

# The Effect of Organizational Culture on Performance of Government Internal Supervisory Apparatus (Apip) in the National Indonesian Navy

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Abstract: Every Government Internal Supervisory Apparatus aims to improve performance through organizational Culture. The purpose of this study is analyzing the influence of organizational culture on the performance of government internal supervisors in the National Indonesian Navy. This research use quantitative study by using the Path Analysis method with a sample of 96 Government Internal Supervisors. The results of the study show that there is a direct influence of organizational culture on performance.

## 1 INTRODUCTION

Today's demands by filling in various sources of disciplines that have been owned, reflecting on the experience that has been carried out and the dense schedule of Supervision and the extent of performance in carrying out tasks.

The study sample used 96 APIP personnel to first use 30 APIP Personnel to test the data questionnaire, the results obtained as follows: 1. Assessment that did not change as many as 15 APIP personnel or 50%; 2. The judgments that experienced changes were 15 APIP personnel or 50%.

Facing these conditions, APIP is required to be able to overcome the mismatch of daily tasks by prioritizing the main tasks and functions that can improve performance with organizational culture, job satisfaction, motivating, and trust. According to Gordona Sarmaz, Djordje Ilic (2016: 25), Organizational culture should be cultivated, set in the function of company's success, but its negative impact should be avoided.

Identification of the problem, Noting the potential factors for the existing performance in the Navy's APIP. These factors include internal and external factors, by prioritizing basic tasks and functions. Researchers limit 2 variables, namely organizational culture, performance. Based on the identification of the problem, the problem of this research can be formulated, namely whether the

organizational culture has a direct effect on performance?

## 2 THEORICAL FRAMEWORK

Performance, performance is a value of a set of employee behaviors given to the agency where they work. According to Colquit, LePine, and Wesson, (2009: 37), Performance is the value of a set of employee behaviors that have been contributed positively and negatively to meet organizational goals.

Organizational Culture, Organizational culture grows because it was created and developed by individuals who work in an organization that is accepted as values that must be maintained and passed on to each new member. According to Fred Luthan (2011: 83), Some of the important characteristics of organizational culture are observed behavioral regularities, norms, dominant values, philosophy, rules, and organizational climate. Although everyone in an organization will share the organization's culture, not all may do so to the same degree.

Relevant research, To be able to support this research by reflecting on previous relevant research. According to Amin Nikpour (2017: 70), it shows that organizational culture has a positive and significant impact on organizational performance.

Organizational culture grows because it was created and developed by individuals who work in an organization that is accepted as values that must be maintained and passed on to each new member. According to Fred Luthans (2011: 50), Ethics is involved with moral issues and choices and deals with right and wrong behavior. A number of cultural (family, friends, neighbors, education, religion, and the media), organizational (ethical codes, role models, policies and practices, and reward and punishment systems), and external forces (political, legal, economic, and international developments) help determine ethical behavior. These influences, acting interdependently, serve to help identify and shape ethical behavior in today's organizations. There is increasing evidence of the positive impact that ethical behavior and corporate social responsibility programs have on "bottom-line" performance.

Performance of individual performance that has been contributed positively to complete the organizational goals, namely: the implementation of routine and additional tasks, efforts to improve the organization, willingness to exceed the assigned tasks, the ability to provide a positive image of the organization, the willingness to provide relevant information, the ability to maintain good behaviour. According to Salihu, Adam Jiddah, Salihu, Muhammad Bello Rayyan & Musa Idris Umar (2016: 63), Management must focus more on adherence to the organization's mission by ensuring that they are in leadership positions that are well versed in the organization's mission so that they can pass on to their subordinates, Likewise, management must work on ethical practices from organizations such as credibility and integrity that promote a high-performance culture. Based on the description above, it is suspected that there is a direct influence of Organizational Culture on performance.

Based on the theoretical study that underlies the variables of this study and the thinking framework described above, the hypothesis can be proposed namely: H1 It is assumed that there is a direct influence of Organizational Culture on performance. Research objectives, Researchers describe the research objectives to be achieved, adjusted to the formulation of the problem. This study aims to obtain empirical data, facts, valid and reliable information about the influence of organizational culture, empowerment and commitment to the Internal Control Officer. This study specifically aims to find out about the direct influence of Organizational Culture on Performance. Place and time of research, Research takes place at the Inspectorate of the Navy Headquarters.

### 3 RESEARCH METHOD

Using quantitative approaches with survey methods. Aim to find out and find the momentary position of the variable (qua status variable) based on the data at the time (Qua status data) and the relationship between the variables studied. Population and sampling. The sample used in the study was taken randomly and the sample size was taken proportionally. Data collection techniques, As long as the research is conducted with observations and questionnaire methods used quantitatively, the data needed for this study include primary data and secondary data. Primary data is obtained by distributing questionnaires to qualified personnel on material about Organizational Culture and Performance.

#### Performance Variables

- a. Conceptual Definition, Performance is the performance of a set of workforce behaviors that have been positively contributed;
- b. Operational Definition, Performance is a work set of labor behaviors that have been positively contributed by the Navy's APIP to be assessed by the Leader.
- c. Performance indicators, namely: a routine task implementation; b additional assignment; c discuss the improvement of the organization and the willingness to carry out tasks more than specified; d willingness to give a positive image of the organization; e willingness to help; f willingness to inform relevant matters; and g the ability to maintain good behavior;
- d. Grid of Performance Instruments, Item questions with 5 alternative answers: A = Always; O = Often; S = Sometimes, R = Rarely; N = Never. The statement is worth A = 5; O = 4; S = 3, R = 2; N = 1.;
- e. Validation Testing and Instrument Reliability calculations Performance variables. Test the validity of the instrument, Pearson Product Moment correlation test and Reliability Test Instrument performance research, by looking at the Alpha coefficient (Cronbach Alpha), using SPSS software version 22.

#### Organizational Culture Variable

- a. Conceptual definition, organizational culture is a system of values that are believed, understood, agreed upon, and applied to all employees / personnel to know the relationship between rules, norms, and shared values;

- b. Operational Definition, Organizational Culture is the perception of APIP on organizational cultural values closely related to the rules, norms, and values shared by the Navy's APIP.
- c. Indicators of organizational culture: a) main value of the agency (discipline and efficiency); b) agency norms (ethics and scope of work); c) Agency Regulations (Job orientation and work implementation instructions);
- d. Instrument Grid, Item questions with 5 alternative answers: SA = Strongly agree; A = Agree; NO = No opinion, D = Disagree; SD = Strongly disagree. Statements worth SA = 5; A = 4; NO = 3, D = 2; SD = 1.;
- e. Validation Testing and Instrument Reliability calculations Performance variables. Test the validity of the instrument, Pearson Product Moment correlation test and Reliability Test Instrument performance research, by looking at the Alpha coefficient (Cronbach Alpha), using SPSS software version 22.

Analysis techniques, Using data analysis with descriptive statistical analysis and inferential statistics. Statistical hypothesis, Based on the research hypothesis, statistical hypotheses can be formulated, namely, Organizational Culture (X) has a direct effect on performance (Y).

$H_0 : \beta_{y1} \leq 0$  ;  $H_1 : \beta_{y1} > 0$

## 4 ANALYSIS

Discusses the results of research which includes a description of the data in each research variable, testing requirements analysis, testing the research hypothesis, and discussing the results of the study and the limitations of the study. Descriptions of Research Data, Data collected in this study are data from four variables, including Performance (Y) as Endogenous variable, Organizational Culture (X), as Exogenous variables.; 1. Performance (Y), Using 96 respondents of the study, before the research was carried out the test items were first conducted to 30 respondents by giving 30 questions, but 28 valid results were obtained.; 2. Organizational Culture (X), Using 96 respondents, before the research was carried out the test items were first conducted to 30 respondents by giving 30 questions, but there were 27 valid questions.

Before the data is analyzed further, to test hypotheses based on existing data, several test

requirements for analysis need to be conducted. Testing the analysis requirements for path analysis is the relationship between variables in the model must be linear, so that the regression equation meets the analysis requirements.;

Normalization Test, regression estimation error test Y over X produces the maximum Lcount price of 0.0864 while  $L_{table}$  at the level of  $\alpha = 0.05$  obtained at 0.0904 turns out that  $L_{count} < L_{table}$  or  $0.0864 < 0.0904$ . Thus, it can be concluded that the estimation error Y on X is normally distributed.

Regression Significance Test and Linearity and Correlation Test, produced as follows: a. Regression Equations Performance of organizational culture  $Y = 60.758 + 0.545 X$ , obtained  $F_{count} = 59.564$ . While  $F_{table}$  at  $\alpha = 0.05$  and  $dk = 1/94$  obtained 6.90, so  $F_{count} > F_{table}$  or  $59.564 > 6.90$  Thus, it can be stated that the regression coefficient is very significant; b. Linear test results, obtained  $F_{count} = 1.160$  After confirming the  $F_{table}$  at  $\alpha = 0.05$  with  $dk = 32/62$  obtained 1.58 it turns out  $F_{count} < F_{table}$  or  $1.160 < 1.58$  thus, it can be concluded that the regression equation is linear. c. Correlation coefficient  $r_{y1} = 0.623$ , ttest obtained  $t_{count} = 7.722$  while  $t_{table}$  at  $\alpha = 0.01$  and  $dk = 94$  obtained 2.367 Thus  $t_{count} > t_{table}$  or  $7.722 > 2.367$ , so that the correlation coefficient is significant.

Path coefficient calculations, Conduct path analysis, by explaining in advance explained about the relationship between variables in diagrammatic (path diagram) whose shape is determined by theoretical propositions derived from a particular frame of mind and the formulation of research hypotheses. Hypothesis testing, Effect of Organizational Culture on Performance, Hypothesis states that Organizational Culture has a direct effect on Performance. Statistical hypothesis:  $H_0 : \beta_{y1} \leq 0$ ;  $H_1 : \beta_{y1} > 0$

The Organizational Culture path coefficient has a direct effect on Performance of  $\beta_{y1} = 0.430$ , then a significance test is performed with the ttest. The ttest calculation results obtained  $t_{count} = 4.892$  while  $t_{table} = 2.367$  at  $\alpha = 0.01$  for  $dk = 94$  so that  $t_{count} > t_{table}$  or  $4.892 > 2.367$ , then reject  $H_0$  or accept  $H_1$ , path coefficient  $\beta_{y1}$  significant. Thus Organizational Culture has a positive effect on Performance.

## 5 RESULTS

There is Organizational Culture directly influencing Performance. Based on the analysis, Organizational Culture gets contribution from the highest disciplinary indicators while contributing to the

lowest work orientation indicators and, Performance gets the highest indicator of additional task implementation, while the contribution of indicators gives the lowest chance of self development. According to Colquitt Jason A, etc (2009: 546), organizational culture is closely related to rules, norms, and values shared by employees. According to Fred Luthan (2011: 83), Some of the important characteristics of organizational culture are observed behavioral regularities, norms, dominant values, philosophy, rules, and organizational climate.

Based on this explanation, it can be concluded that the results of this study support previous findings about the direct influence of organizational culture on performance.

## 6 CONCLUSIONS

Organizational Culture has a direct effect on Performance. This shows that the Organizational Culture is well run so it will lead to increased performance. Implications, Organizational Culture is enhanced by spurring discipline, efficiency, ethics, scope of work, work orientation and work implementation instructions, it will result in improved APIP performance in the Navy, suggestion, To increase APIP Performance in the Navy, the Leader conducts selection of APIP candidates, after being APIP refresher is needed in the form of training to determine the extent of the development of rules and references used, the opportunity is adjusted to the schedule to avoid the same time as supervisory activities.

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