

The Role Of Organizational Culture In Improving Public Services At The Sukabumi Regency Tourism Office

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ABSTRACT

The Sukabumi Regency Tourism Office is the focus of this investigation, and its purpose is to determine how organizational culture might contribute to the enhancement of public service. The type of study that is carried out is known as qualitative research, and the data gathering methods that are utilized include observation, interviews, and documentation. The personnel of the Sukabumi Regency Tourism Office who were directly involved in the provision of public services were the ones that participated in the research. Using qualitative analytic approaches in conjunction with the Miles and Huberman models, the collected data were evaluated and interpreted. According to the findings of the research, the organizational culture that currently exists in the Tourism Office of the Sukabumi Regency has an impact on both the level of performance and the quality of the public services that are offered. An organizational culture that is positive and has character causes employees to have high motivation and enthusiasm in providing good and satisfying public services to the community. In addition, a strong organizational culture also influences the attitudes and behavior of employees in carrying out their duties and responsibilities. This study recommends that the Sukabumi Regency Tourism Office need to improve a positive organizational culture and character by strengthening the values of honesty, professionalism, cooperation, and good public service.

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INTRODUCTION

Organizational culture is a significant challenge due to the inherent tension between public service ideals and established policies (Nariyah, 2017). Regardless of the nature or goals of a company, its culture will be the defining factor in its ultimate success. Public services are thought to improve relationships and the workplace environment, leading to higher productivity and happier employees (Rasal, 2015).

Organizational culture is a descriptive attitude that seeks to measure how employees perceive their organization, for example, does it encourage teamwork, as opposed to whether employees like the cultural characteristics of an organization. Consider creativity to be important to you? Does it kill initiative or not? For instance, (Sutoro, 2020).

Organizational culture includes the behavior patterns of each member and functions as a set of rules when dealing with others both internally and externally (Ulfah & Chotijah, 2015). Therefore, an important goal of organizational culture is to help understand the environment and plan responses. As an internal integration process in which all members of the organization are aware of how to relate to each other, organizational culture has 2 (two) main characteristics and also functions as an external adaptation process so that organizational culture will determine how

the organization achieves various goals connected with external parties of the organization (Kiling & Flowers, 2015).

The organizational culture provides an explanation for the organizational culture of the government bureaucracy. Facts and phenomena in the field show that the performance of the bureaucratic apparatus so far seems convoluted, lacks public trust (Ma'ruf & Harahap, 2022). It would appear that the guarantee of the presence of a law about public services is not sufficient; rather, the implementation of Law Number 25 of 2009 concerning Public Services is becoming increasingly significant. This is because there are still a great number of people who do not receive public services, and these services are still not in accordance with the expectations that these people have. The community is aware that there has been an expansion of public services, but they feel that this expansion has fallen short of what they had hoped for (Sirajuddin, 2014).

One of the main tasks of civil servants in administering government is to provide public services. Therefore, public service is an indication of quality governance. The complexity of preparation and requirements is felt in the current era of globalization, especially in public services. If the needs of the people who continue to develop in the current era of globalization are not handled properly, then the growth of economic institutions in the era of globalization will have an impact on weakening the function of government (Siti Maryam, 2017).

Globalization and changing times have caused information to spread quickly throughout society, which has had an impact on people's desire for better service. An organization is a system of formally associated, planned and coordinated entities that work together to achieve a goal. An organization will achieve its goals if it is managed properly, regardless of whether the aim is to make a profit (business organization) or for public service (public organization). Organizational characteristics that distinguish it from other organizations are reflected in its organizational culture (Zarvedi et al, 2016)

One of the most crucial indications of the effectiveness of a regional government is whether or not it provides satisfying and efficient public services. As one of the government offices operating at the regional level, the Tourism Office of Sukabumi Regency is tasked with playing a significant part in the delivery of high-caliber public services. According to Ali and Saputra's research from 2020, communities might feel more satisfied with their lives and have more faith in their government when good public services are provided.

The organizational culture of the Sukabumi Regency Tourism Office is another essential component that can have an effect on the functioning of the office and the quality of the public services it offers. Motivating employees to give valuable and gratifying public services to the community can be accomplished by cultivating a culture and character within the organization that is positive. On the other hand, a culture of negativity and characterlessness within an organization can be detrimental to both its performance and the quality of the public services it offers.

The Sukabumi Regency Tourism Office is the focus of this investigation, and its purpose is to determine how organizational culture might contribute to the enhancement of public service. The purpose of this study was to answer research questions such as the following: what is the organizational culture like at the Sukabumi Regency Tourism Office? How does the organizational culture at the Sukabumi Regency Tourism Office effect the performance and public services that are offered by the Sukabumi Regency Tourism Office?

It is anticipated that the findings of this study will make a significant contribution to the enhancement of the level of public service provided by the Sukabumi Regency Tourism Office. The

findings of this research can serve as a point of reference for local governments as they design initiatives and policies intended to enhance organizational culture and improve the quality of public services. In addition, the findings of this study might offer suggestions to the personnel of the Sukabumi Regency Tourism Office for the purpose of enhancing both the efficiency of their work and the quality of the public services they offer.

METHODS

This study employs a qualitative descriptive method (Sugiyono, 2011) that emphasizes more analysis on deductive and inductive inference processes and on analysis of the dynamics of relationships between observed phenomena, employing scientific logic. This does not imply that the qualitative approach does not use qualitative data, but the emphasis is on answering research questions through formal and argumentative modes of thought rather than testing hypotheses. utilizing interviews, observations, and documentation to collect data. The research respondents were employees of the Sukabumi Regency Tourism Office who were directly involved in providing public services and the people who used the services. The data obtained will be analyzed using qualitative analysis techniques with the Miles and Huberman models.

RESULT AND DISCUSSION

Organizational culture

According to (Ghasemi, 2013), an organization's culture is the shared set of values, beliefs, and norms held by its members and passed down from one generation to the next. When backed by a distinctive culture that is deeply ingrained in its operational operations, a goal has a much better chance of being realized.

An organization's culture can be defined as the shared understanding, adoption, and upholding of a shared set of norms and values by all members of the organization to the point that those norms and values take on a life of their own. Culture in the workplace, as defined by Sutrisno (2019), is "a set of shared assumptions about how things should be done around here," including how people should act, what they should value, and how decisions should be made.

In the development of understanding the meaning of organizational culture in organizational life is considered relevant. Therefore organizational culture can be considered as an asset. And organizational culture has several functions, namely:

- a. Culture has a differentiating role. This means that culture creates a clear distinction between one organization and another.
- b. Organizational culture brings a sense of identity to the members of the organization
- c. Organizational culture facilitates the growth of commitment to something broader than individual interests.

According to any definition of culture, whether or not it can be observed directly, this is the topmost visible cultural layer. Cultural principles that are not visible to the naked eye and are not easily grasped are like values and beliefs in that they are not realized in the minds of those who actually implement them (Schein, 1992). When norms are the core beliefs of a company or group. Thus, a technical method of perceiving labor and developing interpretations of the component is formed, which in turn influences worker behavior (Schein, 1992). Therefore, if norms and ethics can

aid leaders and employees in forming a stable culture that is accepted and supported by all stakeholders in the business, then they should be widely adopted.

Public service

To provide services (serve) the requirements of individuals or communities that have an interest in the organization in line with the fundamental norms and processes that have been set is one definition of public service. Another interpretation of the phrase "public service" is "serving the public." The purpose of government, in its most fundamental form, is to provide a service to the community. As such, the purpose of government is not to serve the government itself, but rather to serve the community and to create conditions that enable every member of society to develop their skills and creativity in order to accomplish shared objectives. The public at all times always seeks quality public services from bureaucrats, despite the fact that these demands are frequently not in line with expectations because, empirically speaking, the public services that have transpired up until this point are characterized as being convoluted, slow, expensive, and tedious. According to Napitupulu (2007), such impulses arise as a result of the community's continued positioning as the party who serves rather than the party that is being served.

According to Sinambela (2007), reforming the public service should involve bringing the terms "servants" and "served" back to their original, more accurate meanings. Sometimes, services that should be shown to the general public are instead changed into community services to the state, despite the fact that the state is genuinely established for the benefit of the people who founded it and that real bureaucrats are required to deliver their best service to the community.

The public bureaucracy needs to be able to provide public services that are more professional, effective, simple, transparent, open, timely, responsive, and adaptive, and at the same time, it needs to be able to build human quality in the sense of increasing the capacity of individuals and communities to actively determine their own future. The purpose of government, in its most fundamental form, is to provide a service to the community. As such, the purpose of government is not to serve itself, but rather to serve the community and to establish conditions and an atmosphere that enable every member of society to develop their skills and creativity in order to accomplish shared objectives.

The public at all times always seeks quality public services from bureaucrats, despite the fact that these demands are frequently not in line with expectations because, empirically speaking, the public services that have transpired up until this point are characterized as being convoluted, slow, expensive, and tedious. This pattern of behavior develops because the community is still regarded as the one performing the role of the server rather than the one receiving the service. Reforming the public service by putting "servants" and "served" in their proper context and returning them to their original meaning. Services that should be shown to the general public are occasionally changed into community services to the state. Despite the fact that a state exists for the benefit of the people who founded it, real bureaucrats are obligated to offer the community with the finest service they are capable of.

The Role of Organizational Culture in Improving Public Services at the Sukabumi Regency Tourism Office

The Sukabumi Regency Tourism Office's performance and public services are influenced by its positive organizational culture and character. According to the study's findings, the organizational culture at the Sukabumi Regency Tourism Office is fairly good, however it may be improved. Respondents stated that the organizational culture at the Sukabumi Regency Tourism Office is based on the ideals of honesty, professionalism, cooperation, and good public service. Furthermore, it was discovered that existing policies and programs at the Tourism Office of Sukabumi Regency have adopted good governance principles in providing public services.

Employees can be motivated to give good and satisfying public services to the community if the organization has a positive culture and character. This is evidenced by employees' high levels of excitement and drive in performing public services. The team of the Sukabumi Regency Tourism Office views public service as a responsibility that must be carried out professionally and responsibly. This is evident in employees' attitudes and behaviors when providing good and effective public services. A government agency's performance and public services can be influenced by its organizational culture. Personal competence of employees is an essential component that can influence company culture. Employees with high levels of competency can deliver better and more efficient public services. Employee competency include knowledge, skills, and attitudes in performing their duties and obligations.

In this circumstance, the Sukabumi Regency Tourism Office must pay attention to and improve its personnel' competency. Employee training and development programs can help to increase their knowledge and abilities in providing good and effective public services. Furthermore, the Sukabumi Regency Tourism Office must monitor employee attitudes about providing public services. Employees that are courteous, polite, and professional can help boost public trust in the services supplied.

The utilization of information technology demonstrates the importance of staff competency in improving public services. Through websites or mobile applications, the Sukabumi Regency Tourism Office can use information technology to provide public services such as online ticket bookings and visitor information. Employees must, however, be proficient in the use of information technology. As a result, public services can become more effective and efficient.

Finally, the personal competence of personnel plays an essential part in strengthening the public services supplied by the Tourism Office of Sukabumi Regency. Employee training and development initiatives, as well as attention to employee attitudes in providing public services, can help to increase staff competency. Furthermore, the use of information technology can help increase the effectiveness and efficiency of public services, provided staff are adequately trained in its usage. Communication and interaction among members of the organization are critical in developing a positive organizational culture. Interactions between organizational members using verbal and nonverbal symbols, according to symbolic interpretation theory, can produce circumstances, environments, cultures, and social realities within the organization.

Language, words, and expressions, for example, can shape meanings and conceptions in organizational culture. For example, using formal and polite language in interactions between organizational members might foster an atmosphere of cooperation and professionalism in the workplace. Nonverbal symbols such as body movements, facial expressions, and gestures can also be used to establish meanings and concepts in corporate culture. Friendly and polite gestures, for example, in encounters between organizational members can create an image of warmth and familiarity in the organizational culture.

Interaction between organization members via these symbols can also impact their attitudes and behavior when carrying out their jobs and obligations within the organization. Positive attitudes and behavior among organizational members, for example, might impact their attitudes and conduct in providing good and effective public services to the community.

In this scenario, the Sukabumi Regency Tourism Office must pay close attention to how members of the organization engage and communicate with one another. The employment of suitable verbal and nonverbal symbols in interactions between organizational members can contribute to the formation of a positive organizational culture and the provision of good and effective public services.

Finally, interaction between members of the company via verbal and nonverbal symbols is vital in building a positive organizational culture. Attention must be paid to how members of the organization engage and communicate with one another in order to establish a scenario, atmosphere, culture, and social reality that supports good and effective public services at the Sukabumi Regency Tourism Office.

CONCLUSION

Based on the findings and discussion of research at the Sukabumi Regency Tourism Office on the role of organizational culture in improving public services, it is possible to conclude that a positive organizational culture and character have a significant influence on the performance and public services provided by a government agency. The organizational culture at the Sukabumi Regency Tourism Office is based on the values of honesty, professionalism, cooperation, and good public service. Furthermore, staff competence plays a significant role in strengthening public services. Sukabumi Regency's Tourism Office must increase employee competency through employee training and development programs, as well as pay attention to employee attitudes for providing public services. The use of information technology can also help increase the effectiveness and efficiency of government services, but only if staff are adequately trained to use it. Thus, in order to improve performance and provide better public services at the Sukabumi Regency Tourism Office, efforts must be made to strengthen a positive and characterful organizational culture, as well as increase employee competence and use of information technology in providing public services. All of these measures can contribute to the creation of a favorable atmosphere for improved public performance and services at the Sukabumi Regency Tourism Office.

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