

Effect of Organizational Culture, Competence, and Workload on Performance of State Civil Apparatus at the Culture and Tourism Office of South Sulawesi Province

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Abstract

The purpose of this study was to determine and analyze effect of organizational culture, competence, and workload on performance of state civil apparatus at the Culture and Tourism Office of South Sulawesi Province. The type of research used is quantitative research. The type of data in this study consisted of qualitative and quantitative data. Sources of data in this study consisted of primary and secondary data. The method of analysis in this study is multiple linear regression analysis. The results show that organizational culture has a positive and insignificant effect on performance of state civil apparatus. Competence has a positive and significant effect on performance of state civil apparatus. Workload has a positive and significant effect on performance of state civil apparatus.

Keywords

organizational culture;
competence; workload;
performance; state civil
apparatus



I. Introduction

South Sulawesi Province, being one of the provinces in Indonesia, has tremendous potential that can support the development of the tourism and cultural sectors of Indonesia. The province of South Sulawesi has an aesthetically pleasing panorama, both from the marine tourism sector and nature or mountain tourism. In addition, the socio-cultural community of South Sulawesi Province which has various ethnicities and cultures is one sector that can be developed properly.

The Culture and Tourism Office of South Sulawesi Province was established based on the Regional Regulation of the Province of South Sulawesi Number 8 of 2008 concerning the organization and work procedures of the Regional Office of the Province of South Sulawesi while the main tasks, functions, and details of the duties of structural positions at the Culture and Tourism Office of South Sulawesi Province are described in the Regulations Governor of South Sulawesi Province Number 87 of 2016.

Law Number 25 of 2004 concerning the national development planning system and Law Number 09 of 2015 concerning the second amendment to Law Number 23 of 2014 concerning regional government, as well as other statutory instruments, mandate among others that regional apparatuses are obliged to prepare a work plan as a reference for the implementation of development by the relevant regional apparatus in accordance with its duties and functions, both for a period of five years and annually. The development and development of tourism at the Culture and Tourism Office of South Sulawesi Province is expected to become a strategic economic force that can improve the people's economy, create jobs, and increase regional original income by paying attention to and maintaining the preservation of regional cultural wealth and optimizing youth and sports, which can be

done. itself by the Culture and Tourism Office of South Sulawesi Province as well as by encouraging community participation.

The Culture and Tourism Office is the implementing element of the South Sulawesi Provincial Government which has the task of assisting the Governor in carrying out decentralization authority and assisting tasks in the field of culture and tourism. The preparation of a strategic plan is guided by the medium-term development plan of the South Sulawesi Province for 2018-2023 and a review is also carried out on the strategic plan of the Ministry of Education and Culture, the strategic plan of the Ministry of Tourism and the strategic plan of the Regency and City Culture and Tourism Office.

Every agency in the form of vision, mission and any goals to be realized will be faced with empowering the relevant organizational resources. Agencies will always try as optimally as possible to empower the resources they have so that the goals set can be realized effectively and efficiently. The resources managed by the organization can be grouped into two groups.

The first group is the human resources group and the non-human resource group (money, machinery, equipment, raw materials, marketing, and methods). Of the two groups, human resources are the determinants and the non-human resource groups are the determined resources. This means that what non-human resources want to be depends on the human resources that manage them.

Human Resources (HR) is the most important component in a company or organization to run the business it does. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). Development is a change towards improvement. Changes towards improvement require the mobilization of all human resources and reason to realize what is aspired (Shah et al, 2020). The development of human resources is a process of changing the human resources who belong to an organization, from one situation to another, which is better to prepare a future responsibility in achieving organizational goals (Werdhiastutie et al, 2020).

Human resources are the main and decisive asset for every organization to be empowered. Errors in empowering human resources, it is certain that the goals of the organization will not be realized effectively and efficiently. Organizational human resources are a collection of individuals who play a role in the organization, who have differences in terms of education, abilities, experience, attitudes, character, needs, goals, motivations, and others that are not always the same between individuals with the others. These individual differences will be an obstacle to the achievement of organizational goals if these individuals are not managed properly. In managing and developing human resources, it is necessary to pay attention to various variables such as organizational culture, competence, workload, and performance and others.

State civil apparatus is the profession of civil servants and government employees with work agreements who work for government agencies and are appointed by staffing officers and assigned tasks in a government position or assigned other state duties and are paid according to the laws and regulations.

The descriptions above are all aimed at civil servants to improve their performance, but they are not things that stand alone, but are related to units or organizations. Because the civil service apparatus works as regulated in Law Number 5 of 2014 concerning civil servants that the performance appraisal of the civil servant is carried out based on performance planning at the individual level and at the unit or organizational level by taking into account the targets for achieving the results and benefits achieved and behavior of civil servants. In addition, the performance appraisal of civil servants is carried out in an objective, measurable, accountable, participatory, and transparent manner. Thus, the

assessment of the work performance of the civil servants is a systematic assessment process carried out by appraisers on the employee's work goals and work behavior of the civil servants, while the work performance achieved by each civil servant in an organization is in accordance with the employee's work goals and behavior work organization is largely determined by the achievement of human resources.

The tourism potential of South Sulawesi Province must be managed as well as possible to improve the regional, national economy and the welfare of its people. In this case, employees have a very important role in running the organization/institution. In other words, whether the organization/institution's goals are achieved or not will depend on the performance of the employees.

Organizational culture also greatly determines the success of achieving the performance of civil servants by presenting a good organizational culture in an agency that will greatly affect the motivation and performance of civil servants in achieving maximum performance targets. Ghasemi (2013), organizational culture is the structure of customs, traditions, customs, norms and ethics that have been passed down from generation to generation among the state civil apparatus in the organization.

A lot of success can be achieved by an organization because it is supported by a distinctive and strong culture embedded in its operational activities.

Likewise, the competence of the state civil apparatus in carrying out its main duties and functions should have an influence on its motivation and performance. According to West and Lynn (2008) competence is a combination of pedagogical knowledge, personality values, social interaction relationships and professional skills, which are reflected in one's abilities, so that one looks to understand, master, practice and be able to interact in doing the work occupied. This means that competence can be defined as the ability possessed by a person by utilizing all his abilities to do work according to the desired goal.

The state civil apparatus and the workload of course both greatly affect the agency/company. Companies/agencies must obey the regulations made by the Government and must comply with predetermined standards, but companies can also pay more attention to the condition of their employees and their performance so that the company's goals that should be achieved can be easily implemented.

The Minister of Home Affairs Regulation Number 12 of 2008 states that workload is the amount of work that must be carried out by a position/organizational unit and is the product of the work volume and the time norm. If the worker's ability is higher than the demands of the job, a feeling of boredom will arise. On the other hand, if the worker's ability is lower than the demands of the job, more fatigue will appear. The workload charged to employees can be categorized into three conditions, namely a workload that meets the standards, a workload that is too high and a workload that is too low.

The company must have its own way of achieving the goals determined by the government by further improving the welfare and performance of the employees in it so that it creates a unity and has the same goal, namely achieving the goals of the company/institution that is effective and efficient in accordance with the standards provided by the government. The point is that the government will only see the results of the regulations that it has made, rarely see the processes that occur in it.

The purpose of this study was to determine and analyze effect of organizational culture, competence, and workload on performance of state civil apparatus at the Culture and Tourism Office of South Sulawesi Province.

II. Review of Literature

2.1 Organizational Culture

An organization is formed to achieve a certain goal. Therefore, the success of an organization is indicated by its ability to achieve predetermined goals. The success of the organization in achieving its goals is largely determined by the performance of the organization which is influenced by external and internal factors of the organization. External factors are everything that is outside the organization, but has a major influence on the organization and its culture, such as demographic, social, economic, and political growth tendencies in the country that affect organizational performance. As an internal factor of the organization in addition to being supported by the resources needed to realize organizational performance, a very big role is the organizational culture adopted by all human resources in the organization. Edison et al. (2016:119) says, that "organizational culture is the result of a process of melting and fusing the cultural style and or behavior of each individual that was brought before into a new norm and philosophy that has energy and group pride in dealing with something and specific purpose". An indicator does not always explain the overall situation but often only provides a clue or indication of the overall condition as an estimate. Dimensions and indicators of organizational culture are described as follows according to Edison et al. (2016:131), namely self-awareness, aggressiveness, personality, performance, and team orientation.

Value philosophy theory that the philosophy of the founders of advanced and modern organizations is always based on five value philosophies, namely integrity, identity, responsibility, discipline, and results orientation. This theory plays an important role in instilling organizational culture to its members in carrying out their duties and responsibilities. Diagnosing organizational culture is reflected in sensitivity theory, freedom theory, truth theory, openness theory. Sensitivity theory, the basic assumptions are built based on the interests and goals to be achieved. The higher the sensitivity of the interests of the person who gives an assessment of work activities, the easier it is to achieve goals. These interests and goals are the sensitivity value of organizational culture. The theory of freedom, is understood based on the human rights possessed by everyone in working for an organization. This human right wants freedom in appreciation, work, and achievement in a binding freedom relationship. The theory of truth, based on a passion to avoid failure and seize opportunities. Through strong courage, people in an organization have the courage to succeed and always create opportunities by ignoring risks and this becomes a reflection of the organizational culture. The theory of openness, has a philosophy of clarity from black and white veils or in other words the veil of forward or backward in gathering a force that must be explained openly to everyone to accept that transparency is important in cultural practice. Fundamental organization culture theory states that advanced and modern organizations have a fundamental philosophy that binds every member of the organization with cultural adhesive values to advance the organization or company. The adhesive values of organizational culture in question are, integrity, identity, responsibility, discipline, and results orientation in managing the organization.

2.2 Competence

Literally, competence comes from the word competence which means skill, ability, and authority. Etymologically, competence is defined as the behavioral dimension of expertise or excellence of a leader or staff having good skills, knowledge, and behavior. Understanding competence in public and private organizations is needed, especially to

answer the demands of the organization, where there are very fast changes, the development of very complex and dynamic problems and the uncertainty of the future in the order of people's lives. Competence is an ability based on skills and knowledge that is supported by work attitudes and their application in carrying out tasks and work in the specified workplace. The basis for understanding competence is Government Regulation Number 101 of 2000, competence is the ability and characteristics possessed by a civil servant in the form of knowledge, attitudes and behavior required in his duties and positions (article 3).

According to West and Lynn (2008) competence is a combination of pedagogical knowledge, personality values, social interaction relationships and professional skills, which are reflected in one's abilities, so that one looks to understand, master, practice and be able to interact in doing the work occupied. This means that competence can be defined as the ability possessed by a person by utilizing all his abilities to do work according to the desired goal.

2.3 Workload

Gopher and Doncin define workload as a concept that arises due to limited capacity to process information. When faced with a task, individuals are expected to be able to complete the task at a certain level. If the limitations possessed by the individual prevent the achievement of work results at the expected level, it means that there has been a gap between the expected level of ability and the level of capacity possessed. This gap causes failure in performance. This is what underlies the importance of a deeper understanding and measurement of workload. O'Donnell and Eggemeier (2008) explain a definition that is in line with what was put forward by Gopher and Doncin. Both argue that the term workload refers to "how much of a limited number of workers' capacity is needed to complete a task".

2.4 Performance

Performance in general is an act or result of work. The special context of performance is defined as the output of a worker, an output that must be shown concrete evidence and can be measured through predetermined standards. Furthermore, the word performance is composed of two words, namely kinetics which means ability, and verbs which means activity. Thus, in the performance contained understanding of work ability or work results. This understanding means that each individual must realize that the work he does must produce a result. So, performance can be interpreted as the result of work or work ability shown by a person, group of people (organization) or a job at a certain time. The performance can be in the form of final products (goods and services) or in the form of specific behaviors, skills, competencies, facilities and skills that can support the achievement of organizational goals and objectives.

Rivai (2018:25) states that performance in an organization is the result of a prospective assessment of the importance of performance in advancing the organization. Dessler (2018: 49) puts forward a theory about performance appraisal that performance is the result of work achieved by a person or group in an organization, according to their respective authorities and responsibilities in order to achieve the goals of the organization concerned legally not violating the law, according to morals or ethics. Everyone who succeeds in achieving achievements means that they have shown their work performance. Performance or achievement is the end result of an activity that has been carried out by employees to achieve a goal.

III. Research Method

The type of research used is quantitative research. Quantitative research is to present research results in the form of numbers (Asyraini et al., 2022; Pandiangan, 2015).

The type of data in this study consisted of qualitative and quantitative data. Qualitative data, namely data obtained in writing, namely the history of the company's establishment, organizational structure, and division of tasks (Octiva, 2018; Pandiangan et al., 2018). Quantitative data is data obtained in the form of numbers in writing such as data from questionnaires (Octiva et al., 2021; Pandiangan et al., 2021).

Sources of data in this study consisted of primary and secondary data. Primary data is data obtained by the author through direct observation or observation from the company, either through observation, questionnaires, and direct interviews with leaders and staff according to the needs of this study (Octiva et al., 2018; Pandia et al., 2018; Pandiangan, 2018). Secondary data is data obtained indirectly, namely the data the authors obtained from agency or company documents and literature books that provide information on matters relating to research (Pandiangan et al., 2022; Pandiangan, 2022).

The method of analysis in this study is multiple linear regression analysis. Multiple linear regression analysis is used to determine the relationship between two or more independent variables on the dependent variable (Tobing et al., 2018).

IV. Result and Discussion

4.1 Overview of Research Objects

a. Brief History of the Research Site

The Culture and Tourism Office of South Sulawesi Province was established based on the Regional Regulation of the Province of South Sulawesi Number 8 of 2008 concerning the Organization and Work Procedures of the Regional Office of the Province of South Sulawesi. Located in Makassar City, precisely at Jalan Jenderal Sudirman Number 23, Mangkura, Ujung Pandang, Makassar City, South Sulawesi Province 90114 (Mulo Building), while the main tasks, functions, and details of the duties of structural positions at the Culture and Tourism Office of South Sulawesi Province are described in Regulation of the Governor of South Sulawesi Province Number 16 of 2009. The Duties and Functions are as follows:

a. Task

The Culture and Tourism Office of South Sulawesi Province has the task of carrying out affairs in the field of culture and tourism based on the principles of decentralization, deconcentration, and co-administration.

b. Function

1. Formulation of technical policies in the field of history and antiquity, the field of arts and creative economy, the field of development and development of tourism destinations, the field of marketing, the field of developing tourism resources.
2. Organization of historical and archaeological affairs, arts and creative economy, development and development of tourism destinations, marketing and tourism resource development.
3. Guidance and implementation of tasks in the field of history and cultural heritage, the field of arts and creative economy, the field of development and development of tourism destinations, the field of marketing, the field of developing tourism resources.
4. Carrying out other official duties according to their field of work.

b. Vision and Mission

a. Vision of South Sulawesi Province which is innovative, productive, competitive, inclusive, and has character.

b. Mission

1. Service-oriented, innovative, and character-oriented government.
2. Improvement of quality and accessible infrastructure.
3. Development of new productive economic growth centers.
4. Competitive and inclusive human development.
5. Increasing productivity and competitiveness of sustainable natural resource products.

4.2 Multiple Linear Regression Analysis Results

Table 1. Multiple Linear Regression Analysis Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	22.253	8.639		2.576	.012
	Organizational Culture	.203	.138	.157	1.469	.145
	Competence	.206	.107	.203	1.913	.059
	Workload	.264	.124	.208	2.134	.035

a. Dependent Variable: Performance (Y)

Source: SPSS 26 Data Processing Results (2021)

The results show that organizational culture has a positive and insignificant effect on performance of state civil apparatus. Competence has a positive and significant effect on performance of state civil apparatus. Workload has a positive and significant effect on performance of state civil apparatus.

IV. Conclusion

The results show that organizational culture has a positive and insignificant effect on performance of state civil apparatus. Competence has a positive and significant effect on performance of state civil apparatus. Workload has a positive and significant effect on performance of state civil apparatus.

Based on the conclusions described above, the suggestions that can be given include:

1. For the Culture and Tourism Office of South Sulawesi Province
Improving employee performance in achieving the vision, mission and organizational goals requires synergy between leaders and subordinates. However, it does not mean that leadership intervention to subordinates in terms of helping to accelerate task completion dominates, because this is what is able to make subordinates tend to experience dependence, it is expected to increase work professionalism to both superiors and subordinates.

2. For Further Researchers

It is recommended for further researchers to examine more deeply the variables that can improve the performance of the state civil apparatus at the Culture and Tourism Office of South Sulawesi Province.

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