



UDC 331

## **ANALYSIS OF VARIABLES AFFECTING THE EMPLOYEE PERFORMANCE AT BAPPEDA AND LITBANG OF OKU TIMUR REGENCY**

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### **ABSTRACT**

Bappededa (*Badan Pembangunan Daerah* - Local Development Planning Agency) and Litbang (*Badan Penelitian and Pengembangan Daerah* – Local Research and Development Agency) of OKU Timur Regency represent local agencies in charge of researching and planning the region's development. This research aims to analyze the influence of organizational culture, leadership, work motivation and work competence on the performance of employees of Bappededa and Litbang of OKU Timur Regency. The research population was 79 employees of Bappededa and Litbang of OKU Timur Regency selected using a saturated sampling technique. The research employed a quantitative method. Data were collected using questionnaires and observations and processed using the SPSS version 26 program and multiple linear regression analysis techniques. The research results show that organizational culture, leadership, work motivation, and work competence influence the performance of employees of Bappededa and Litbang of OKU Timur Regency. Improving the performance of employees of Bappededa and Litbang of OKU Timur Regency requires coordination, integrated supervision, and good communication.

### **KEY WORDS**

Organizational culture, leadership, work motivation, work competence, performance of employees, Timur Regency.

The success of an organization is closely related to the quality of performance of its members, so organizations are always required to develop and improve the performance of their members. Sutrisno (2016) explains that performance is the result of a person's work seen from the aspects of quality, quantity, working time, and cooperation to achieve the goals set by the organization. High performance will support organizational productivity, so organizational leaders should always pay attention to improving the performance of their members for the sake of organizational progress. Performance improvement is also closely related to how an organization develops its culture.

This performance improvement is carried out in all lines of work, including the public sector, especially since the central government implemented regional autonomy. The implementation of regional autonomy has made regional governments important actors in government administration, which will determine the progress of their regions. This automatically becomes a challenge to innovate in decision-making, which is limited by normative rules, to build capacity to spur economic development, openness, and accountability to improve local government performance.

According to Kasmir (2016), several factors influence performance: ability and expertise, work motivation, leadership, and organizational culture. The more an employee has the ability and expertise, the more likely he or she will be able to complete his or her work correctly, in accordance with what has been determined. This is also supported by work motivation, which encourages employees to do work. Employees are motivated to do something well if they have strong encouragement from within themselves or outside themselves.

Furthermore, leadership is also an important factor in employee performance. Leadership is a leader's behavior in organizing, managing, and ordering his subordinates to carry out the tasks and responsibilities he has been given. The final factor is organizational culture, which are the habits or norms that apply and are owned by an organization or



company. These customs or norms regulate applicable and generally accepted things and must be obeyed by all company members.

Ogan Komering Ulu Timur (OKU Timur) Regency is one of 17 regencies and cities in South Sumatra Province. OKU Timur Regency is one of the autonomous regions that was formed as a result of the expansion of Ogan Komering Ulu (OKU) Regency through Law Number 37 of 2003 concerning the Establishment of Ogan Komering Ulu Timur (OKU Timur) Regency, Ogan Komering Ulu Selatan Regency, and Ogan Ilir Regency.

The implementation of Law Number 23 of 2014, as a form of improvement to Law Number 32 of 2004, to realize good governance based on the principles of transparency, participation, effectiveness, efficiency, accountability and sustainability, as expected by the community, to develop and strengthen the Unitary State of the Republic of Indonesia. Strategic management places the organization at a strategic point, so prospects will be obtained, especially for improving services to the community.

Bappeda (*Badan Pembangunan Daerah* - Local Development Planning Agency) and Litbang (*Badan Penelitian and Pengembangan Daerah* – Local Research and Development Agency) of OKU Timur Regency were formed based on the regulation of the Regent of Ogan Komering Ulu Timur Number 33 of 2016 concerning Position, Organizational Structure, Duties and Functions and Work Procedures of Local Services, Local Agencies, Districts and Villages of OKU Timur Regency. Concerning their duties and functions, the Human Resources (HR) of Bappeda and Litbang consist of various types of educational levels and echelons to support performance improvement and optimize performance targets based on the strategic plan of Bappeda and Litbang of OKU Timur Regency.

The main tasks and functions of Bappeda and Litbang are very important because all Regional Organizations (*Organisasi Perangkat Daerah* - OPD) in OKU Timur Regency have their interests in Bappeda and Litbang. However, the level of performance, as reported in the 2019, 2020, and 2021 Performance Reports, has not all been achieved. Taking into account the role and responsibilities of Bappeda in providing services to the community and its fairly wide area coverage, the performance of employees at Bappeda and Litbang in an effort to achieve organizational goals is reviewed from the variables of organizational culture, leadership, work motivation and work competence of Employees at Bappeda and Litbang.

Based on the above background, this research aims to analyze how organizational culture, leadership, work motivation, and work competence affect the performance of Bappeda and Litbang employees in OKU Timur Regency and to explain the theoretical implications of the five variables measured quantitatively so that a policy can be developed that is constructive and effective.

## LITERATURE REVIEW

The Central Government gives Regional Governments the freedom to regulate their regions according to the aspirations and interests of their people, as long as it does not conflict with the national legal order and public interests. This granting of the right to regulate their regions is also known as regional autonomy, which, according to Sarundajang (2005), aims to improve community services and welfare, develop democratic life, distribute better and more equitable public services, respect for local culture, and pay more attention to regional potential and diversity. Furthermore, to realize successful regional autonomy, good performance and cooperation from all Regional Government members are needed to provide services to the community.

The concept of performance can be seen from two aspects: individual employee performance and organizational performance. Performance is a description of the level of achievement of tasks within an organization to realize the organization's targets, mission, and vision (Bastian 2001). Next, performance must be measured and evaluated to determine whether it is effective and efficient. The performance appraisal system is a process for measuring employee performance achievements based on predetermined regulations by comparing targets or work results with job description requirements, namely work standards



that have been set for a certain period. These work standards can be made both qualitatively and quantitatively.

Martin in Poerwanto (2008) explains that organizational culture is a series of attitudes, values, and beliefs generally created to direct organizational behavior. According to Robbins and Riani (2011), the role of organizational culture is as follows: a clear distinction between one organization and another, providing identity for organizational members, meaning makers, and controls that shape employee attitudes and behavior.

Kartono (2010) states that a leader has unique characteristics, habits, temperament, disposition, and personality, so his behavior and style differentiate him from others. This lifestyle will color his behavior and type of leadership. Leadership is one of the determining elements in the success of an organization. So, public sector leadership cannot be separated from the running process of a public organization Suryono (2015).

According to Silalahi (2011), there are two public sector leadership models: transactional leadership and transformational leadership. Transactional leadership is based on bureaucratic authority and legitimacy within the organization and emphasizes work standards, assignments, and goal-oriented tasks; they also tend to focus on task completion and employee fulfillment and rely heavily on organizational rewards and punishments to influence organizational performance.

The transactional leadership model of work control is carried out with strict (autocratic) control. Transformational leadership is a leadership model that is based on mutual trust between the leader and those being led. Silalahi (2011) believes that transformational leadership is a leadership model that has advantages in restoring, maintaining, and building public trust in the government. So, transformational leadership is more suitable for the public sector leadership model.

Mangkunegara (2005) stated that motivation is a condition that moves employees to be able to achieve the goals of their motives. Siagian (2004) suggests that an employee's motivation is related to factors:

- Internal Factors: a person's perception of themselves, self-esteem, personal hopes, needs, and desires, resulting in job satisfaction;
- External factors: type and nature of work, workgroup where a person joins, workplace organization, the environmental situation in general, as well as the prevailing reward system and how it is implemented.

According to Finch Crunkilton, quoted by Mulyasa (2001), competency is mastery of a task, skills, attitudes, and appreciation needed to support success.

The State Civil Servants (*Aparatur Sipil Negara* - ASN) is a Human Resource (HR) which is the central factor driving the government of the Unitary State of the Republic of Indonesia. Competencies are measured using the *Kamus Kompetensi* to form the character of ASNs. ASN should understand competency standards, which are standards of character that must be formed in themselves. Permenpan RB Number 38 of 2018 concerning Measuring the Professionalism Index for State Civil Apparatus, states that there are 8 managerial competencies that ASN must have, including integrity, cooperation, communication, orientation to results, service, development of self and others, managing change, and decision-making.

The relationship of these four variables to performance can be seen in several previous studies. Manik and Perdana (2015) stated that there is a significant influence between leadership function, competence, and organizational culture on employee performance both partially and simultaneously. Furthermore, Yuliana (2017) explained that leadership, motivation, and organizational culture affect employee performance. Pahlevi (2018) also researched a company and found that leadership style influenced employee performance.

## METHODS OF RESEARCH

This research is quantitative employing an explanatory survey. The research was carried out at Bappeda and Litbang of OKU Timur Regency, with a sample of 79 people consisting of employees at the Bappeda and Litbang, BKPSDM (*Badan Kepegawaian and*



*Pengembangan Sumber Daya Manusia* - Personnel and Human Resources Development Agency), district heads, and the general public. The data were collected using a questionnaire. Data also came from the documents at the Regent's Office. Next, the data was processed using the SPSS version 26 program with multiple linear regression analysis techniques.

## RESULTS AND DISCUSSION

Bappeda and Litbang have an important role in regional development planning and development research, namely implementing development planning beneficial for community welfare. Therefore, performance indicators are needed to describe the effective and efficient work of these organizations. Bappeda and Litbang have created Main Performance Indicators (*Indikator Kerja Utama* - IKU) for 2014-2018 following existing positions, duties, and functions. The Main Performance Indicators of Bappeda and Litbang for 2014-2018 were prepared based on the Main Performance Indicators contained in the RPJMD (*Rencana Pembangunan Jangka Menengah Daerah* - Regional Medium Term Development Plan) of OKU Timur Regency.

To realize effective, transparent, and accountable government management that is results-oriented, Bappeda and Litbang created the 2019-2021 Performance Agreement Document. The Budget Implementation Document is the basis for preparing the Performance Agreement and includes performance indicators and performance targets. The Performance Agreement Document is a performance statement document or performance agreement between the Regent and the Head of Bappeda and Litbang to realize performance targets based on the resources owned by the agency.

This research was conducted by giving questionnaires to 79 respondents, consisting of 43 men and 36 women, with 1 person at a doctoral level, 28 people at a master's level, 42 people at a bachelor's level, and the rest at Diploma 3 (D3) and high school levels.

### **The Influence of Organizational Culture (X1), Leadership (X2), Work Motivation (X3), and Work Competence (X4) on Employee Performance (Y)**

After carrying out multiple linear analyses, the following results were obtained for each variable studied:

1. There is a significant and negative influence of organizational culture on the performance of employees of Bappeda and Litbang of OKU Timur Regency. It was confirmed that the lower the organizational culture, the lower the performance of employees of Bappeda and Litbang of OKU Timur Regency;
2. There is a significant and positive influence of leadership on the performance of employees of Bappeda and Litbang of OKU Timur Regency. It was confirmed that the better the leadership, the better the performance of employees of Bappeda and Litbang of OKU Timur Regency;
3. There is a significant and positive influence of work motivation on the performance of employees of Bappeda and Litbang of OKU Timur Regency. It was confirmed that the lower the motivation, the better the performance of employees of Bappeda and Litbang of OKU Timur Regency;
4. There is a significant and positive influence of work competence on the performance of employees of Bappeda and Litbang of OKU Timur Regency. It was confirmed that the better the competence, the better the performance of employees of Bappeda and Litbang of OKU Timur Regency;
5. Organizational culture, leadership, work motivation, and work competence together influence the performance of employees of Bappeda and Litbang of OKU Timur Regency.

From the five variables in the multiple linear regression analysis, overall it can be interpreted that improving the performance of Bappeda and Litbang employees requires coordination, integrated supervision, and good communication. This shows the importance of



organizational institutional models, leadership paradigms, and working methods, which are supported by organizational culture, work motivation, and work competence.

## RESEARCH IMPLICATIONS

### Theoretical implications

It reflects each research, namely a description of the references used in this research, including problem references, models, results, and previous research agendas. The theoretical implications developed for the variables organizational culture (X1), leadership (X2), work motivation (X3), and work competence (X4), as well as the performance of Bappeda and Litbang employees (Y), are in accordance with the opinion of Hasibuan (2008) who emphasizes performance, namely skill, experience, seriousness and time. Meanwhile, according to Maier in As'ad (2005), it is the level of individual success in carrying out work.

### Practical Implications

Based on the findings in this research, several policy implications can be given to Bappeda and Litbang of OKU Timur Regency, namely in line with priorities for improving employee performance, benefits from the ability to complete work, mastering information technology (IT) in communicating and the ability to complete documents. It is also vital to keep the level of awareness and discipline in work in terms of time and work completion targets (targets and realization). In other words, this research emphasizes the need for Bappeda and Litbang of OKU Timur Regency to be work-oriented towards the use of electronic-based government systems (e-gov, smart city, and other forms) and formulate work program priorities that have an impact on regional economic development, development of community welfare through development through superior sectors and local wisdom.

## CONCLUSION

Organizational culture, leadership, and work competence influence the performance of employees of Bappeda and Litbang of OKU Timur Regency, while the work motivation variable does not influence performance. This shows that work motivation has not become an encouragement for employees to carry out their duties, which will positively impact the quality and quantity of their work, ultimately increasing their work productivity.

Organizational culture, leadership, work motivation, and work competence simultaneously influence the performance of employees of Bappeda and Litbang of OKU Timur Regency. This shows that all the variables studied cannot work partially but must be integrated to improve the performance of Bappeda and Litbang of OKU Timur Regency.

The results of the overall multiple linear regression analysis of the five variables studied (independent and dependent) show that improving the performance of employees of Bappeda and Litbang of OKU Timur Regency requires coordination, integrated supervision, and good communication, as is the governance used so far.

## SUGGESTIONS

For organizational culture to function in managing Bappeda and Litbang of OKU Timur Regency, organizational culture must be strengthened organizationally by the leadership issuing an acceptable policy that must be implemented routinely, not just a formality.

Leaders, especially the leaders of Bappeda and Litbang of OKU Timur Regency to pay more attention to employee work performance through work motivation and providing an example. There is already a university in the field of Public Administration (STISIP Bina Marta) in OKU Timur Regency, and it is necessary to implement collaborative leadership by involving the university.

Work motivation must be based on duties and responsibilities by paying attention to the value of productivity by providing maximum career development opportunities and financial



and non-financial rewards; this is intended to improve the performance of employees of Bappeda and Litbang of OKU Timur Regency.

The work competence of the employees of Bappeda and Litbang of OKU Timur Regency related to relational abilities and organizational communication can be improved through outbound activities, contemplation, and learning by doing, which will hone the implementation of cooperation and strengthening the relationship and dependence (interaction) between employees that can create a feeling of respective responsibilities to achieve organizational goals and improve its performance.

Overall, the five variables studied are related to the performance of employees of Bappeda and Litbang of OKU Timur Regency and can create the expected work environment. In a conducive environment, employees can perform their work optimally to improve their performance. So, to ensure that the formulations issued by Bappeda and Litbang are maintained and implemented by the relevant parties and are not under political pressure, it is best to be led by a commissioner consisting of bureaucrats, private sector, and academic elements by implementing the principle of collegium.

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