

HOW WORK CULTURE EFFECTS ON EMPLOYEE PERFORMANCE DURING THE COVID-19 PANDEMIC : A QUANTITATIVE ANALYSIS

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ABSTRACT

The occurrence of the COVID-19 pandemic has an impact on changing work patterns from face-to-face to work from home. The purpose of the study was to examine the effect of work culture on performance. The method in this study uses quantitative. Data processing uses simple regression analysis to process data with the help of SPSS. It is known that the significance value of the work culture variable on performance is $0.000 < 0.05$ and the t value is $4.528 > 2.022$. Thus the first hypothesis is accepted, which means that there is an influence of work culture on the performance of Bandung City Population and Civil Registration Service Employees during the COVID-19 Pandemic Period.

Keywords : Work culture; Employee Performance; COVID-19; Pandemic

PRELIMINARY

Countries around the world are battling the coronavirus, also known as COVID-19. COVID-19 has created a threat that is not only a threat to the health sector of every country, but also threatens the economic sector (Zulkarnaen, W., et al. (2020:6519). The Corona Virus Disease pandemic or better known as the COVID-19 virus, has had an impact on which is so big to the changes in the world today. Starting from various economic, social, cultural, and political fields. Not even the slightest bit can avoid this COVID-19 virus, and Indonesia is no exception.

In an effort to overcome this, the central and regional governments make various policies. Starting to implement restrictions on social relations so that people are more often at home, by eliminating joint worship activities, changing patterns of working from home or work from home, and reducing activities outside the home. The policy is to minimize the impact of the spread of disease and is also good for humanity. Although it has an impact on normal survival in general (dejournal.com, 2020).

The government services to the people who are also affected. Therefore (Kemenpan RB, 2020) issued a policy to adjust the work system through circular letter No. 19 of 2020, in order to prevent the spread of the COVID-19 virus and keep community services running.

Following up on the Circular (In the Bandung City Regional Apparatus Organization, 2020) issued a circular No. 443.1/367/103.3.

The implementation of this policy, of course, cannot be applied to all Government Agencies in Bandung who are in charge of public services. This is because there are various fields that cannot implement policies (work from home), such as at the Bandung Population and Civil Registration Office in carrying out their duties.

As a result of the pandemic, the Dukcapil Bandung office had to adapt to changes in work patterns which initially focused on direct service to the community to come to the office and fill out forms regarding what needs were needed, then take care of everything in the office. However, during this pandemic, the community was given online service methods in the form of consultations and filling out forms online on the disdukcapil.Bandung.go.id website. Even people who already have an email can send the necessary files and can print them at home. It's just that the final validation has to come to the office. Likewise, the adjustment of working hours which was originally from 07.00 - 16.00. The service hours are divided from 07.30 - 13.00 face to face directly, the rest process the service online.

When he came to the Dukcapil Bandung office, he applied a health protocol to prevent the COVID-19 pandemic. Such as limiting the number of queues, and every community who needs services must maintain a safe distance of at least one meter. What's more, everyone must check their temperature, wear masks, wash their hands with soap and use hand sanitizer. The current COVID-19 pandemic has changed the work culture in all agencies. Included in the object of research is the Department of Population and Civil Registration in Bandung City, which must adjust to the impact of the COVID-19 pandemic. Because not all work can be done from home because some work must be done directly from the office.

According to (Frinaldi 2014) work culture is an understanding of the behavior and attitudes that are applied by employees when carrying out work in an agency. Values held by employees while carrying out work, will determine quality results. If all employees work in an agency, they can implement a quality work culture. It certainly produces satisfactory quality in public services in local and central government. Meanwhile (Harmini, 2015) explains that work culture is able to change human

resource behavior and attitudes. Therefore, it contains deep value in order to obtain work productivity in order to face future challenges

Performance is the key to the success of an agency. A successful agency is an institution in which it has employees with good performance (Sudarmanto, 2009). Performance is a potential that every employee must have, so that every task and responsibility runs well and smoothly. Thus, good and correct performance makes employees complete all work tasks effectively and efficiently. Thus, the problems contained in the agency can be resolved properly and correctly. Performance becomes a real basic guideline in the agency. Otherwise, the agency's goals will not be achieved (Clarisa, B., et al., 2018).

The results of the previous research test, the results of the regression test of the work culture of the employees of Bank Mandiri Puger Jember Branch showed a positive effect on employee performance (Kusumawati, 2015). Likewise by (Susanto & Aisiyah 2010) where the work culture in the Land Office of Kebumen Regency has no effect on performance.

The purpose of the study was to examine the influence of work culture on performance during the COVID-19 pandemic and also pragmatically useful as a decision-making material for the head of the Office of Population and Civil Registration in Bandung City in order to be able to adjust the impact of the COVID-19 pandemic related to work culture on employee performance. . Meanwhile, the theoretical benefit is that this research contributes to increasing knowledge regarding the changing work culture during the COVID-19 pandemic and its impact on performance.

LITERATURE REVIEW

Work Culture

(Sabarofek and Sawaki 2017) states that the philosophy of work culture is a basic foundation in a view of life, containing values that can be a driving force, habits, and traits that have been entrenched in a life in an agency, which is illustrated from an attitude into a behavior, opinion, ideals, beliefs and manifested in an action at work.

(Pradana 2012) states that work culture is a guiding value for employees in behaving in the work environment. The inspiration of reflecting the roots of a strong work culture can be used as behavior in daily activities. This will result in a good

organizational culture. Also the philosophical values adopted by employees how to behave affect their work. Recognized guiding principles, refined by a long process by the demands and capabilities of human resources.

Work culture is formed from behavior that is carried out continuously in every routine, it becomes a habit and there are no sanctions if it violates it. But these habits are positive. These habits have dimensions to be used as a benchmark in behaving and behaving (Adha et al. 2019).

It can be concluded that work culture is the basic foundation in the view of life, contains values that can be the driving force, habits, and traits that have been entrenched in a life in an agency. Reflecting the roots of a strong work culture that can be imbued and used as behavior in daily activities. Work culture is strongly tied to the values in its environment. These habits have dimensions to be used as a benchmark in behaving and behaving. Cultivate the meaning of a view of life, then have an impact on attitudes and behavior. The dimensions of work culture according to (Mangkuprawira 2003) are very diverse, including:

- a. Dedication/loyalty: success in achieving a noble goal is driven by a firm belief in carrying it out and requires a sacrifice of energy, thought, and time.
- b. Responsibility: dare to admit mistakes, work is completed properly and on time, willing to accept the consequences, and carry out the stages of improvement, and commitment to the assigned task.
- c. Cooperation: individuals or social groups work together in achieving goals by being able to accept responsibility and helping one group in carrying out its duties.
- d. Discipline: related to punctuality and compliance with regulations.
- e. Spirit: the ability or enthusiasm of employees in carrying out their work.
- f. Quality of work: the work of an employee, showing quality.
- g. Fairness: relating to the fairness of resource allocation, equality in voicing opinions, and treatment of superiors to employees, as well as openness of superiors to subordinates.

Personality Integrity: relates to character that shows complete unity so that it has the power of honesty to practice goodness and truth along with determination and willpower as well as positive, wise, and wise thinking in carrying out its duties and functions.

Employee Performance

Performance is not talent or ability, but the embodiment of the work achieved by employees in carrying out their job duties. In English, performance is called actual performance which means the level of success of employees in carrying out their duties (Priansa, 2017). According to Anwar Prabu in Zulkarnaen & Herlina (2018: 95), that performance is a term derived from the word Job Performance or Actual Performance (a person's actual work achievement or achievement). Employee performance is the result of work in quality and quantity by an employee in carrying out his duties in accordance with the responsibilities given to him.

The results obtained by employees carrying out their duties and responsibilities according to the standards that have been set. This shows the success of the performance in terms of quality and quantity. The higher the level of performance, the overall productivity will increase (Taurisa, 2001).

In carrying out its main tasks and functions, good performance is certain to get work performance from the work achieved. Based on performance appraisal, how to evaluate an employee who carries out tasks with targets that have been assigned to the employee based on experience, skills, and sincerity (Siregar & Ratna, 2010).

Thus, employees realize that every performance carried out by a group or an employee for a job given to him is a responsibility. Performance can be in the form of goods and services. Infrastructure facilities for skills, competencies and skills to support the achievement of the agency's vision and mission (Sabarofek & Sawaki, 2017).

From the description it can be concluded that. Performance is not talent or ability, but the embodiment of the work achieved by employees when carrying out their job duties. The results obtained by employees in carrying out their duties and responsibilities according to the standards that have been set. This shows the success of the performance in terms of quality and quantity. The higher the level of performance, the overall productivity will increase. Performance can be in the form of goods and services. Skills, competencies and skills infrastructure facilities to support the achievement of the agency's vision and mission

In assessing the performance of John Miner in the book (Sudarmanto, 2009, p.11) mentions four dimensions, as follows:

a. Quality: the level of accuracy, damage, and errors.

- b. Quantity: the result of the number of jobs.
- c. Use of time at work: effective working time, tardiness and absenteeism.
- d. Cooperation: the ability to give and receive contributions from partners to achieve goals.

In addition, performance measurement according to Priansa (2014), includes:

- a. Quantity of work: the amount of work productivity in a certain period of time produced by employees.
- b. Quality of work: considerations in overcoming tasks in the agency include neatness, accuracy, precision and completeness.
- c. Independence: a description of the commitment that employees have in considering the degree of ability of employees in order to carry out tasks independently.
- d. Initiative: giving ideas/ideas to overcome obstacles, act quickly in critical situations, and act with a long-term orientation.
- e. Adaptability: the ability to consider reactions to changing conditions and needs.
- f. Cooperation: the ability to cooperate with other individuals.

RESEARCH METHODS

Data Types and Sources

This research is quantitative with a population of 43 employees. Saturation sampling as a sampling technique, which is a method of determining the number of samples by taking the entire population as a sample.

In data collection, using primary data obtained from filling out questionnaires at the research location, which was in the form of a series of questions and distributed directly to employees of the Population and Civil Registration Office in Bandung City, related to work culture and employee performance during the COVID-19 pandemic.

Using simple linear regression data analysis is a probabilistic model with two variables where one variable affects each other with a linear relationship between the two variables (Suyono, 2015). The Statistical Package for Social Science (SPSS) will be used in the research process on the influence of work culture on performance.

RESEARCH RESULTS AND DISCUSSION

Validity test

The validity test is calculated using SPSS to determine whether the questionnaire is valid or not. The testing of this research was conducted on 43

respondents. The decision was taken from the calculated r value (Corrected Item-Total Correlation) $> r$ table of 0.301 for $\alpha = 0.05$. The results of all indicators that have a calculated r value greater than the r table of 0.301, are declared valid.

Reliability Test

If Cronbach Alpha > 0.6 then the reliability test can be said to be reliable (Ghozali, 2011). The test results of this research instrument are reliable because the work culture variable is 0.750 and the performance is 0.764 which is greater than 0.6.

Characteristics of Respondents

It is known that there are 43 respondents in the study which were dominated by women by 55.81% with an age range of > 30 years. Most of the respondents are undergraduate graduates of 76.74%. In addition, the most occupied area of the division is information management by 9.30% with the highest position holder is administration at 11.63%.

Descriptive Analysis of Research Variables

Work Culture

The work culture variable has eight empirical indicators. Factors that affect work culture are all employees receive the same treatment while in work time with an average of 4.93. However, there is a factor from work culture that gets the lowest average of 4.30 relating to offering suggestions for changing jobs in the COVID-19 pandemic.

Employee Performance

The performance variable has four empirical indicators with the highest average acquisition of 4.81, namely employees coordinate with colleagues and leaders to complete tasks in order to achieve the same goal, employees convey information according to facts to colleagues openly and honestly if there are obstacles in work, and all employees in Dukcapil participate well in doing work from home. While the acquisition of performance factors with the lowest average of 4.41 consists of the quantity of work done by employees is optimal and employees are never late in sending work results.

Descriptive Statistical Analysis

Based on statistical analysis, it indicated a fairly good result with 43 samples of data from each variable. It is known that the work culture variable has a mean value of

108.62 with a standard deviation of 6.03. While the mean value of the performance variable is 72.51 with a standard deviation of 6.59.

Classic assumption test

1. The normality test uses the Kolmogorov-Smirnov test with a significance of 5 percent. The significance value using the Monte Carlo Sig. (2-tailed) of 0.314 is greater than 0.05 so that the data is normally distributed.
2. Multicollinearity test by looking at the Tolerance value of 0.1 and the VIF value of less than 10 to determine the correlation between the independent variables. So it can be concluded that there is no multicollinearity.
3. Heteroscedasticity test with Glejser test with a significant value <0.05 then there is heroscedasticity and vice versa. The significance value of the work culture variable is 0.642, which is greater than 0.05, then the data does not occur heroscedasticity.
4. Autocorrelation test using Durbin Watson. The value is 1.828, so there is no autocorrelation, which means that this research data passes the autocorrelation test.

Hypothesis Test Results

Simple linear regression testing is used in this study. The results of the hypothesis testing that have been carried out have the following equations:

$$Y = 3.897 + 0.632X_1 + e$$

The interpretation of the results of the work culture regression coefficient equation of 0.632 means that every increase of one unit of work culture will increase the performance of 0.632. R Square value of 0.333 which means that 33.3% of work culture affects employee performance.

Hypothesis Testing (t Test)

$$t_{table} = t(\alpha/2; n-k-1) = t(0.025; 39) = 2.022$$

First Hypothesis Testing (H1)

The significance value of the work culture variable on performance is $0.000 < 0.05$ and the t-count value is $4.528 > 2.022$. Thus the first hypothesis is accepted, which means that there is an influence of work culture on performance.

Discussion

The performance variable based on descriptive analysis shows that there are several factors with the highest average acquisition of 4.81, namely employees coordinate with colleagues and leaders to complete tasks in order to realize the same goal, employees

convey information according to facts to colleagues openly and be honest if there are obstacles at work, and all employees in Dukcapil participate well in doing work from home. While the acquisition of performance factors with the lowest average of 4.41 consists of the quantity of work done by employees is optimal and employees are never late in sending work results.

This indicates that employees at Dukcapil Bandung have a high level of performance during the COVID-19 pandemic. It can be interpreted that the employees at Dukcapil Bandung even though they make changes to their work patterns, from being in the office changed to work from home, they continue to work well in collaboration between employees.

The Influence of Work Culture on Performance

The results of the study stated that work culture had an effect on the performance of employees of the Population and Civil Registration Office in Bandung City during the COVID-19 Pandemic. This shows that work culture can be an influence on performance.

Based on the descriptive analysis table of the work culture variable, it shows that the factors that influence the work culture are that all employees receive the same treatment while in work with an average of 4.93. However, there is a factor from work culture that gets the lowest average of 4.30 relating to offering suggestions for changing jobs in the COVID-19 pandemic. This indicates that the same treatment during working time that the Dukcapil Bandung employees get is in accordance with the principles of justice carried out by the office in treating its employees. Therefore, justice is the biggest influence on the performance of employees at the Dukcapil Bandung office. But the dedication/loyalty associated with offering suggestions for changing jobs in the COVID-19 pandemic is low. Because in the current work change with work from home, they only tend to accept orders from the office rather than employees giving suggestions.

CONCLUSION

Based on the hypothesis test, it shows that the work culture variable has a positive and significant effect on the performance of the Bandung City Population and Civil Registration Service employees.

It is hoped that this research can contribute to the literature on work culture on performance and can be useful as information for the Dukcapil Office of Bandung City to find out the impact of changes in work patterns.

It was obtained from the results of the study that the work culture variable has a relationship with performance, meaning that work culture is able to have an impact on the level of performance. The Bandung City Population and Civil Registration Office can encourage more attention to responsibility for work culture variables so that it is expected to produce optimal performance.

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