

## **The Effect of Social Environment and Organizational Culture on Employee Performance at The Social Services of West Sulawesi Province**

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### **Abstract**

The Social Service of West Sulawesi Province has duties and functions in terms of formulating technical policies in the social sector following the Regional Development Plan (RPD), namely planning, fostering, and controlling technical procedures in the social sector, developing, fostering, and controlling technical policies for the implementation of the Technical Implementing Unit (TIU), and carrying out other tasks assigned by superiors following their field of duty. This type of research is descriptive qualitative research, where the data is in words and pictures, not numbers. Analysis of the data used is a descriptive-analytical method, describing the data collected in words, pictures, and not numbers. Data that comes from scripts, interviews, field notes, documents, and so on is then described so that it can provide clarity on reality or reality. In collecting this data, the authors go directly to the research object to obtain valid data. The results show that the relationship between elements of organizational culture is dynamic through a reciprocal process. Organizational values manifest basic assumptions and vice versa, so this process continues towards a balance point between stability and changing elements of the corporate culture. Performance quality is a result that can be measured by the effectiveness and efficiency of a job done by human resources or other resources in achieving the goals or objectives of the company properly and efficiently.

**Keywords:** social environment, organizational culture, employee, performance, Indonesia

### **1. Introduction**

The Social Service of West Sulawesi Province carries out its Duties and Functions based on the Regulation of the Governor of West Sulawesi Number 4 of 2022 concerning the Position, Organizational Structure, Duties, and Functions as well as the Work Procedure of Regional Apparatus. The Social Service of West Sulawesi Province is the implementing element of local government in the social sector that carries out policy formulation, coordination, guidance, monitoring, and evaluation in the fields of social empowerment, handling the poor, social protection and security, and social rehabilitation.

Law Number 11 of 2009 concerning Social Welfare states that Social Welfare is a condition of meeting citizens' material, spiritual, and social needs to live appropriately and develop themselves so they can carry out their social functions. Law Number 13 of 2011 concerning Handling of the Poor explains that the Poor have no source of livelihood and have sources of livelihood but cannot meet proper basic needs for themselves and their families. The definition of vulnerable is a person who does not get the opportunity to develop his social function due to physical or non-physical conditions. Vulnerable groups include; persons with disabilities, socially impaired persons, the elderly, children, women, disaster victims, victims of discrimination or trafficking in persons, and remote indigenous communities.

The Social Service of West Sulawesi Province has duties and functions in terms of formulating technical policies in the social sector following the Regional Development Plan (RPD), namely planning, fostering and controlling technical policies in the social sector, formulating, fostering and controlling technical policies for the implementation of the Technical Implementing Unit (TIU), and carrying out other tasks assigned by superiors following their field of duty. Based on the duties and functions of the West Sulawesi Provincial Social Service, the resources and infrastructure owned and past service performance achievements that have not been achieved can be identified several problems resulting from mapping problems for determining priorities and targets for Regional Development (Umar, Amrin, et al., 2019; Yusriadi, Sahid, et al., 2019).

Based on what researchers at the Social Service Office of West Sulawesi Province saw and heard during their surveys and observations, it was found that social problems were getting worse and more common. This rise was caused by big-picture economic policies and conditions that affected the community's social life. Conventional social welfare problems, such as poverty in West Sulawesi, are still high. As per the official BPS news release, as of September 2021, the percentage of the poor population in West Sulawesi rose to 11.85 percent, or around 165.99 thousand people. Economic turmoil, disasters, and natural disasters strongly influenced the global COVID-19 pandemic. Community demands on the government related to services in the field of social welfare are very high because, in addition to being directly benefited by the community, the success or failure of a development process carried out by the government in poverty alleviation must be accompanied by the level of social welfare in the community. The main jobs of the West Sulawesi Provincial Social Service are to solve different social problems. How well they do this depends on how hard they work and how well they can predict what the community needs. This is related to the quality of leadership and the quality of performance (Ansar et al., 2019; Awaluddin A et al., 2019; Umar, Hasbi, et al., 2019).

When you look at the number and complexity of social welfare problems in West Sulawesi, they tend to get worse. The government is aware of the importance of development in the field of social welfare to strive so that various social problems such as poverty, neglect, disability, social disability, and behavioral deviations, remoteness, disaster victims, social institutions, and the business world can be handled in a planned, integrated, and sustainable manner. This shows that the government wants to improve the dignity of some community members with social problems. Efforts to improve social welfare can be seen as a form of social investment that aims to build up and improve the quality of human resources so that people can do their daily tasks on their own and follow values that are good for humanity. In this case, improving social welfare can be one way to deal with differences in people's incomes and other problems that threaten the order of their lives. Suppose we don't pay attention to this. In that case, it will lead to friction (changes that cause disagreements) and horizontal conflicts, which will cause social disintegration and lower the country's dignity (Rijal et al., 2019; Sawitri et al., 2019).

## **2. Method**

### **Research design**

This type of research is descriptive qualitative research, where the data is in words and pictures, not numbers. Qualitative research is a research procedure that produces descriptive data in the form of written or spoken words from people and observed behavior. Meanwhile, descriptive research is a form aimed at describing or describing existing phenomena, both natural phenomena and human engineering. The purpose of descriptive research is to make a systematic, factual, and accurate description of the facts and characteristics of a particular population or area.

The source of data in the study is the subject from which the data can be obtained. When using interviews in collecting data, the start of the data is called informants, namely people who respond or answer questions both in writing and orally. When using observation, the data source is in the form of

objects, motion, or the process of something. When using documentation, documents or records are the sources of the data.

#### **Data collection technique**

Researchers can use understanding data collection techniques to collect data where the method shows an abstract. It cannot be realized in visible objects but can be demonstrated in their use. In terms of collecting this data, the authors go directly to the research object to obtain valid data: 1) Observation or observation can be interpreted as systematic observation and recording of the symptoms that appear on the research object. This observation uses participatory observation, where the researcher is directly involved with the daily activities of the person being observed or used as a source of research data; 2) An interview is a conversation with a specific purpose carried out by two parties, namely the interviewer who asks questions and the interviewee who provides answers to the questions. In this case, the researcher uses a structured interview, in which an interviewer sets the problem and questions to be asked to seek answers to a rigorously formulated hypothesis.

#### **Data analysis technique**

The data analysis is a descriptive-analytical method, describing the data collected in words, pictures, and not numbers. Data derived from manuscripts, interviews, field notes, documents, and so on are then described so that they can provide clarity on reality or reality. Data analysis in qualitative research is carried out before entering the field, while in the area, and after finishing. There is three flow of activities: data reduction, data presentation, and conclusion drawing or verification: 1) Data reduction is defined as the selection process, focusing attention on simplification, abstraction, and transformation of "rough" data that emerges from field notes. Reduction is carried out since data collection, starting with summarizing, coding, tracing themes, writing memos, and so on, to set aside irrelevant data or information, then the data is verified; 2) Data presentation is a description of a structured set of information that provides the possibility of drawing conclusions and taking action. Qualitative data are presented in narrative text, designed to combine information arranged in a coherent and easy-to-understand form; 3) Drawing conclusions or verification is the final activity of qualitative research. Researchers must arrive at conclusions and verify the meaning and truth of the conclusions agreed upon by the place where the research was carried out. The meaning formulated by the researcher from the data must be tested for correctness, suitability, and robustness. Researchers must realize that in searching for meaning, they must use an emic approach, namely from the perspective of key information, and not interpretation of meaning according to the researcher's point of view.

### **3. Result and Discussion**

#### **Employee Work Environment**

The work environment in a company is essential for management to pay attention to. Although the work environment does not carry out the production process in a company, the work environment directly influences the employees who carry out the production process. The work environment is the atmosphere where employees carry out daily activities. A conducive work environment provides security and allows employees to work optimally. If the employee likes the work environment in which he works, then he will feel at home at work, carrying out his activities so that work time is used effectively. On the other hand, an inadequate work environment will reduce employee performance.

The work environment is everything around employees and can affect them in carrying out the tasks assigned to them, for example, with the presence of an air conditioner and adequate lighting (Gani et al., 2019; Hasbi et al., 2019; Sahabuddin et al., 2019; Yusriadi, Farida, et al., 2019). The work environment exists in the workers' environment and can influence them in carrying out tasks such as temperature, humidity, ventilation, lighting, noise, cleanliness of the workplace, and whether or not work equipment is adequate (Ahdan et al., 2019; Mustafa et al., 2020; Tamsah et al., 2020). The work

environment can be interpreted as the entire toolbox, the surrounding environment in which a person works, the method of work, and the influence of his work both as an individual and as a group (Prakoso et al., 2021; Sahid et al., 2020; Usman et al., 2020; Yusriadi et al., 2020; Zacharias et al., 2021). The work environment is where employees do their daily work (Setiawan et al., 2021; Tamsah et al., 2021). The work environment is everything that is around the workers that can affect employee job satisfaction in carrying out their work so that maximum work results will be obtained; where in the work environment, there are work facilities that support employees in completing tasks assigned to them in order to improve employee work in a company.

Work service is an essential aspect that every company must do for the workforce. Good service from the company will make employees more passionate at work, have a sense of responsibility in completing their work, and can continue to maintain the company's good name through their work productivity and behavior. Employee services include food and drink services, health, and toilet/bathroom services at work. Working conditions of employees should be endeavored by the company's management as well as possible to create a sense of security in working for their employees; these working conditions include adequate lighting, proper air temperature, noise that can be controlled, color effects, and space for employee safety. Employee relations will be very decisive in generating work productivity. This is because motivation and enthusiasm for work are linked. While a good relationship between coworkers can boost motivation and enthusiasm, a bad relationship between coworkers can lower motivation and enthusiasm, which lowers work productivity.

**Table 1.** Elements of Organizational Culture

General Category	Examples of Artifacts
Physical Manifestation	Art/design/logo Building form/decor Caraber of clothing/person's appearance Building layout
Behavioral Manifestations	Organizational design Ceremonies/rituals How to communicate Traditions/customs
Verbal Manifestation	Reward system/form of punishment Anecdotes or humor Jargon/how to say hello Myths/history/success stories People who are considered heroes The metaphor used

Quality in this approach is seen as innate excellence, where quality can be felt or known but is challenging to define and operationalize. This point of view is usually used in the art world, such as music, drama, dance, and fine arts. However, a company can promote its products through statements and communication messages such as pleasant shopping places (bookstores), safe and fast (delivery services), and wide range (cellular phone service). Thus, a company's planning, production, and service functions are complicated to use a definition like this as the basis for quality management.

### **Employee Performance Quality**

Performance quality is a result that can be measured by the effectiveness and efficiency of a job done by human resources or other resources in achieving the goals or objectives of the company properly and efficiently. Increasing human resources is an activity carried out with employees and managers intending to find added value so the company can face competitive challenges. This is what causes one company to compete in terms of improving quality, both in terms of improving the quality of human

resources and product quality (Jufri et al., 2021; Misnawati et al., 2021; Nellyanti et al., 2021; Sabrang et al., 2021; Zamad et al., 2021).

Quality of performance is a result that can be measured by the effectiveness and efficiency of a job done by human resources or other resources in achieving the goals or objectives of the company well and efficiently. Because basically to see to what extent the role of human resources in a company can be seen from the work of an employee in the company. To produce quality human resources, reliable workers are needed, and a process that supports the realization of productive workers as expected. Determining work guarantees following employee expectations; it will also increase employee morale so that the quality of employee work is in line with company expectations. Performance quality is the totality of the work achieved by an organization. Based on the thoughts above, it can be concluded that employee performance and organizational performance have a very close relationship as a system, in the sense that achieving organizational goals cannot be separated from the resources owned by the organization that is driven or run by employees who play an active role as administrator to achieve organizational goals.

Performance is about doing work and the results achieved from work (Sukri et al., 2021; Triono et al., 2021). Based on the definitions above, it can be stated that performance is a result of work achieved by an employee following predetermined standards and criteria within a certain period.

Performance is carrying out an activity and perfecting it following its responsibilities related to the expected results (Aci et al., 2021). Meanwhile, performance, as a result, has been done. The Institute of State Administration of the Republic of Indonesia (1999) asserts that performance is a description of the level of achievement of the implementation of an activity/program/policy in realizing the goals, objectives, vision, and mission of the organization. Performance comes from the notion of performance in terms of results or work performance. Performance has a broader meaning, not only the results of work but including how the work process takes place, so (Mulyana et al., 2021; Zam et al., 2021) states that performance is the result of work that has a strong relationship with the organization's strategic goals, customer satisfaction, and contributes to the economy. Based on the understanding above, the authors conclude that performance is the process of implementing the work and the results achieved from work, what is done, and how to do it for organizational goals.

The concept of performance (Kuka et al., 2021; Reynilda et al., 2021) is seen from two aspects: employee performance and organizational performance. Employee performance is the result of individual work in an organization. At the same time, organizational performance is the totality of the work achieved by an organization.

Employee performance is used to achieve general welfare, fairness, and prosperity. In the language of the government program, namely the realization of a just and prosperous society that is evenly distributed, materially and spiritually sustainable, it is ideally necessary to have a State Civil Apparatus (ASN) as a servant of the state and society who is united, has a good mentality, is authoritative, efficient, clean, quality, and aware of their responsibilities to carry out government and development tasks. Employee performance is a comparison between work results that can be seen in real terms with work standards that the organization has set (Fatmawati et al., 2021). Then (Fauzi et al., 2021) defines performance as a result achieved by employees in their work according to certain criteria that apply to a job.

This indicator can include funds, human resources, information, policies, laws, or regulations. Output indicators (output) are achieved from an activity that can be either physical or non-physical. Indicators of results (outcomes) are everything related to the ultimate goal of implementing activities. Benefit indicators are something related to the ultimate goal of implementing activities. Indicators of impact are the positive or negative effects caused at each indicator level based on the assumptions set. Determination of performance indicators, according to LAN-RI, is a process of identifying and



classifying performance indicators through a system of collecting and processing data or information to determine the performance of activities, programs, and or policies. Performance indicators must be determined based on inputs, outputs, outcomes, benefits, and impacts. Thus the performance indicators can be used to evaluate the planning stage, the implementation stage, and the stage after the activity is completed and functioning (Arfan et al., 2021; Hasmiaty et al., 2021; Seppa et al., 2021; Wahida et al., 2021; Wirdawati et al., 2021).

#### 4. Conclusion

Performance Indicators (Coco, 2013) suggests that the performance indicators used in this study are: 1) Quality Work quality is how well an employee does what he or she should do. 2) Quantity The quantity of work is how long an employee works in one day. This work quantity can be seen from the work speed of each employee. 3) Implementation of tasks Task execution is how far employees can do their work accurately or without errors. 4) Responsibility Responsibility for work is awareness of the employee's obligation to carry out the work given by the company

Factors that affect the performance of public sector organizations (Mahmudi, 2010) include personal factors, including knowledge, skills, abilities, self-confidence, motivation, and commitments possessed by each individual; leadership factors, including quality in providing encouragement, enthusiasm, direction, and support provided by managers and team leaders; team factors, including work systems, work facilities or infrastructure provided by the organization, organizational processes, and performance culture within the organization; contextual factors, including pressures and changes in the external and internal environment. Employee performance can be evaluated objectively and accurately through performance level benchmarks. This measurement means providing an opportunity for employees to know their level of performance.

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