ORGANIZATIONAL CULTURE IN THE REGIONAL PLANNING, RESEARCH AND DEVELOPMENT AGENCY (BAPPEDA) OF BENGKULU PROVINCE

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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) Bengkulu Province. 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 Bengkulu Province was carried out well, with cooperation between employees who helped each other. In carrying out the planning, the Bengkulu Province 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-1.

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INTRODUCTION

Organizational culture in government agencies has a very important influence in the process of developing ideas created by leaders, which are then instilled in organizational members. Furthermore, culture is developed in accordance with environmental developments and organizational needs. Where organizational culture is a system of values, beliefs and habits in an organization that interact with each other in its formal system structure for organizational behavioral norms. In an organization, organizational culture will not develop into a developed organization without maintaining its culture. A strong culture has an influence on the strategies implemented to achieve the goals that have been set.

Organizational development can be determined by creating a conducive work environment so that opportunities will open up for the development of the learning process at work, and can create enthusiasm in solving all problems that arise both internally and externally to the organization. Organizational culture is also very important in the progress of an organization because it has a direct impact on the organization's goals. Culture is a strength if it makes the communication process easier and smoother, encourages an effective decision-making process, facilitates supervision and fosters a spirit of cooperation and increases commitment to the organization, which in turn increases organizational efficiency.

Organizational culture is a set of qualities in an organization that can help employees get to know the agency they work for. The higher their understanding, the higher their ability to work and provide the best results for the company (Sutrisno, 2019). Organizational culture can be a source of weakness if the beliefs and value system adopted are not in line with the strategic demands of an organization. Organizational culture also influences staff motivation in the office, so it must be researched to determine the impact of organizational culture and motivation on employee performance. A good organizational work culture can increase high motivation so that employees can carry out their work and responsibilities enthusiastically.

Organizational culture and motivation are also two important factors that are interrelated. Organizational culture plays a key role in building employee performance and productivity. Organizational culture shapes employee behavior that allows the organization to work more efficiently and effectively, increasing consistency, resolving conflict, and improving coordination and control. Organizational culture motivates employees by providing comfort, a sense of belonging, loyalty, trust and values at work, making them think positively about themselves and the organization. In this way, organizations maximize employee potential and outperform the competition.

Organizational culture also ultimately motivates employees to complete their work well. In the context of regional autonomy, the Regional Development Planning Agency is a technical institution of the Regional Government which is directly responsible for development planning in the Region.

Based on Bengkulu Province Regional Regulation Number 5 of 2021 concerning the Regional Medium Term Development Plan of Bengkulu Province for 2021-2026 (Bengkulu Province Regional Gazette for 2021 Number 5). Where the RPJMD is implemented by the Governor in the context of implementing

development in the region, and 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 Bengkulu Province has an agenda, namely holding provincial level deliberations. However, the implementation was not easy, there were many problems, including the lack of consistency in planning and materials and problems in the field. Besides that, the space for local governments to plan and regulate development in accordance with regional potential and priorities is actually very limited. (Bastian, 2006).

Apart from the problems above, each region definitely has specific problems which often differ between regions. This difference also results in differences in development plans that will be carried out in the area concerned. Therefore, regional development planning should depend on the problems that arise in the area.

However, in reality, regional problems are often not reflected in the government's planning structure. Development planning mechanisms and determining priorities are very necessary in preparing Regional Government Work Plans. According to Bastian (2006) in order to prepare a Regional Government Work Plan which functions as an annual planning document, the Region needs to organize.

MATERIALS AND METHODS

The etymological meaning of the word culture, according to the Indonesian dictionary, the word culture comes from the Sanskrit word "bodhya" which means reason, the synonym is culture which comes from the English "culture" or "cultuur" in Dutch.

The word culture itself comes from the Latin "colere" with the root word calo which means working the land, cultivating the land or maintaining fields and raising livestock. Meanwhile, the terminological meaning of the word culture is that culture is a result of human wisdom and/or power, creativity, work, intention, thoughts and customs that are consciously or unacceptable as civilized behavior. The etymological meaning of the word organization is a body or body organ, rules, structure, association of a certain group with the same ideological basis.

Meanwhile, the terminological meaning of the word organization is that an organization is a social unit (entity) that is consciously coordinated with relatively identifiable boundaries, which works on a relatively continuous basis to achieve a common goal or group of goals. According to Ivancevich et al. (Joushan, 2015:02)

Organizational culture is a broad system of values, beliefs and norms that exist in an organization. Organizational culture can increase or decrease organizational effectiveness. On the other hand, Tobari (2015: 46) argues that organizational culture is based on two main considerations. That's also something and possible. Organizational culture is the values that guide human resources in carrying out their obligations and behavior in the organization."

These values will provide answers to whether an action is right or wrong and whether a behavior is recommended or not. Effendy (2015). Organizational culture is defined as norms, values, assumptions, beliefs, philosophy, organizational habits, and so on that are developed over a long time by the

founders, leaders, and members of the organization which are socialized and taught to new members and applied in the organization's activities in producing products. , serve consumers, and achieve organizational goals.

Apart from that, Torang (2016) said that organizational culture can also be said to be habits that are continuously repeated and become values and lifestyles by a group of individuals in an organization which are followed by subsequent individuals." From the theories above, the researcher concludes that organizational culture is the habits or shared values adopted by an organization which are expected to improve the quality of the organization. Then organizational culture is a concept that continues to develop and must be considered in an organization to succeed in creating a good culture. well within the institution.

RESULTS AND DISCUSSION

In order to carry out tasks and In its function, the Regional Planning and Development Agency of Bengkulu Province until the end of January 1 2024 is supported by Human Resources of 103 (one hundred and three) Civil Servants and 28 (twenty eight) Contract Workers.
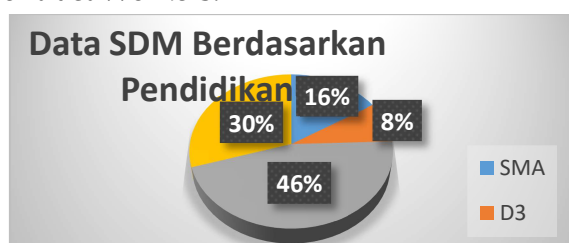

Figure 4.2 HR Data Chart for Bappeda Bengkulu Province Based on Figure 4.2, human resources data for Bappeda Bengkulu Province employees and staff, seen from the level of education, from the data collected, 16% of the staff are high school graduates, 2 of whom are civil servants, the rest are contract workers. Then as many as 46% were graduates of Strata 1 (S1) with details of 16 civil servants and 10 contract workers, then 30% were Masters (S2) graduates and all of them were civil servants. Furthermore, the percentage of employees by gender is presented in the following figure:

Figure 4.3 Employee Data Based on Gender Based on employee data from the Bengkulu Province Regional Planning and Development Agency, there are 69 female employees or 52%, then male employees are 30 out of 62 employees or 48%.

Organizational culture is closely related to other organizational components, such as organizational structure and strategy. This means, to obtain optimal synergy results for organizational development, there must be harmony between strategy (how the organization achieves goals), structure (how the organizational form can support goal achievement), and culture (how to take the correct actions to achieve goals).

At the Bengkulu Province Regional Planning, Research and Development Agency, the organizational culture implemented is implementing planning, coordinating with related OPDs, and holding deliberations at various levels of government. A strong organizational culture supports agency goals,

whereas a weak or negative one hinders or conflicts with agency goals. In an agency with a strong organizational culture, shared values are deeply understood, embraced and fought for by most of the organization's members (agency employees).

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

a) The cultural values of the agency are realized, understood, and animate the members of the organization.

b) These values are a role model, followed and adhered to by the majority of members of the organization.

c) These 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 replacement of leadership from the old to the new, because the values in that culture are deeply rooted in the organization. According to research by Astianti, Kamaludin, Nasution. (2013).

There are three reasons why a strong organizational culture leads to agency success.

First, in an agency with a strong culture, employees as a whole are aware of achieving the agency's goals which they must do with their respective jobs, even in the form of specialization. Second, in an agency with a strong culture, employees feel happy working in that agency, and this makes them loyal to the agency. Employees feel that working in an agency with a strong culture is intrinsically rewarding. Employees are involved in decision returns, and their contributions to decision making are acknowledged. Third, in an agency with a strong culture there is loose structure and control without being tied to formal bureaucracy which can damage motivation and innovation as well as the leadership's firmness in managing employee discipline, both time discipline and performance discipline. It can be concluded that the organizational culture in the Bappeda of Bengkulu Province which is related to planning implementation mechanisms, coordination with related OPDs, and holding district level deliberations needs to be carried out continuously.

The mechanisms for implementing planning and coordinating OPD are already running well, but for deliberation with good government, it is still not running well, especially for village level government. This needs to be paid attention to considering that development planning certainly requires mutual direction and precise targets. This is in line with the opinion of Panbudu (2012:15) who says that one of the organizational cultures that is important to implement is working together to achieve maximum results. By working together, we can validate errors more quickly because of the large number of input and suggestions, so that revisions can be accelerated.

Then Wibowo (2016) explained that time management in holding discussions with an agency or company is very important as a shared responsibility. This means that someone who is attached to an agency must have responsibility for the work, including time, tasks and other things.

CONCLUSION

Based on the theoretical discussion and research results conducted regarding

organizational culture related to the implementation of planning, coordinating related OPDs, and holding discussions with the government, it can be concluded that the implementation of planning at the Regional Planning and Development Agency of Bengkulu Province is carried out well, with cooperation between employees who help each other. In carrying out planning, the Regional Planning and Development Agency of Bengkulu Province coordinates with several OPDs as an effort to validate the results of the planning plans that have been made. This coordination went well. Then the implementation of deliberations with the district government, from the village government level to the district government level, has been ongoing, but there are several levels where deliberations are rarely held, based on the results of interviews, this is explained considering that there are restrictions on gatherings during the implementation of self-isolation related to Covid-19.

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