture that still need to be improved, namely in terms of the habit of using technology as a means of effectiveness and efficiency in carrying out tasks. This data shows that the strength of the current innovation culture value is in an open attitude, of course this can be maximized in order to increase the acceleration of bureaucratic reform in an effort to realize good institutional governance (*Good Governance*).
4. Overall, the employee's responsibility attitude is very good. The attitude of responsibility in question is related to timeliness. The attitude of responsibility in question is the courage to admit mistakes. The attitude of responsibility in question is the courage to accept risks for his actions. However, the attitude of responsibility that still needs to be improved is related to the behavior of correcting mistakes.

5. Overall, exemplary attitudes and behaviors are perceived as good. The role model that is most attached to employees is helping or helping each other. Meanwhile, polite attitudes and behaviors fall into the category of indicators that must be continuously improved.
6. Employee performance that is perceived to be the best is an indicator of costs, the high of this indicator is because in its implementation it has been regulated in law, even its absorption is supervised by the Ministry of Finance. Meanwhile, employee performance still needs to be improved by time indicators, particularly related to work reports.

Table 1. Multivariate Regression Analysis

Variable	Regressor	Sig
Integrity	0,205	0,000
Professional	0,314	0,000
Responsibility	0,158	0,045
Innovation	0,260	0,009
Exemplary	0,186	0,037
Simultant effect	0,432	0,000

Source : Research data, 2020

Effect of work culture integrity on performance

The results of the analysis show that work culture integrity has a significant effect on performance, with a predictive value of 0.205. These findings emphasize that in practice, adhering to the values of truth can increase good work behavior (performance). This confirms the theory that an honest attitude at work can require an employee to have consistent work behavior (according to procedures), which has an impact on better work results.

The influence of professional work culture on performance

The results of the analysis show that professional work culture has a significant effect on performance, with a predictive value of 0.314. These findings emphasize that the breadth of knowledge can strengthen job skills, and have an impact on effectiveness and efficiency. This reinforces the theoretical explanation that mature abilities tend to lead to effective task execution and efficient work results.

The influence of the culture of responsibility on performance

The results of the analysis show that the culture of responsibility has a significant effect on performance, with a predictive value of 0.158. This finding confirms, in fact a

serious attitude at work can encourage someone to work totally and loyally. This reinforces the logic of the theory, that an attitude of responsibility has the possibility of meaningful performance improvement.

The influence of innovation work culture on performance

The results of the analysis show that innovation work culture has a significant effect on performance, with a predictive value of 0.260. These findings explain that the development of an attitude of innovation has an opportunity to increase performance by 0.260. This means that work results can be achieved optimally, if the implementation of tasks is accompanied by a high level of creativity. This confirms the theory, that work done on the basis of a sharp mind can lead to better work.

Effect of exemplary work culture on performance

The results of the analysis show that exemplary work culture has a significant effect on performance, with a predictive value of 0.186. This finding explains that humanist, socialist, and religious attitudes can significantly improve performance with a probability value of 0.186. This confirms, in providing services to the community related to religion, one should show a polite, polite and responsive attitude, so that a positive atmosphere is built.

Simultant effect

Statistically, the cultural values of integrity, professionalism, innovation, responsibility, and exemplary have a significant effect on employee performance with a contribution value of 0.432. This means that the cultural values of integrity, professionalism, innovation, responsibility, and exemplary have a 41% opportunity to improve employee performance. In other words, this is the predicted value which is possible if the cultural values of integrity, professionalism, innovation, responsibility and exemplary increased together

Theoretically meaning a contribution of 43,2% to explain the role of cultural variables integrity, professionalism, innovation, responsibility , and exemplary in influencing employee performance. Where, the performance in this study is greatly influenced by; 1) integrity attitude, employee attitude in practicing the values of goodness and truth (as defined). 2) professional attitude, that is, employees work based on knowledge and competence, so that the work is carried out smoothly and the work results are in line with the objectives. 3) innovative attitude, namely real efforts in

realizing effectiveness and efficiency. 4) responsibility attitude, namely seriousness in carrying out the task according to the job description. 5) exemplary attitude, namely always behaving and working by prioritizing ethics and morals, so as to give birth to a positive image or perception for many audiences

CONCLUSION

The results of the research suggest that the performance of employees in the Ministry of Religion of Banten province is influenced by many factors, especially organizational culture. Specifically, cultural values have a significant effect on good work behavior. Especially professional work culture. This confirms that a job is better done and accomplished, if the employees are skilled and have integrity. This finding explicitly strengthens the experts' explanation that the main element in carrying out a task is ability.

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