

## ORGANIZATIONAL CULTURE ANALYSIS AT BOGOR REGENCY PUBLIC ORDER AGENCY

Khoirun Nisa<sup>1</sup>, Nancy Yusnita<sup>2</sup>, Dewi Atika<sup>3</sup>

<sup>1,2,3</sup>Pakuan University, Bogor, Indonesia

Email korespondensi: <sup>1</sup> [khoirunnisa37851@gmail.com](mailto:khoirunnisa37851@gmail.com)

### ABSTRACT

*This study aims to analyze organizational culture using the Organizational Culture Assessment Instrument (OCAI) and its relationship with employee performance at the Civil Service Police Unit (Satpol PP) of Bogor Regency. The study employs a mixed-methods approach, combining quantitative and qualitative methods. The population of this study comprises all employees of Satpol PP Bogor Regency, with a sample of 84 respondents selected using a saturated sampling technique. The data analysis methods used include OCAI analysis, Spearman's rank correlation coefficient, and hypothesis testing of the correlation coefficient processed using SPSS version 25. The results of the organizational culture analysis using OCAI indicate that, according to leaders, the current culture is an Adhocracy Culture and the expected culture is a Hierarchy Culture, while according to employees, the current culture is a Hierarchy Culture and the expected culture is a Clan Culture. Furthermore, the data analysis shows that the Spearman's rank correlation coefficient is 0.765, indicating a strong relationship between organizational culture and employee performance. The hypothesis testing results show a calculated t-value of 11.559 and a t-table value of 1.663, indicating that the calculated t-value is greater than the t-table value ( $11.559 > 1.663$ ). Therefore,  $H_0$  is rejected, and  $H_a$  is accepted, meaning that there is a positive relationship between organizational culture and employee performance at Satpol PP Bogor Regency.*

**Keywords:** Employee Performance; OCAI; Organizational Culture

### ABSTRAK

Penelitian ini bertujuan untuk menganalisis budaya organisasi dengan menggunakan OCAI dan hubungannya dengan Kinerja Karyawan pada Satpol PP Kabupaten Bogor. Penelitian menggunakan *mix method* yaitu dengan menggabungkan metode kuantitatif dan metode kualitatif. Populasi dalam penelitian ini adalah seluruh karyawan Satpol PP Kabupaten Bogor dengan sampel sebanyak 84 responden yang ditentukan menggunakan teknik sampling jenuh. Metode analisis data yang digunakan pada penelitian ini adalah OCAI, analisis koefisien korelasi rank spearman, uji hipotesis koefisien korelasi diolah menggunakan SPSS 26. Berdasarkan analisis budaya organisasi dengan menggunakan OCAI menunjukkan bahwa menurut pimpinan budaya saat ini adalah *Adhocracy Culture* dan budaya yang diharapkan adalah *Hierarchy Culture*, sedangkan menurut karyawan budaya saat ini adalah *Hierarchy Culture* dan budaya yang diharapkan adalah *Clan Culture*. Berdasarkan hasil pengolahan data menunjukkan bahwa koefisien korelasi Rank Spearman sebesar 0,765 yang artinya budaya organisasi dengan kinerja karyawan memiliki tingkat hubungan pada kategori kuat. Uji hipotesis koefisien korelasi thitung sebesar 11,559 dan nilai ttabel sebesar 1,663 yang menunjukkan bahwa thitung > ttabel ( $11,559 > 1,663$ ). Maka artinya  $H_0$  ditolak dan  $H_a$  diterima atau terdapat hubungan positif antara budaya organisasi dengan Kinerja karyawan pada Satpol PP Kabupaten Bogor.

**Kata Kunci :** Budaya Organisasi, Kinerja Karyawan, OCAI

## INTRODUCTION

The Civil Service Police Unit (Satpol PP) is a regional government apparatus at the provincial and district/city levels that aims to maintain public peace and order and enforce regulations. The organization and work procedures of the Civil Service Police Unit are regulated by the Minister of Home Affairs Regulation and/or stipulated by Regional Regulations. Structurally, the Satpol PP organization is under the Directorate General of Regional Administration of the Ministry of Home Affairs. As one of the government agencies whose main task is to assist the Regent in carrying out government affairs in the field of public peace and order as well as community protection, specifically in the sub-field of public peace and order.

**Table 1. Performance Assessment of the Bogor Regency Civil Service Police Unit**

Year	2021		2022		2023		2024	
Category	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
Very Good	5	4	3	3	3	3	10	9
Good	121	95	109	95	106	97	95	89
Fair	1	1	2	2	-	-	2	2
Less	-	-	-	-	-	-	-	-
Very Poor	-	-	-	-	-	-	-	-
<b>Number</b>	<b>127</b>	<b>100</b>	<b>114</b>	<b>100</b>	<b>109</b>	<b>100</b>	<b>107</b>	<b>100</b>

Source: Secondary Data (Bogor Regency Satpol PP)

Based on the results of preliminary research on the performance of Bogor Regency Satpol PP employees, the number of Bogor Regency Satpol PP employees has decreased every year, reaching 107 people in 2024. It can be concluded that these results show that there are still employees who have not achieved the maximum score in the "Good" category. This condition may hinder the promotion opportunities for the employees concerned.

Currently, challenges in the public order enforcement sector are becoming increasingly complex, especially with the growing demand for effective and responsive public services. One important factor that influences the successful implementation of tasks in this field is the organizational culture within government institutions, including the Civil Service Police Unit (Satpol PP). Organizational culture in the context of Satpol PP includes the values, norms, and practices that apply among Satpol PP members. This culture will influence the way they interact with the community, fellow colleagues, and leaders. With an organizational culture that binds every member of Satpol PP, it is hoped that there will be no obstacles in carrying out tasks, both within the institution and when dealing with the community, so that they are in line with the vision and mission of the organization.

The success of an organization in achieving its goals is greatly influenced by the level of commitment of its members. Many organizations are able to achieve optimal results because they first build and enhance the commitment of the individuals within them. When someone has a high level of commitment to their workplace, they will give their best effort to support the organization's performance. Employees like this will also consider the organization's success as part of their personal success, and vice versa, organizational problems will be felt as their own problems. In fact, with strong commitment, an employee tends to be reluctant to leave the organization where they work (Yusnita, 2020).

(Natalia, 2023) states that in order to create effective and efficient employee performance for the advancement of the organization, there needs to be an organizational culture as a work guideline that can be used as a reference for employees in carrying out organizational activities. Every organization and company will strive to improve the ability of employees to achieving predetermined organizational goals. Organizational culture permeates organizational life and subsequently influences every aspect of organizational life. Therefore, organizational culture has a significant impact on the fundamental aspects of organizational performance. This statement has been widely accepted. In the context of human resource empowerment, to produce professional employees with high integrity, standard guidelines

applied by an organization are required. These guidelines take the form of an organizational culture that systematically guides employees to increase their work commitment to the organization.

In an effort to assess and determine its organizational culture, a company can choose from a variety of available methods, one of which is to use the Organizational Culture Assessment Instrument (OCAI). OCAI is an instrument that divides companies into 4 dimensions, namely; (1) Clan culture: a culture that emphasizes familiarity and emotional bonds to share with one another, so that the organization appears more like a family that protects one another; (2) Adhocracy culture: a highly dynamic culture, imbued with a spirit of entrepreneurship and creativity. The values that are highly prioritized are innovation and the courage to take risks; (3) Market culture: This culture operates on market economy mechanisms, conducting transactions aimed at creating competitive advantages; (4) Hierarchy culture: a very formal and orderly culture, where every activity across all management lines has clear rules, in accordance with what the organization wants.

The OCAI method was chosen because this approach views the various types of culture within an organization as interrelated, based on the fact that every organization is a combination of all four types of culture. However, there is still a dominant culture within every organization. Through this method, it is possible to identify the current organizational culture and the desired culture for the future. Thus, OCAI reflects the direction of organizational development and helps determine whether the current culture supports the company's mission and objectives. The OCAI organizational culture model will provide an overview of the current culture and the culture expected by company leaders and employees, as well as its impact on employee performance at the Bogor Regency Satpol PP.

Based on the above explanation, the author is interested in conducting research entitled "Analysis of Organizational Culture Mapping Using OCAI and Its Impact on Employee Performance at the Bogor Regency Satpol PP." The objectives of this study are to identify the current and future organizational culture of the Bogor Regency Satpol PP, to identify the current and future organizational culture of employees at the Bogor Regency Satpol PP, to identify whether there are differences in perceptions of the current and future organizational culture between leaders and employees at the Bogor Regency Satpol PP, and to identify the relationship between organizational culture and employee performance at the Bogor Regency Satpol PP.

## **LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT**

### **Organizational Culture**

Organizational culture is defined as the values, principles, traditions, and ways of working embraced by members of an organization that influence how they act (Robbins & Mary, 2010). According to Rivai & Mulyadi (2012), organizational culture is a framework that guides the daily behavior and decisions of employees and directs their actions to achieve organizational goals. Organizational culture is an invisible social force that can motivate people in an organization to carry out work activities (Sutrisno, 2018). Meanwhile, according to Sulaksono (2019) Organizational of an organization/company are the values that guide human resources in fulfilling their duties and behaviors within the organization. There are seven indicators to measure organizational culture according to Robbins & Judge (2024), namely; (1) Innovation and willingness to take risks; (2) Attention to detail; (3) Results orientation; (4) Team orientation; (5) Individual orientation; (6) Aggressiveness; (7) Stability.

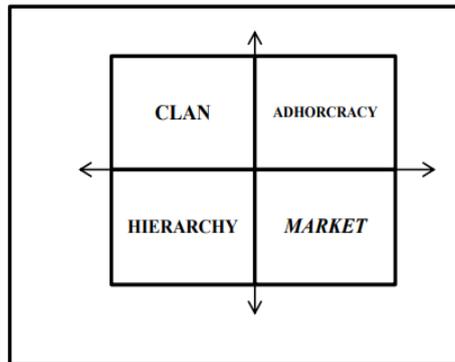
### **Employee Performance**

Performance is the result of work in terms of quality and quantity achieved by an individual or organization in carrying out their duties in accordance with their responsibilities and specific tasks or functions (Natalia, 2023). According to Sudaryanto & Yusnita (2024), employee performance is the result of job requirements that must be met by every employee. Performance is the result of an employee's efforts, both in terms of

quantity and quality, carried out in accordance with the duties assigned to them (Mangkunegara, 2022). Meanwhile, according to Kasmir (2022), performance is the result of a person's work and work behavior achieved in completing their work and duties within a certain period of time. According to Mangkunegara (2022), there are four main indicators that can measure employee performance, namely; (1) Quality; (2) Quantity; (3) Task Implementation; (4) Responsibility.

#### **Organizational Culture Assessment Instrument (OCAI)**

Cultural values within an organization can be measured using the Organizational Culture Assessment Instrument (OCAI) method. This concept was developed by Cameron & Quinn (2011) and is known as the Competing Values Framework (CVF). The OCAI not only provides an accurate assessment of organizational culture but also evaluates the effectiveness of indicators within the organization as outlined by Cameron & Quinn (2011). The purpose of the OCAI is to assess six key dimensions of organizational culture associated with four types of culture: clan culture, ad hoc culture, hierarchy culture, and market culture. These are evaluated through six cultural dimensions; (1) dominant characteristics; (2) organizational leadership; (3) employee management; (4) organizational cohesion; (5) strategic emphasis; (6) success criteria.

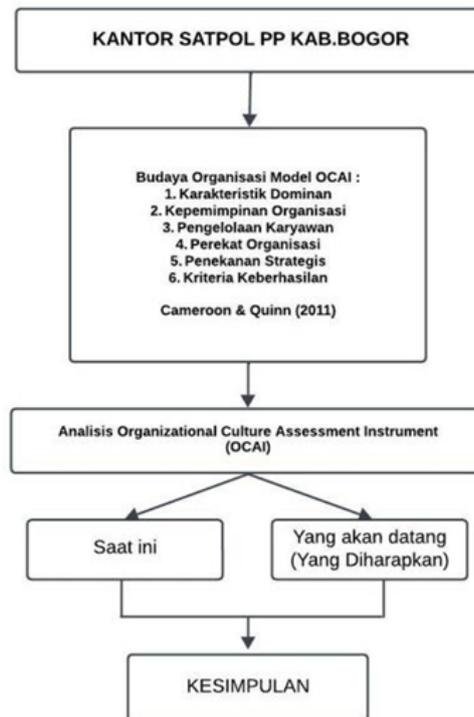


**Figure 1. Organizational Culture Diversity in the Competing Values Framework**

#### **Framework**

The Competing Values Framework (CVF) model was developed by Quinn and Cameron and is grouped into two dimensions, consisting of four clusters. The first dimension is effectiveness criteria that emphasize flexibility, discretion, and dynamics or emphasize stability, order, and control. The second dimension distinguishes between effectiveness criteria that emphasize external orientation, integration, and unity or those that emphasize external orientation, differentiation, and competition (rivalry). This study assessed the OCAI organizational culture model in order to improve services to the community at the Bogor Regency Satpol PP Office. It is hoped that this organizational culture can describe the current culture and the culture desired by all members of the organization.

This study is reinforced by research conducted by (Asih et al., 2021) Analysis of Organizational Culture Assessment Instrument (OCAI) on Structural Officials at Surabaya Islamic Hospital. The results of the study indicate that there is a difference between the current culture and the desired culture. It was found that the work culture among structural officials at Surabaya Islamic Hospital is a clan culture, while the expected culture is a hierarchical culture. Based on the framework outlined above, the author created the following research constellation:

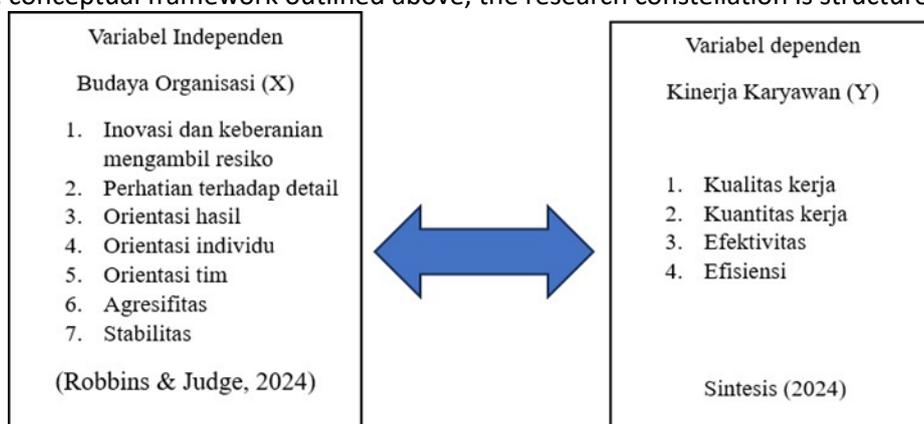


**Figure 2. Qualitative Data Research Constellation**

Organizational culture is an invisible social force that can motivate people in an organization to carry out work activities (Sutrisno, 2018). Meanwhile, according to Sulaksono (2019), organizational/corporate culture is the values that guide human resources in carrying out their duties and behavior within the organization. Meanwhile, according to (Robbins & Judge, 2024), there are seven indicators that comprehensively capture organizational culture, namely: innovation and risk-taking, attention to detail, results orientation, team orientation, individual orientation, aggressiveness, and stability.

Kasmir (2022) Performance is the result of a person's work and work behavior achieved in completing their work and responsibilities within a certain period. The results of research conducted by Bisma Ayodha Kurniawan Putra et al. (2023) show that there is a positive relationship between organizational culture and employee performance.

Based on the conceptual framework outlined above, the research constellation is structured as follows:



**Figure 3. Quantitative Data Research Constellation**

Based on the above framework, the research hypothesis is : It is suspected that there is a positive relationship between organizational culture and employee performance at the Bogor Regency Public Order Agency.

## **RESEARCH METHOD**

This study uses a mixed methods approach. This method is a combination of two approaches in one research process, namely quantitative and qualitative research methods (Sugiyono, 2021). This research was conducted to analyze the Organizational Culture Assessment Instrument (OCAI) model (X) as an independent variable in this study and its impact on employee performance as a dependent variable (Y). The data collection location for this study is at Jalan Aman No. 4, Kel. Tengah, Kec. Cibinong, Kab. Bogor, West Java Province 16914. A nonprobability sampling method was used because it provides unequal opportunities for each member of the population to be selected as a sample. The sampling technique applied was purposive sampling. The population size was determined based on data from 107 civil servant employees of the Bogor Regency Satpol PP, with a margin of error of 5%, resulting in a sample size of 84.41 people, rounded to 84 people as the sample in this study.

## **RESULTS AND DISCUSSION OF QUALITATIVE DATA**

### **Current and Future Organizational Culture of Satpol PP Bogor Regency**

Based on the results of the study, it is known that the most dominant organizational culture according to the leadership perspective is Adhocracy Culture. This culture is characterized by decision-making based on intuition and quick responses, rather than theoretical or procedural approaches. For example, in situations that require quick decisions, leaders at the Bogor Regency Satpol PP believe that team members have the capacity to act independently based on their intuition. This is reflected when employees in the field are faced with problems, where they are expected to be able to solve these problems without direct involvement from their leaders. Although Adhocracy Culture offers advantages in terms of flexibility and speed of decision-making, this culture also has a number of limitations. These include the possibility of deviations from company standard operating procedures, the potential for immature decisions, and a fast pace of work that may not be in line with each individual's ability to adapt. The organizational culture that leaders hope to implement in the future is Hierarchy Culture. This culture emphasizes the importance of a clear organizational structure, the existence of formal rules, and control mechanisms from superiors in every work process. In this culture, business practices are carried out systematically with an emphasis on supervision, compliance with company policies, and the implementation of standardized procedures. Organizational stability and operational efficiency are seen as important elements in supporting the overall productivity and success of employees.

### **Current and Future Employee Organizational Culture at the Bogor Regency Public Order Agency**

Based on the results of the study, it is known that the organizational culture currently most felt by employees at the Bogor Regency Public Order Agency is Hierarchy Culture. This culture is characterized by a strict organizational structure and the implementation of work standards and procedures that must be obeyed by all employees. In a work environment with a hierarchical culture, employees' room for maneuver tends to be limited, because every action must refer to formal rules that have been set by the company. This results in minimal freedom for employees to spontaneously express their ideas, initiatives, or creativity. Hierarchy Culture focuses on stability and control, with a mechanistic and bureaucratic work system. Leadership in this culture is considered effective because it emphasizes order, regularity, and compliance with procedures, which ultimately fosters work discipline among employees. However, research also shows that the organizational culture desired by employees in the future is Clan Culture. This

culture places more emphasis on family values, togetherness, and teamwork in the work environment. In this culture, relationships between individuals in the organization are inclusive, where the work climate is built on mutual trust, openness, and close collaboration between team members. According to a study published by the Project Management Institute, the main characteristics of Clan Culture include mentoring practices, active participation from all team members, a spirit of mutual cooperation, loyalty to the organization, and decision-making through deliberation to reach consensus. Employees at PT Mount Scopus hope that in the future, the company will adopt a more humanistic and participatory work culture such as Clan Culture, as it is believed to be able to create a more harmonious work environment, support individual development, and increase employee engagement with the company.

#### **Differences in Organizational Culture Between Management and Employees Regarding the Current Culture of the Bogor Regency Public Order Agency**

Based on the results of research conducted on leaders and employees at Satpol PP Bogor Regency, differences in perceptions regarding the current organizational culture within the company were found. These differences are evident from the results of measurements using the Organizational Culture Assessment Instrument (OCAI) approach, which covers six main indicators of organizational culture assessment. From the management's perspective, the most dominant culture at present is Adhocracy Culture, which emphasizes innovation, risk-taking, and quick decision-making based on intuition. This culture is considered to support flexibility and responsiveness to dynamic changes in the business environment. Conversely, from the employees' perspective, the most dominant culture is Hierarchy Culture, which is a culture oriented towards stability, clear structure, and compliance with established rules and procedures. This culture emphasizes the importance of strict control and coordination in the execution of tasks, so that freedom of movement and expression tends to be limited. The gap in perception between leaders and employees regarding this organizational culture indicates the potential for internal cultural dissonance that can affect work effectiveness and harmonious working relationships. One factor that may cause this difference in perception is the lack of effective communication between leaders and employees. Communication that is not open or balanced can lead to miscommunication regarding the values, expectations, and practices of the ideal organizational culture. Therefore, it is important for companies to establish more transparent and participatory two-way communication in order to align perceptions and enhance cultural cohesion in the work environment.

#### **Differences in Organizational Culture Between Management and Employees Expected in the Future at the Bogor District Satpol PP**

**Table 2. Overall Organizational Culture Profile Based on Six Key Dimensions in the "current" and "preferred" conditions**

No	Dimension	Leaders		Employees	
		Current	Preferred	Current	Preferred
1	Dominant Characteristics	Adhocracy Culture	Clan Culture	Market Culture	Clan Culture
2	Organizational Leadership	Adhocracy Culture	Adhocracy Culture	Hierarchy Culture	Clan Culture
3	Employee Management	Adhocracy Culture	Hierarchy Culture	Clan Culture	Hierarchy Culture
4	Organizational Cohesion	Clan Culture	Hierarchy Culture	Hierarchy Culture	Clan Culture
5	Strategic Emphasis	Market Culture	Hierarchy Culture	Market Culture	Clan Culture
6	Success Criteria	Clan Culture	Clan Culture	Hierarchy Culture	Clan Culture

Based on the results of research conducted on leaders and employees at the Bogor Regency Satpol PP regarding the desired culture. The results of the study show that the culture desired by leaders is a hierarchy culture, while the culture desired by employees is an adhocracy culture. Based on the results of this study shows that organizational culture using the OCAI (Organizational Culture Assessment) method, as seen from the perceptions of leaders and employees, reveals differences between the current culture and the desired culture. However, these differences should be used as an evaluation, and the Bogor Regency Satpol PP must make a decision to choose the most appropriate organizational culture to be implemented within the company. This research is supported by research conducted by Al-Qhalivi (2020). The results of the study show that the description of the current organizational culture at all levels, namely top management, middle management, and low management, indicates that the cultural perceptions between top management and middle management are the same, namely that the current culture is dominated by a Clan culture, while there is a difference in perception in the results of the organizational culture analysis at the low management level, which perceives the current culture as an Adhocracy culture. Furthermore, Wellem (2019) found that employees currently perceive the organization as a structured and controlled place, with formal procedures for every activity carried out in the agency and leaders acting as coordinators who efficiently control and regulate everything that happens in the organization.

## RESULTS AND DISCUSSION OF QUANTITATIVE DATA

### Descriptive Analysis

#### Organizational Culture at the Bogor Regency Satpol PP

To determine the state of organizational culture at the Bogor Regency Satpol PP, a questionnaire was distributed to 84 employees using 7 organizational culture indicators. Based on the recapitulation of the average score for each indicator, the average indicator score was 85.9%. There were indicators that obtained the lowest and highest average scores. The table above shows that the lowest indicator was Innovation and Risk-Taking, with a percentage of 82.8%, while the highest score was for Team Orientation, with a percentage of 88.2%. For the lowest scores on each indicator or those below the average, the indicators need to be improved at the Bogor Regency Satpol PP, while for the highest indicators and those above the average, the indicators need to be maintained.

#### Employee Performance at the Bogor Regency Satpol PP

To determine the performance of employees at the Bogor Regency Public Order Agency, a questionnaire was distributed to 84 employees using four employee performance indicators. Based on the recapitulation of the average score for each indicator, the average indicator score was 86.1%. There were indicators that obtained the lowest and highest average scores. The table above shows that the lowest indicator was work quality with a percentage of 85.2%, while the highest score was also for work quality with a percentage of 86.7%. For the lowest scores on each indicator or those below the average, the indicators need to be improved at the Bogor Regency Satpol PP. For the highest indicators and those above the average, the indicators need to be maintained.

### Discriminant Validity

Each indicator in this study has the highest cross-loading value in its construct compared to other constructs, according to Sihombing & Arsani (2022), so it can be concluded that all indicators meet adequate discriminant validity.

### Reliability Test

**Table 3. Organizational Culture Reliability Test**

Cronbach's Alpha	N of items
,985	21

Based on Table 3, the reliability test conducted on the organizational culture variable shows a Cronbach's Alpha value of 0,985 > 0,60, so it can be concluded that the organizational culture variable as a whole is reliable.

**Table 4. Employee Performance Reliability Test**

Cronbach's Alpha	N of items
,909	21

Based on Table 4, the reliability test conducted on the employee performance variable shows a Cronbach's Alpha value of 0,909 > 0.60, so it can be concluded that the employee performance variable as a whole is reliable.

### The Relationship between Organizational Culture and Employee Performance at the Bogor Regency Public Order Agency

The relationship between organizational culture and employee performance can be examined using Spearman's rank correlation or SPSS 25. The following table shows the relationship between organizational culture variables and employee performance:

#### Spearman's Rank Correlation Analysis

**Table 5. Spearman's Rank Correlation**

		Correlations		
			Budaya Organisasi	Kinerja Karyawan
Spearman's rho	Budaya Organisasi	Correlation Coefficient	1,000	,742**
		Sig. (2-tailed)	,	,000
		N	72	72
	Kinerja Karyawan	Correlation Coefficient	,742**	1,000
		Sig. (2-tailed)	,000	,
		N	72	72

\*\* Correlation is significant at the 0,01 level (2-tailed)

Source: Primary Data, SPSS 26 Output (2025)

The correlation calculation results explain the correlation coefficient values and significance levels between organizational culture variables and employee performance. From the SPSS 26 output above, it can be seen that the correlation between organizational culture variables and employee performance has a coefficient value of 0,742\*\*, Since the coefficient value is in the range of 0,60-0,799, it can be concluded that the organizational culture at the Bogor Regency Satpol PP has a strong positive relationship with employee performance.

#### Coefficient of Determination

**Table 6. Coefficient of Determination**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,769 <sup>a</sup>	,592	,586	5,028

Source: Primary Data, SPSS 26 Output (2025)

The R value ranges from 0 to 1. The closer it is to 1, the stronger the relationship between variables. In this study, the R value is 0.769, indicating a strong relationship between organizational culture and employee performance at the Bogor Regency Satpol PP. The R Square or coefficient of determination is 0.592, meaning that 59.2% of employee performance is contributed by organizational culture. The remaining 40.8% is contributed by other factors outside the variables studied.

**Hypothesis Test (T- Test)****Table 7. T-Test**

		Coefficients <sup>a</sup>				
Model		Unstandardized B	Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	25,190	6,543		3,850	,000
	Budaya Organisasi	,726	,072	,796	10,070	,000

a. Dependent Variable: Kinerja Karyawan

Source: Primary Data, SPSS 26 Output (2025)

In this study, the hypothesis used is as follows; (1)  $H_0$  ( $p \leq 0$ ): There is no positive relationship between organizational culture and employee performance at the Bogor Regency Satpol PP; (2)  $H_a$  ( $p > 0$ ): There is a positive relationship between organizational culture and employee performance at the Bogor Regency Public Order Agency; (3)  $t_{tabel} : t_{tabel}$  was calculated with a significance level of 5% or 0.05 and a degree of freedom (df) of  $n-2$  or  $72-2 = 70$ . The result obtained is 1.666. Given that the value  $t_{hitung}$  is 10.070 and  $t_{tabel}$  is 1.666,  $t_{hitung} > t_{tabel}$  ( $10.070 > 1.663$ ) means reject  $H_0$  accept  $H_a$ . So, it can be concluded that there is a positive relationship between organizational culture and employee performance at the Bogor Regency Satpol PP.

**Interpretation of Results****Organizational Culture at the Bogor Regency Satpol PP**

Based on the seven organizational culture indicators studied at the Bogor Regency Satpol PP, namely innovation and risk-taking with an average score of 82.8%, attention to detail with an average score of 85.2%, results orientation with an average score of 86.2%, individual orientation with an average score of 85.4%, team orientation with an average score of 88.2%, aggressiveness with an average score of 87.5%, and stability with an average score of 86.2%. The average response from respondents regarding the organizational culture at the Bogor Regency Satpol PP as a whole is 85.9%.

**Employee Performance at the Bogor Regency Satpol PP**

Based on the four indicators of employee performance at the Bogor Regency Satpol PP that were studied, namely quality with an average score of 85.2%, quantity with an average score of 86.7%, effectiveness with an average score of 86.6%, and efficiency with an average score of 86%. The average response from respondents regarding employee performance at the Bogor Regency Satpol PP as a whole is 86.1%.

**The Relationship between Organizational Culture and Employee Performance at the Bogor Regency Satpol PP**

Based on the results of the Spearman rank correlation test with a coefficient of 0.742\*\*, it means that the relationship between organizational culture and performance is strong. Based on the coefficient of determination, it shows that the contribution of the organizational culture variable to the performance variable is 59.2%, while the remaining 40.8% is contributed by factors other than organizational culture. Meanwhile, based on the test results with  $t_{tabel}$  value of 1.666 and  $t_{hitung}$  value of 10.070, this means that there is a positive relationship between organizational culture and employee performance ( $t_{hitung} > t_{tabel}$ ).

**CONCLUSION**

The conclusions of this study include; (1) Based on the research results, it was found that the current culture and the desired culture based on the questionnaire distributed to leaders showed that the dominant culture at present is Adhocracy Culture, and the culture desired by leaders in the future is Hierarchy Culture; (2) Based on the results of the study, it was found that the current culture and the

desired culture based on questionnaires distributed to employees showed that the current culture according to employees is Hierarchy Culture, and the desired culture in the future is Clan Culture; (3) Based on the results of the research that has been conducted, there is a difference in the current culture between leaders and employees. This shows that the current culture according to leaders is Adhocracy Culture, while the culture according to employees' perceptions is Hierarchy Culture. Meanwhile, regarding the difference in the expected culture in the future between leaders and employees, the culture expected by leaders is Hierarchy Culture, while the culture expected by employees is Clan Culture; (4) Based on the results of research on seven indicators of organizational culture at the Bogor Regency Satpol PP, the highest indicator is team orientation in the statement "The company encourages employees to work together in carrying out their work" at 88.8%. Meanwhile, the lowest indicator is innovation and courage to take risks with the statement "The company gives its employees the freedom to act to make decisions" at 81.6%. In terms of employee performance indicators, the highest was work quantity with a score of 88.3% for the statement "Employees carry out additional tasks assigned by the company," and the lowest was work quality with a score of 83.3% for the statement "'s employees optimize their abilities at work." Furthermore, based on the Spearman's rank correlation test analysis with a coefficient of 0.742\*\*, it means that the relationship between organizational culture and performance is strong, and based on the coefficient of determination, it shows that the contribution of the organizational culture variable to the performance variable is 59.2%, while the remaining 40.8% is contributed by factors other than organizational culture. Meanwhile, based on the test results with a value  $t_{tabel}$  of 1.666 and the result of  $t_{hitung}$  of 10.070, this means that there is a positive relationship between organizational culture and employee performance ( $t_{hitung} > t_{tabel}$ ).

## REFERENCES

- Asih, A. Y. P., Setianto, B., & Adriansyah, A. A. (2021). Analisis Budaya Organizational Culture Assesment Instrument (OCAI) pada Pejabat Struktural di RS Islam Surabaya. *Jurnal Kesehatan Vokasional*, 6(4), 200. <https://doi.org/10.22146/jkesvo.70295>
- Bisma Ayodha Kurniawan Putra, Syadzalina Bilqis, & Catharina Aprilia Hellyani. (2023). Hubungan Kepemimpinan Transformasional dengan Kepuasan Kerja perawat di RSUD Penembahan Senopati Bantul. *Jurnal Ekonomi Bisnis Dan Akuntansi*, 3(2), 162–170.
- Cameron, S. K., & Quinn, E. R. (2011). *Diagnosing and Changing Organizational Culture : Based on the Competing Values Framework, Third Edition*. John Wiley & Sons, Inc: San Francisco.
- Kasmir, S. E. M. M. (2022). *MANAJEMEN SUMBER DAYA MANUSIA (Teori dan Praktik)*.
- Mangkunegara, P. A. A. (2022). *Manajemen Sumber Daya Manusia Perusahaan*. PT. Remaja Rosdakarya.
- Natalia, E. S. (2023). *KUALITAS KINERJA KARYAWAN BERDASARKAN BUDAYA ORGANISASI DAN TINGKAT PENDIDIKAN*. Scopindo Media Pustaka.
- Rivai, V., & Mulyadi, D. (2012). *Kepemimpinan dan Perilaku Organisasi Edisi Ketiga*. PT.Rajag Ravindo Persada.
- Robbins, S. P., & Judge, T. A. (2024). *Perilaku Organisasi Ke 16*. Salemba Empat.
- Robbins, S. P., & Mary, C. (2010). *Manajemen (sepuluh)*. ERLANGGA.
- Sihombing, P., & Arsani, A. (2022). Aplikasi STATA Untuk Statistisi Pemula (Issue Februari).
- Sudaryanto, E., & Yusnita, N. (2024). Pengaruh Disiplin Kerja Dan Kepuasan Kerja Terhadap Kinerja Pegawai Kantor Kecamatan Bantargadung Sukabumi. *Jurnal Manajemen ....* <https://namara-feb.unpak.ac.id/index.php/namara/article/view/38%0Ahttps://namara-feb.unpak.ac.id/index.php/namara/article/download/38/26>
- Sugiyono. (2021). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Bandung : Alfabeta.
- Sulaksono, H. (2019). *Budaya Organisasi dan Kinerja*. Grup Penerbitan CV Budi Utama.

- Sutrisno, E. (2018). *Budaya Organisasi Edisi Kelima*. KENCANA.
- Wellem, I. (2019). Analisis Budaya Organisasi Dengan Menggunakan Metode Organizational Culture Assessment Instrument (Ocai) Pada Perusahaan Daerah Air Minum (Pdam) Kabupaten Sikka. *Jurnal Projemen UNIPA Maumere*, 6(1), 1–22.
- Yusnita, N. (2020). Budaya Organisasi dan Efektivitas Komunikasi Antarpribadi sebagai Prediktor Komitmen Terhadap Organisasi. *JIMFE (Jurnal Ilmiah Manajemen Fakultas Ekonomi)*, 6(2), Inpress. <https://doi.org/10.34203/jimfe.v6i2.2412>