

ORGANIZATIONAL CULTURE AND EMPLOYEE PERFORMANCE: ASSESSING THE INFLUENCE ON THE IMPLEMENTATION OF PUBLIC SERVICES DURING THE COVID 19 PANDEMIC

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ABSTRACT

Public service providers during the COVID-19 pandemic face challenges in realizing quality services. At this time, service providers need the support of an organizational culture that is sensitive to change and optimal employee performance. This study is directed to analyze organizational culture and employee performance in supporting the implementation of quality public services in agencies engaged in public services in Central Mamuju Regency. In order to obtain objective research results, quantitative methods were used. Research data were obtained from questionnaires distributed to 102 samples, which were then strengthened by the results of interviews and secondary data related to the research topic. The results showed that the relationship between organizational culture and employee performance in influencing the quality of public service delivery during the COVID-19 pandemic was inseparable from the leadership and financial management factors of the organization. Leaders who cannot make decisions in favor of employees reduce employee work motivation. In addition, the use of applications as a solution for public service delivery during a pandemic cannot be utilized properly. So that organizational culture and employee performance in public service agencies in Central Mamuju Regency cannot encourage the implementation of quality public services for the community during the COVID-19 period.

A. INTRODUCTION

Economic problems are not the only impact of the COVID-19 outbreak, (Rose, 2021). Covid 19 has also changed the system of public service delivery, (Agostino et al., 2020; Dewi & Tobing, 2021; Doramia Lumbanraja, 2020; Taufik & Warsono, 2020). The implementation of the Work From Home and Social Distancing Policy makes public services must be carried out from home with an online system, (Wuri, 2021). This is done to prevent the spread of the virus from getting wider, but still able give the community the right to get services, (Dewi & Tobing, 2021; Taufik & Warsono, 2020).

Changes in the service system during the COVID-19 period have urged the government to further optimize the use of technology, which is part of the E-Government policy (Doramia Lumbanraja, 2020). From the concept of E-Government, it has been understood that it increased the ability for the government to carry out service tasks anywhere, anytime and under any circumstances, it can be realized by the use of technology (Fang, 2002). So in an emergency like this, technology is considered as an alternative that can improve services to the community (Agostino et al., 2020).

When the use of technology is considered as a solution in providing public services today, then every organization must be ready and committed to face changes, and this cannot be separated from organizational culture, because organizational culture is central to organizational effectiveness (Vito, 2020), and The most important thing in every organization is not the strength or weakness of the culture it has, but the ability of the culture to encourage members to innovate to survive under any conditions (Winardi, 2019).

Based on the facts on the ground, public organizations in innovating, especially in public services, tend to take longer than private organizations. From the observations of researchers, this is because most public organizations have not instilled cultural values that are oriented toward community satisfaction. In addition, public organizations do not have competitive demands to maintain their existence, therefore innovation continues to be ignored.

Organizational culture that is not innovative will make employee's performance ineffective and efficient because organizational culture affects the behavior and way of thinking of employees (Schein, 2004). When the performance of employees in an organization is not good, it will be a barrier for the organization to achieve its goals (Wardani et al., 2016). Hence, it will cause various complaints from the public regarding the services they receive, (Wuri, 2021).

Based on the explanation above regarding the importance of organizational culture and employee performance to improve public services, this study was conducted to analyze organizational culture and employee performance in Central Mamuju Regency on the implementation of public services during the covid 19 pandemic. Although research on organizational culture and employee performance have Many studies have been carried out, in fact, the research only observes the influence and relationship of organizational culture on performance, by testing the theory. Previous studies did not attempt to reveal the impact of organizational culture and poor performance on the quality of public services. This research does not only discuss the relationship between organizational culture and employee performance but also looks at the influence of both on the implementation of public services, especially during the COVID-19 pandemic.

This research was conducted in Central Mamuju Regency. Since the regions in West Sulawesi separated from the province of South Sulawesi, the government certainly has a bigger role to play in advancing the region. One thing that can be done is to streamline the role of each organization. Organizations are required to be able to make updates in the form of innovation and better organizational changes so that they can develop like other areas.

Until now, from the results of initial observations, it was found that public organizations in Central Mamuju Regency, especially those engaged in public services, still have not made effective use of technology, employees find it easier to provide services if they use a manual system. In addition, employees in carrying out their duties still have the idea that people need them, so that the attitude of employees in providing services often looks indifferent. Employees are also undisciplined and lack initiative in completing work, so this gives a negative view of the community towards public services in Central Mamuju Regency.

Organizational culture and non-innovative behavior of employees in Central Mamuju Regency are obstacles in dealing with the Covid 19 pandemic situation. The current pattern of services using an online system has made every public service agency in Central Mamuju Regency have experienced problems in providing services to the community. So that a pattern of understanding is needed for each agency and employee in particular regarding the importance of using applications in service delivery.

This research is expected to provide an overview and input regarding the efforts that must be made by the Central Mamuju Regency government to make improvements to the culture of public organizations so that there is an increase in employee performance and the implementation of quality and innovative public services is realized.

Organizational Culture

The formulation of the concept of organizational culture can be viewed from the institutional context so that in this case organizational culture consists of content and form, (Palmer & Feldman, 2017). The content of organizational culture includes norms, assumptions, values, and beliefs. The form of organizational culture consists of practices and artifacts to convey the culture. Furthermore (Palmer & Feldman, 2017) added that the content and form of organizational culture can arise spontaneously, when members of the organization carry out tasks, and can also arise intentionally if organizational leaders develop content and organizational culture as a strategy to achieve goals.

Culture in organizations has a very important position as a way to achieve organizational success (Shahzad et al., 2017). Organizational culture has a close relationship with employee satisfaction and performance. Organizational culture can motivate employees to take part in the decision-making process to express their innovative ideas to increase overall organizational performance (Shahzad, 2014; Shahzad et al., 2017), further (Shahhosseini & Nadi, 2015) added that organizational culture is used as the basis for sustaining the organization's competitive advantage in a sustainable manner.

(Meng & Berger, 2019) suggests that organizational culture influences member behavior so that culture is needed in improving member performance. From the perspective of (Robbins & Judge, 2016), organizational culture is understood as a system implemented by members of the organization and becomes a characteristic that distinguishes it from other organizations. The same thing was also stated by (Lapiņa et al., 2015) that organizational culture consists of values, basic assumptions, expectations, and organizational descriptions that characterize the organization and its members.

Apart from being the basis and characteristic of the organization, organizational culture is also a social glue that binds members through values that are upheld (Lapiņa et al., 2015; Winardi, 2019). It should be understood that in organizations, culture is not always a good thing, culture can also be an obstacle for organizations if the culture resists change and is not innovative (Robbins & Judge, 2016; Winardi, 2019).

Culture in organizations is influenced by cohesiveness (attachment), value consensus, and individual commitment to collective goals (Winardi, 2019). In addition, (Robbins & Judge, 2016) also suggests seven main characteristics of organizational culture, namely: a) Innovation and risk-taking; b) Pay attention to details; c) Result orientation; d) Orientation to people; e) Team orientation; f) aggressiveness; and g) Stability.

Employee Performance

Performance can be understood as a quantitative and qualitative expression of a person or group to carry out and complete work to achieve goals, using the knowledge, skills and abilities possessed, (Altındağ & Köseadağı, 2015). Therefore, employee performance can be said to be a source of strategic advantage and is the key to success for the organization, (Diamantidis & Chatzoglou, 2019; Rusu et al., 2016).

Sustainable employee performance development is a solution to maintain the existence of the organization in a constantly changing environment (Diamantidis & Chatzoglou, 2019). To find out whether the performance of employees is good or bad, a performance appraisal can be carried out, in which the assessment must adjust to the conditions of each organization (Rusu et al., 2016). With performance appraisals, organizational leaders can make administrative decisions, either in the form of dismissals or promotions or remuneration, (Altındağ & Köseadağı, 2015).

Furthermore (Dehaghi & Rouhani, 2014) suggest that there are various ways that organizations can do to evaluate employee performance, but the most important thing is to determine the right method according to organizational goals, and usually employee performance appraisal can use more than one way. Furthermore (Molapo, 2002; Rusu et al., 2016) explains that every organization must also have standards for evaluating employee performance, taking into account internal and external factors. The availability of facilities and infrastructure as well as the organizational environment can determine whether the quality of employee performance is good or bad. In addition, social conditions also affect employee performance, such as leader behavior, employee trust in team management, and relationships between employees, as well as employee relationships with leaders (Erdogan, 2002; Pulakos et al., 2015; Zheng et al., 2012).

(Dermol & Čater, 2013; Lepak et al., 2006; Pulakos, 2004) added that in addition to performance appraisal standards, management systems, leadership commitment, organizational climate, education and training, are supporting factors in improving employee performance. In Indonesia, the government has set a standard of assessment for employees who carry out the implementation of public services, as outlined in Government Regulation no. 30 of 2019 concerning the Performance Assessment of Civil Servants, which consists of: a) Service orientation; b) Commitment; c) Work initiatives; d) Cooperation, and; e) Leadership.

Public Service

There have been many experts who have provided a definition of service, and generally they see service as something intangible, (Fitzsimmons & Fitzsimmons, 2001). Service is an interaction activity

between the community and employees, as well as physical resources or goods, or a service provider system as a solution to address community needs, which takes place in a short time (Fitzsimmons & Fitzsimmons, 2001).

Service activities are related to various aspects of life, such as economic, social, religious, and so on, so that with this the government's role is needed to realize the needs of the community. So from this it can be formulated that what is meant by public services are activities carried out by government officials in serving the needs of the community, either in the form of goods or services, taking into account the applicable procedures and provisions (Hardiyansyah, 2011; Ratminto & Winarsih, 2009).

The implementation of public services must be carried out by taking into account the important elements that have been described in the Decree of the Ministry of State Apparatus Utilization No. 63 of 2004, such as:

- a. Clarity of rights and obligations of service recipients and service providers.
- b. The rules for the form of service must be adapted to the capabilities and needs of the community.
- c. Services must be effective and efficient.
- d. The quality of each process and result of the service must be accountable, both in terms of convenience, smoothness, security and legal certainty.
- e. Provide opportunities for the community to assist in service delivery, if the services provided by government agencies are of high value.

In addition to paying attention to elements, the implementation of public services also needs to pay attention to the quality of services provided, and according to (Fitzsimmons & Fitzsimmons, 2001), service quality can be seen from the initial process to the completion of service delivery. To be able to identify service quality, (Fitzsimmons & Fitzsimmons, 2001) introduced five dimensions consisting of reliability, responsiveness, assurance, empathy, and tangibles.

Reliability relates to the ability of service providers to provide services as promised, reliably and accurately and on time, without making mistakes. Responsiveness, related to the willingness of service providers to help the community, provide services as quickly as possible and not let the community wait for no apparent reason. Assurance includes the behavior and knowledge of service providers to gain the trust and confidence of the public. Empathy is related to the way service providers pay attention to the needs of the community. Furthermore, tangibles are related to the condition of the office environment, the availability of facilities and infrastructure support services, as well as the adequacy of human resources, (Fitzsimmons & Fitzsimmons, 2001).

B. METHOD

Based on the above background, it is clearly explained that this article will discuss organizational culture and employee performance in the implementation of public services. Where in this study, the researcher not only aims to test the theory, but the researcher also tries to conduct a deeper study. So the researchers chose to use the research method. However, the researchers not only distributed questionnaires but also strengthened the research data by conducting in-depth observations and interviews, as well as other supporting documents related to the research.

Research questionnaires were distributed to all employees who had been designated as research samples, using a saturated sample system. This is because of the population in the research location, namely the Office of the Education and Training Personnel Agency, the Population and Civil Registration Office, Topoyo District Office, Tobadak District Office, Budong-Budong District Office, Karossa District Office, and Pangale District Office, has a total a little. Making the population as a sample refers to the view (Sugiyono, 2017). So the sample in this study consisted of 102 people.

In this study, the first research data analysis was carried out by observing the relationship between organizational culture and employee performance, then continued by analyzing the influence of these two variables on the implementation of public services in Central Mamuju Regency.

C. RESEARCH FINDING AND DISCUSSION

In this section, the researcher first describes the results of data processing for each variable, both from the processed data from SPSS 16, interviews, observations, and documents. After that, an analysis

of the relationship between organizational culture and employee performance was carried out, then its effect on the implementation of public services in Central Mamuju Regency.

Organizational Culture Description

Culture not only reflects the identity of an organization but also influences the behavior of each member to behave and act so that organizational goals can be achieved. To find out the organizational culture of public services in Central Mamuju Regency, researchers used the theory (Robbins & Judge, 2016) regarding the seven main characteristics of organizational culture as an analytical tool. The results of the descriptive analysis of an organizational culture in Central Mamuju Regency through SPSS 16 can be seen in the following table:

Table 1. Descriptive Statistics of Organizational Culture Variables

	N	Minimum	Maximum	Mean	Std. Deviation
Innovation and risk taking	102	2	5	4.62	.564
Attention to detail	102	2	5	4.53	.558
Outcome orientation	102	2	5	4.51	.593
People orientation	102	2	5	4.03	.764
Team Orientation	102	2	5	4.51	.641
Aggressiveness	102	4	5	4.74	.443
Stability	102	2	5	4.36	.806
Valid N (listwise)	102				

Source: Data Processed Results Using SPSS 16.0

The results of the descriptive analysis of an organizational culture in the table above show good results for public service providers in Central Mamuju Regency. Where the table shows the mean value of each indicator is greater than the standard deviation. In addition, of the seven indicators used to observe the culture in public service agencies, the Aggressiveness indicator shows the highest mean value, this means that organizational culture encourages employees to have a competitive spirit.

The data obtained in the field shows that the competitiveness of employees is characterized by a passion for continuing education and actively studying new policies related to their work. This is also supported by the human resources owned. According to the results of the analysis of the characteristics of respondents based on age, it is known that employees in public service agencies in Central Mamuju Regency are still of productive age, namely employees who are in the 46-50 year range, reaching 43.14% or as many as 44 people, followed by the 36-50 age range. 45 years which reached 37.26% or as many as 38 people, then, the age range of 26-35 years reached 18.62% or as many as 19 people. the rest is 0.98% or 1 person.

Furthermore, although table 1 shows the mean value of innovation and risk-taking is in the second position, in fact, employees in public service agencies in Central Mamuju Regency do not dare to take any action that takes risks, even though they already have innovative ideas for work. For example, when in a meeting to discuss plans for implementing activities and solving problems, employees provide innovative ideas or ideas, but when the idea is considered too risky, the leader will suggest giving ideas that are not too risky. With this leadership attitude, it will certainly be a barrier for employees to realize their innovative ideas. A leader should give appreciation to subordinates when they have innovative ideas for organizational development.

When a leader does not dare to take risks, it will certainly affect the behavior patterns of his subordinates. Employees will begin to be reluctant to innovate. If this happens, it will certainly affect the stability of the organization in the surrounding environment, because the behavior of leaders makes organizational culture not innovative. This is like the findings of research conducted by (Vito, 2020), where leaders are considered as determinants of culture in an organization. A leader should provide support to his subordinates for what they are doing.

In addition, during the covid 19 periods, the Regent as the Government of Central Mamuju Regency, through the Circular of the Central Mamuju Regent No. 004.5 /2530/VI/2020 encourages all

public organizations to increase innovation. This is so that all public organizations in Central Mamuju Regency can still carry out their activities during the pandemic. However, from the seven research locations, only one public service agency is still using applications in service delivery, especially during the Covid 19 period. This is because several applications in other public service agencies need to get repairs, but the budget for repairing these applications is not available. In addition, organizational leaders also did not make efforts to overcome these problems. If you observe the existing problems, the leader should carry out a strategy or invite employees to find solutions so that service innovation can be carried out, because if there is a discrepancy between cultural values and leadership practices, it will reflect a weak organizational cultural consensus (Jaskyte, 2010).

In addition, based on the data obtained, the organization's management system still needs to be improved. Often employees get orders to carry out work when the completion time is about to end, so employees are forced to do the work in a hurry, they no longer pay attention to the truth of the work, all they think about is completing the work according to the specified time. Although the theory put forward by (Robbins & Judge, 2016) that results in orientation show characteristics of organizational culture, the intended results are of good quality and can satisfy the community. Furthermore, employees at public service agencies in Central Mamuju Regency have work activities organized in teams, to create good cooperative relationships between employees. Every decision made is based on the welfare of all employees.

Employee Performance Description

Performance is related to the activities carried out by employees in completing work, by utilizing their knowledge, skills, and abilities. Because employee performance is important for the organization, an assessment is carried out to improve employee performance.

In the public service agency of Central Mamuju Regency, the assessment of employee performance is guided by Government Regulation no. 30 of 2019 concerning the Performance Assessment of Civil Servants, which consists of: a) Service orientation; b) Commitment; c) Work initiatives; d) Cooperation, and; e) Leadership. The results of the descriptive analysis of employee performance through SPSS 16 can be seen in the following table:

Table 2. Descriptive Statistics of Employee Performance Variables

	N	Minimum	Maximum	Mean	Std. Deviation
Service orientation	102	3	5	4.57	.517
Commitment	102	3	5	4.65	.500
Initiative	102	4	5	4.77	.420
Cooperation	102	4	5	4.80	.399
Leadership	102	3	5	4.55	.607
Valid N (listwise)	102				

Source: Data Processed Results Using SPSS 16.0

From the table above, it can be seen that the descriptive analysis of employee performance shows good results. The mean value of each indicator is higher than the deviation value. The table also shows that good employee performance lies in the indicators of cooperation, and leadership shows the lowest value.

Based on the results of researchers' observations, employees in public service agencies in Central Mamuju Regency have good relationships among fellow employees. This relationship allows all work to be done through teamwork. Employees who have work experience and knowledge do not hesitate to share knowledge with other employees. When one employee has difficulty, another employee will immediately provide assistance.

During the implementation of Work From Home (WFH) and Work From Office (WFO), employees continue to carry out their duties. To streamline performance, employees use the WhatsApp application to communicate with other employees and provide services to the community. For example, when the community needs service and the employee in charge of managing the service are doing WFH, other

employees will give instructions through the WhatsApp application. When the work has been completed, the employee will provide information to the public through the WhatsApp application.

The use of the WhatsApp application in improving employee performance in public service agencies of Central Mamuju Regency during the Covid 19 period, is a solution for all employees and the community. Because employees and the public are considered to understand more about the use of the application when compared to other applications. The results of research conducted by (Wuri, 2021) also show that in streamlining employee performance during the Covid 19 period, employees of West Langowan District, Minahasa Regency use the WhatsApp application to do administrative tasks.

In addition, since the pandemic period, to be precise, in the middle of 2020, employee morale at work has decreased. This is because employees no longer receive performance allowances. In this regard, employees have not received a definite reason regarding the removal of performance allowances from the leadership. They can only conclude for themselves that the region is experiencing a budget shortfall due to the pandemic. And the impact of the abolition of the performance allowance, employee discipline becomes less good. Employees no longer pay attention to attendance and often come late to the office. Nevertheless, employees continue to provide the best service to people in need, when they are already in the office.

Public Service Description

The provision of services in the form of goods and services carried out by the government must pay attention to quality. Service quality is observed from the beginning of service delivery until the completion of the service delivery. In observing the quality of public services in Central Mamuju Regency, the researchers used the dimensions of service quality proposed by (Fitzsimmons & Fitzsimmons, 2001), which were then analyzed using SPSS 16. The results of the descriptive analysis of the quality of public services can be seen in the table below:

Table 3. Descriptive Statistics of Public Service Quality Variables

	N	Minimum	Maximum	Mean	Std. Deviation
Reliability	102	4	5	4.68	.470
Tangibles	102	4	5	4.47	.502
Responsiviness	102	4	5	4.58	.496
Assurance	102	3	5	4.64	.503
Empaty	102	3	5	4.51	.522
Valid N (listwise)	102				

Source: Data Processed Results Using SPSS 16.0

From the table above, it is clear that the quality of public services in Central Mamuju Regency is in the good category. This is indicated by the mean value of each indicator having a value greater than its standard deviation. Of the five indicators used to observe service quality, the reliability indicator has the highest mean value. This shows that employees in public service agencies in Central Mamuju Regency have shown good ability in providing services to the community.

Employees at public service agencies in Central Mamuju Regency in providing services have tried to complete the work by the promises given. For example, when the community needs service, and it cannot be completed on the same day, the employee will ask for the community's cellphone number to contact when the community's needs have been completed. However, when the public is contacted by the employee and does not get a response, the employee will contact him the next day.

Furthermore, based on the results of the study, during the COVID-19 pandemic, services at public service agencies in Central Mamuju Regency began to be carried out after 10:00. This is because employees enter the office around 09.00 or 09.30. The delay in service hours is not notified in writing. Employees provide information orally to the public when people come to the office to get services. For example, at 08.30 people come to the office, employees who are already in the office immediately approach the community and provide information that new services will start at 10.00. People who will continue to wait until the service starts will be invited to wait in the waiting room that has been provided.

In addition, in providing services, employees at public service agencies in Central Mamuju Regency have been able to provide services that are by the needs of the community. One of the public service agencies that became the locus of research, namely the Department of Population and Civil Registration, in providing services went directly to the community. The head of service assigns tasks to employees in turns to visit locations that are far from the office to provide services to the community. This is still being done even though in the midst of the COVID-19 outbreak while still paying attention to health protocols, so that long distances are no longer a barrier for the community to get services, especially in population services in Central Mamuju Regency.

Furthermore, in 2020 before the Covid 19 epidemic spread in Central Mamuju Regency, the Ombudsman had time to conduct inspections in all public service agencies in Central Mamuju Regency. Due to the visit, all agencies have made improvements related to the implementation of public services. They have completed all things related to service needs, such as a comfortable waiting room, procurement of service websites, and service SOPs that have been neatly installed in the office waiting room.

The Relationship between Organizational Culture and Employee Performance

Organizational culture and employee performance are two very important things for the success of the organization. Both have a strong influence in achieving organizational goals. In this study, to determine the relationship between organizational culture and employee performance, SPSS 16 was used. The results of the analysis can be seen in the table below:

Table 4. Relationship between Organizational Culture and Employee Performance

		Organizational Culture	Employee Performance
Organizational Culture	Pearson Correlation	1	.574**
	Sig. (2-tailed)		.000
	N	102	102
Employee Performance	Pearson Correlation	.574**	1
	Sig. (2-tailed)	.000	
	N	102	102

Source: Data Processed Results Using SPSS 16.0

According to the SPSS 16 calculation results shown in table 4 above, it is known that organizational culture and employee performance have a relationship. This is because the significance value of the two variables is lower than 0.05. The relationship between organizational culture and employee performance has a moderate degree of relationship with a positive form.

The results of these calculations are basically in line with the opinion expressed by (Shahzad, 2014; Shahzad et al., 2017) that organizational culture and employee performance have a close relationship, where culture within the organization plays a role in motivating employees in the decision-making process so that employees are able to express their innovative ideas so that there is an increase in performance.

The results of the study indicate that the organizational culture created in the public service agency of Mamuju Regency is being influenced by the characteristics of the leader. Leaders who do not dare to take the risk of creating a culture that is embedded in the agency do not encourage employees to have creative ideas so that in completing the work, employees only have the mind to complete the work regardless of the quality of the work produced.

In addition, the organizational cultural values found in public service agencies in Central Mamuju Regency cause a poor management system. Making service applications is carried out only on the implementation of the Regent's orders. The leader did not support making the application to be applied in providing services to the community, citing a lack of budget. A poor management system, certainly affects employee performance, especially in dealing with the COVID-19 pandemic situation which requires the use of applications in the public service process. The use of the WhatsApp application in the public service process, according to the researcher's view, is less efficient, because it still uses

intermediary employees on duty at the office, and the public still has to go to the office to collect the required documents.

Furthermore, the organizational culture that appears in public service agencies in Central Mamuju Regency is decision-making that does not pay attention to the effect on employees. So when the policy of eliminating performance allowances is implemented, employees lose motivation at work. Employees feel deprived of appreciation for their hard work for the agency. According to (Nyberg et al., 2013) when organizations want to achieve goals, what needs to be done is to make employees act and behave better so that their performance becomes more optimal, and this needs to be supported by the implementation of Pay-For-performance. So that when the public service agency in Central Mamuju Regency eliminates the provision of performance allowances, it is considered one of the decisions that are not appropriate in achieving organizational goals.

The Influence of Organizational Culture and Employee Performance on Public Services

A multiple linear regression method was used in this study to show the influence of organizational culture and employee performance on public services in the Central Mamuju Regency. The results of the analysis are presented in the following table:

Table 5. ANOVA X_1, X_2 , dan Y_1

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	93.891	2	46.945	29.147	.000 ^a
Residual	159.453	99	1.611		
Total	253.343	101			

a. Predictors: (Constant), Employee Performance, Organizational Culture

b. Dependent Variable: Public Service Quality

Table 6. Coefficients X_1, X_2 , dan Y_1

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5.989	2.603		2.301	.024
Organizational Culture	.287	.062	.440	4.605	.000
Employee Performance	.339	.133	.244	2.550	.012

a. Dependent Variable: Public Service Quality

In this study, the F table value was 3.09, because the research sample amounted to 102 people. According to table 5 above, the calculated F value obtained is 29.147, which is greater than the table F value, and for the significance probability value, the value is 0.000, less than 0.05. This means that organizational culture and employee performance have a significant effect on public services.

The organizational culture that is not positive and ethical causes employee performance to be not optimal so that the implementation of public services in Central Mamuju Regency is of less quality. During the COVID-19 period, the public service process cannot be carried out in accordance with the applicable Standard Operating Procedures (SOP). The service process usually takes 1-2 days. According to Standard Operating Procedures (SOP), the service must be completed in a maximum of three hours. This is because the application of supporting services is still less effective. In addition, employee discipline began to decline so that the time to start services also changed. Before covid 19, service started no later than 08.30, now the new service starts no later than 1 hour after office hours start according to applicable rules.

On the other hand, the influence of organizational culture and employee performance in the public service process in Central Mamuju Regency shows a positive thing. The organizational culture that has encouraged the aggressiveness of employees in their work has made employees able to take the initiative to provide direct services to the community, by visiting communities located far from the office.

D. CONCLUSION AND RECOMMENDATION

Conclusion

Public service providers in Central Mamuju Regency during the covid 19 periods still found problems in the implementation of public services. The organizational culture of public service agencies has a culture that is not positive and ethical, so it can be said as a weak organizational culture and not oriented to change.

The organizational culture of public service providers in Central Mamuju Regency does not capitalize on the capabilities of employees. Employees' ideas are not fully supported by the leader's decisions. In addition, leaders cannot be used as role models for employees in taking risks for the actions they take. Organizational culture in public service agencies in Central Mamuju Regency does not pay attention to the interests of employees, which then causes employees to not have an innovative spirit.

Employees during the covid 19 periods only relied on the use of a standard application, namely WhatsApp. The existing management system does not provide positive support for employee performance. So that the implementation of public services in Central Mamuju Regency is still in the category of less quality. Services during the COVID-19 period actually made public services slower than before.

The use of applications in the provision of public services in Central Mamuju Regency is not in accordance with the purpose of implementing e-government, namely realizing the provision of fast and precise services. The inability of organizational culture and employee performance in encouraging the realization of the quality of public services during the Covid 19 period cannot be separated from the leadership characteristics of each agency and its finances.

Recommendation

Organizational culture should be stronger and oriented to changed, and also can take advantage of employee capabilities. Leaders are also expected to support the performance or programs run by employees, which provides opportunities for employees to be more innovative.

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