



## PERFORMANCE ANALYSIS OF BENGKULU CITY HEALTH DEPARTMENT FIELD OF DISEASES ERADICATION AND MANAGEMENT IN THE PIMS AND HIV AIDS PROGRAMS

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### A B S T R A C T

This study aims to determine the organizational culture in the Regional Planning and Development Agency (Bappeda) Lebong Regency. The research method used is a qualitative approach with triangulation data collection techniques and inductive data analysis. The results showed that the organizational culture related to planning implementation, coordinating related OPDs, and conducting deliberations with the government. It can be concluded that the planning implementation at the Regional Planning and Development Agency for Lebong Regency was carried out well, with cooperation between employees who helped each other. In carrying out the planning, the Lebong Regency Regional Planning and Development Agency coordinates with several OPDs as an effort to validate the results of the planning designs that have been made. This coordination went well. Then in the implementation of deliberations with the district government, both from the village government level to the district government level, it has been running, but there are several levels where deliberations are rarely held, based on the results of the interviews it is explained that this is considering there are restrictions on visits during the implementation of independent isolation related to Covid-19

**Keywords:** Organizational Culture, Planning, Coordination, Deliberations, Bappeda Lebong

## INTRODUCTION

an institution that grows through the process of developing ideas created by leaders, then instilled in members of the organization. Furthermore, culture is developed in accordance with environmental developments and organizational needs. In an organization, organizational culture will not develop into an advanced organization without maintaining its culture. Strong culture has an influence on the strategy implemented in achieving the goals that have been set. Organizational development can be determined by the creation of a conducive work environment so that an opportunity will open in the development of the learning process at work, and can create enthusiasm in solving all problems that arise both from internal and external organizations.

Organizational culture is a set of qualities in an organization that can help employees get to know the agency they live in. The higher their understanding, the higher their ability to work and provide the best results for the company (Sutrisno, 2019). Culture is strength when it facilitates and expedites the communication process, encourages the ongoing process of effective decision-making, expedites the course of supervision and fosters a spirit of cooperation and increases commitment to the organization which in turn culture increases organizational efficiency. Organizational culture can be a source of weakness if the beliefs and a value system adopted are not in line with the demands of the organization's strategy.

The Lebong Regency Regional Planning and Development Agency is one of the core agencies in regional planning and development which according to KEPRES No. 27 of 1980, in Chapter I that this agency is a Staff Agency which is directly under

and responsible to the Regional Head. Where Bappeda acts as an assistant to the regional head in determining policies in the field of regional development planning. Regional development planning aims to optimize the use of potential while reducing development disparities between regions. The Bappeda of Lebong Regency has an agenda, namely 1) Discuss planning, 2) Coordinate with related OPDs, and 3) Conduct district-level meetings. However, in practice it was not easy, there were many problems related to the lack of consistency in planning and materials to problems in the field. Apart from that, the space for local governments to plan and regulate development according to regional potential and priorities is actually very limited. (Bastian, 2006).

In addition to the problems above, each region must have specific problems that often differ between regions. This difference also results in differences in development plans to be carried out in the area concerned. Therefore regional development planning should depend on the problems that arise in these areas. However, in reality the problems of a region are often not reflected in the structure of government planning.

Mechanisms for development planning and prioritization are indispensable in the preparation of Regional Government Work Plans. In order to compile a Regional Government Work Plan which functions as an annual planning document, it is necessary for the Regions to hold a Development Planning Deliberation Forum (Musrenbang) in stages, starting from the village/kelurahan, sub-district, regency/city level to the provincial level, including holding the Work Unit Forum Region/Province, District and City (SKPD Forum). All inputs obtained from the Musrenbang in stages are necessary because they will affect development activities

related to funding or activity budgets in the regions. However, not all of these mechanisms reach the lower levels, only a few lower levels.

Based on the description of the background related to organizational culture in the Lebong Regency Regional Development Planning Agency, researchers wanted to know the organizational culture in the Lebong Regency Bappeda with the title "Organizational Culture in the Lebong Regency Regional Development Planning Agency"

## MATERIALS AND METHODS

The research method and approach used in this research is descriptive qualitative. Moleong (2011: 6) explains that qualitative research is research that intends to understand the phenomenon of what is experienced by research subjects holistically, and by means of descriptions in the form of words and language, in a special natural context and by utilizing various methods. scientific. Descriptive approach is an approach that seeks to describe the current problem solving based on data. This research is intended to obtain information and describe the organizational culture of the employees of the Regional Development Planning Board of Lebong Regency.

The research focus is intended to limit qualitative studies as well as limit research to determine which data are relevant and which are irrelevant (Moleong, 2016). The limitations in this qualitative research are based more on the level of importance/urgency of the problems encountered in this study. This research will focus on the role of organizational culture in increasing employee work productivity at the Regional Development Planning Board of Lebong Regency. Data collection techniques

in this study were observation and interviews then data analysis techniques used data triangulation.

## RESULTS AND DISCUSSION

In order to carry out the tasks and As for its functions, the Lebong Regency Regional Planning and Development Agency until the end of April 2022 is supported by 53 (fifty three) Human Resources consisting of 31 (thirty one) Civil Servants and 22 (twenty two) Contract Workers

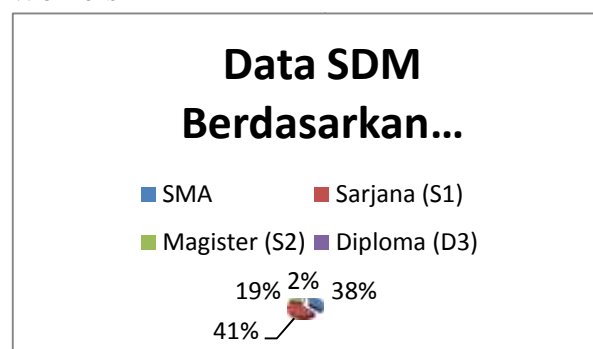


Figure 4.2 Chart of Human Resources Data of Bappeda Lebong Regency

Based on Figure 4.2, the human resources data for employees and Bappeda staff in Lebong Regency, seen from the level of education, from the data collected, 38% of the staff had graduated from high school, 2 of whom were civil servants, the rest were contract workers. Then 41% graduated from Strata 1 (S1) with details of 16 civil servants and 10 contract workers, then 19% graduated from Masters (S2) and all of them were civil servants. Furthermore, the percentage of employees based on gender is presented in the following figure:



Figure 4.3 Employee Data by Gender

Based on employee data at the Lebong Regency Regional Planning and Development Agency, there were 23 female employees or 43% of a total of 53 employees, then for employees

with male gender there were 30 of 53 employees or 57%.

Organizational culture is closely related to other organizational components, such as organizational structure and strategy. That is, to obtain optimal synergy results for organizational development there must be alignment between strategy (how the organization achieves its goals), structure (how the form of an organization can support the achievement of goals), and culture (how the right actions are to achieve goals). At the Lebong Regency Regional Development Planning Agency the organizational culture that is applied is planning implementation, coordinating with related OPDs, and holding deliberations at various levels of government.

A strong organizational culture supports agency goals, whereas a weak or negative organizational culture hinders or conflicts with agency goals. In an institution with a strong organizational culture, shared values are deeply understood, embraced, and championed by most of the members of the organization (agency employees). A strong and positive culture greatly influences behavior and institutions.

In the literature it is often stated that a strong or strong organizational culture greatly influences the success of an organization. A strong organizational culture is a positive culture, whose characteristics include:

- a) Institutional cultural values are realized, understood, and animates the members of the organization.
- b) These values become role models, followed, and adhered to by most members of the organization.
- c) The values support the goals of the organization and the goals of its members.

In an organization with a strong culture, the cultural values will not change much, even if there is a change in leadership from the old to the new, because the values in the culture are deeply rooted in the

organization. According to Astianti's research, Kamaludin, Nasution. (2013). There are three reasons why a strong organizational culture leads to agency success. First, in an institution where the culture is strong, employees as a whole are aware of the achievement of agency goals that they have to do with their respective jobs, even in the form of specialization. Second, in an institution where the culture is strong, employees feel comfortable working for that institution, and this makes them loyal to the institution. Employees feel that working in an institution with a strong culture is intrinsically rewarding. Employees are involved in decision making, and their contribution to decision making is recognized. Third, in an institution with a strong culture, there is loose structure and control without being tied to a formal bureaucracy which can undermine motivation and innovation as well as the firmness of the leadership in managing employee discipline, both time discipline and performance discipline.

It can be concluded that the organizational culture in Bappeda Lebong Regency which is related to the mechanisms for implementing planning, coordinating with related OPDs, and holding district-level deliberations needs to be carried out continuously. The mechanism for implementing planning and coordinating related OPDs has been going well, but for deliberations with good governance, it hasn't gone well, especially for the village level government. This needs to be considered considering that development planning certainly requires mutual direction and is right on target. By working together, we can validate errors more quickly due to the large number of inputs and suggestions, so that revisions are accelerated.

Then Wibowo (2016) explains time management in conducting deliberations with an agency or company

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