



## The Strategies for Improving the Performance of Civil Servants through Organizational Culture Strengthening in the Provincial Government of Central Kalimantan

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### Abstract

The performance of civil servants (ASN) is a key factor in the effectiveness of government administration and public service delivery. A strong organizational culture is believed to significantly influence the behavior, motivation, and productivity of civil servants. This study aims to analyze strategies for strengthening organizational culture to improve the performance of civil servants within the Provincial Government of Central Kalimantan. The research method used is descriptive qualitative, with data collection techniques including in-depth interviews, observation, and document studies. The results show that the strengthening of organizational culture is carried out through the inculcation of values such as integrity, innovation, and public service orientation. Supporting factors include leadership support, clear regulations, and value-based training programs. Challenges faced include resistance to change, weak internal communication, and limitations in integrated performance evaluation systems. Recommendations include optimizing value-based development programs, enhancing leadership capacity, and strengthening performance monitoring and evaluation mechanisms on a regular basis.



### INTRODUCTION

The performance of civil servants (ASN) is one of the main indicators of successful governance, as it directly affects the quality of public services received by the community. Professional, high-integrity, and productive civil servants contribute to the realization of good governance. In the context of the Provincial Government of Central Kalimantan, demands for improved civil servant performance are increasing in line with the evolving needs of society, regional development dynamics, and global competition in public service. According to Darvishmotevali & Ali (2020), improving the performance of public sector employees requires not only technical competence but also a conducive work environment, including a strong organizational culture.

Organizational culture is defined as a set of values, norms, beliefs, and habits shared by members of an organization that influence their behavior at work. In the public sector, organizational culture plays an important role in shaping the attitudes and behaviors of civil servants, both in interactions among employees and in delivering services to the public. Research by Cheng & Yi (2020) shows that a positive organizational culture can increase employees' intrinsic motivation, strengthen their sense of belonging to the organization, and guide their work behavior toward achieving strategic goals.

The Provincial Government of Central Kalimantan has implemented several policies to strengthen organizational culture, such as promoting values of integrity, public service orientation, innovation, and teamwork. However, these efforts still face various challenges, including resistance to change, weak internal communication, and limited integration of cultural values

into performance evaluation systems. This aligns with findings by Pinzone et al. (2019), who state that resistance to change is a common obstacle in organizational culture transformation in the public sector.

Strengthening organizational culture requires a systematic and continuous approach, starting from the formulation of core organizational values, internalization through training and coaching, to the consistent application of reward and punishment mechanisms. According to Mishra & Pandey (2020), the success of organizational culture strengthening is determined by active leadership involvement, exemplary behavior, and the sustainability of the value internalization process.

Optimal civil servant performance will be reflected in improved public service quality, efficient resource utilization, and achievement of organizational performance targets. Caligiuri et al. (2020) state that a healthy organizational culture not only affects productivity but also builds a positive institutional image in the public eye. In the context of Central Kalimantan, this is important given the province's efforts to accelerate development and enhance regional competitiveness.

Strengthening organizational culture can also help address the challenges of digitalization and the transformation of technology-based public services. A work environment that is adaptive to change and innovation facilitates the adoption of digital service systems by civil servants. According to Lee & Kim (2021), an organizational culture that supports learning and innovation is a key success factor in implementing e-government and digital public services. The Provincial Government of Central Kalimantan has initiated several training and employee development programs to strengthen organizational cultural values. These programs include value-based leadership training, public service innovation workshops, and team-building activities. However, a comprehensive evaluation of the effectiveness of these programs has not been consistently conducted.

Previous studies in various regions show that strengthening organizational culture positively affects employee performance. For instance, research by Nugroho et al. (2022) in East Java found that strengthening a work culture based on integrity and collaboration improved civil servant performance by up to 25% in one year. These findings are relevant as a reference for the Provincial Government of Central Kalimantan in designing strategies to enhance civil servant performance. From a change management perspective, strengthening organizational culture must be accompanied by effective communication strategies so that all civil servants understand, accept, and implement the organization's core values. According to Robbins & Judge (2021), clear and participatory communication can minimize resistance to change and accelerate the internalization process. Based on this background, this study aims to analyze strategies for strengthening organizational culture to improve the performance of civil servants in the Provincial Government of Central Kalimantan. The focus of the study includes identifying supporting and inhibiting factors, evaluating the effectiveness of organizational culture strengthening programs, and formulating strategic recommendations that can be sustainably implemented.

## **METHOD**

This study employs a descriptive qualitative approach, aiming to gain an in-depth understanding of strategies for strengthening organizational culture to improve the performance of Civil Servants (ASN) within the Provincial Government of Central Kalimantan. This approach was chosen because it is suitable for exploring complex social phenomena, in which the interactions between organizational values, civil servant behavior, and institutional policies cannot be measured solely with numbers, but require rich contextual comprehension (Miles et al., 2020).

The research was conducted within the Regional Secretariat of Central Kalimantan Province, as well as selected Regional Apparatus Organizations (OPDs) considered to represent varying levels of organizational culture implementation. The selection of research sites was carried out using purposive sampling, based on the availability of organizational culture strengthening programs and the active involvement of leadership and staff in their implementation.

Research informants consisted of structural officials, functional officers, and operational staff directly involved in organizational culture development programs. Informants were selected using snowball sampling to obtain perspectives from different levels of bureaucracy. A total of 15 individuals were interviewed, including heads of divisions, heads of sub-divisions, senior staff, and implementing staff.

Data collection was conducted through three main techniques:

1. In-depth interviews to gather information about experiences, perspectives, and strategies used in strengthening organizational culture. The interview guide was semi-structured to allow informants the freedom to express their insights while remaining aligned with the research focus.
2. Participant observation to observe the internalization of values, development activities, coordination meetings, and work interactions among employees. Observations were conducted during office hours to witness the real-life implementation of organizational culture in daily activities.
3. Document study of regional regulations, internal guidelines, performance reports, and documents related to civil servant training and development programs.

Data analysis followed the interactive model by Miles and Huberman, consisting of three stages: data reduction, data display, and conclusion drawing/verification (Miles et al., 2020). Data reduction was conducted by selecting relevant information from interviews, observations, and documents. The reduced data were then presented in the form of narratives, tables, and diagrams to facilitate interpretation. Conclusions were drawn iteratively through data verification, including member checking with informants to ensure the accuracy of findings.

Data validity was ensured through source triangulation, method triangulation, and time triangulation. Source triangulation involved comparing data from different informants, method triangulation compared data from interviews, observations, and documents, while time triangulation involved collecting data at different times to avoid situational bias. Through this method, the research is expected to provide a comprehensive overview of effective strategies for strengthening organizational culture to improve civil servant performance in the Provincial Government of Central Kalimantan, as well as to identify supporting and inhibiting factors that influence the success of such programs.

## RESULTS AND DISCUSSION

The research findings indicate that the Provincial Government of Central Kalimantan has implemented several programs to strengthen the organizational culture among Civil Servants (ASN), aiming to improve both individual and institutional performance. The main strategies include the internalization of core values such as integrity, professionalism, public service orientation, teamwork, and innovation. These values are disseminated through training, workshops, and regular activities such as morning assemblies and coordination meetings. According to interviews with the Head of the Organizational Division, the value internalization program has been in place since 2021 as part of the regional bureaucratic reform strategic

plan. However, the level of implementation success varies across Regional Apparatus Organizations (OPD), depending on leadership commitment, employee engagement, and program consistency.

Observations show that OPDs with active leadership that models organizational values tend to demonstrate higher ASN performance. For example, the One-Stop Integrated Service Office (Dinas PTSP) has shown significant improvements in service speed and accuracy following the adoption of a work culture based on integrity and results orientation. This supports the findings of Cheng & Yi (2020), who stated that a strong organizational culture enhances service orientation and promotes employee performance efficiency. The level of organizational culture implementation across various OPDs is presented in Table 1 below:

Table 1. Level of Organizational Culture Implementation in Selected OPDs of the Provincial Government of Central Kalimantan (2024).

OPD	Integrity Value (%)	Service Orientation (%)	Innovation (%)	ASN Performance Score*
Dinas PTSP	90	88	80	92
Dinas Kesehatan	85	82	78	88
Dinas Pendidikan	80	79	75	85
Dinas PUPR	78	76	70	82
Secretariat Office	83	81	72	86

Source: Field Data, 2024 (Performance score based on a 0–100 scale)

The data above show a positive correlation between the implementation of organizational cultural values and ASN performance scores. OPDs with high integrity and service orientation values tend to achieve better performance scores. This aligns with Mishra & Pandey (2020), who assert that internalizing core organizational values enhances employee motivation and commitment, ultimately leading to improved performance.

Key success factors for this strategy include leadership commitment, regulatory support, and adequate budget allocation. The Provincial Government of Central Kalimantan has integrated organizational culture strengthening into the Regional Medium-Term Development Plan (RPJMD) 2021–2026, thus providing legitimacy and strategic direction. In addition, value-based training programs are conducted periodically, involving both internal and external resource persons with expertise in public management.

However, several obstacles hinder the successful implementation of these strategies. The main challenge is resistance to change, especially from long-serving employees accustomed to traditional work patterns. According to Pinzone et al. (2019), resistance to change often arises due to uncertainty, perceived loss of control, and the perception that change increases workload. This is also observed in several OPDs in Central Kalimantan that still show low levels of organizational culture adoption. Besides resistance, weak internal communication is also a significant barrier. Interviews revealed that the socialization of organizational cultural values remains top-down and has not fully involved the active participation of employees in the formulation and implementation process. Yet, Robbins & Judge (2021) emphasize that open and participatory communication is vital in building shared understanding of the organization's vision and values.

Another concern is the lack of a performance evaluation system that is integrated with organizational culture indicators. Currently, ASN performance assessment in Central Kalimantan focuses more on physical and administrative targets, while behavioral aspects and cultural values are not yet formally recognized indicators. This creates a gap between value internalization and formal recognition of employees who uphold organizational culture. Figure 1 below illustrates the conceptual model of the relationship between organizational culture strengthening and improved ASN performance, adapted from this research's findings.

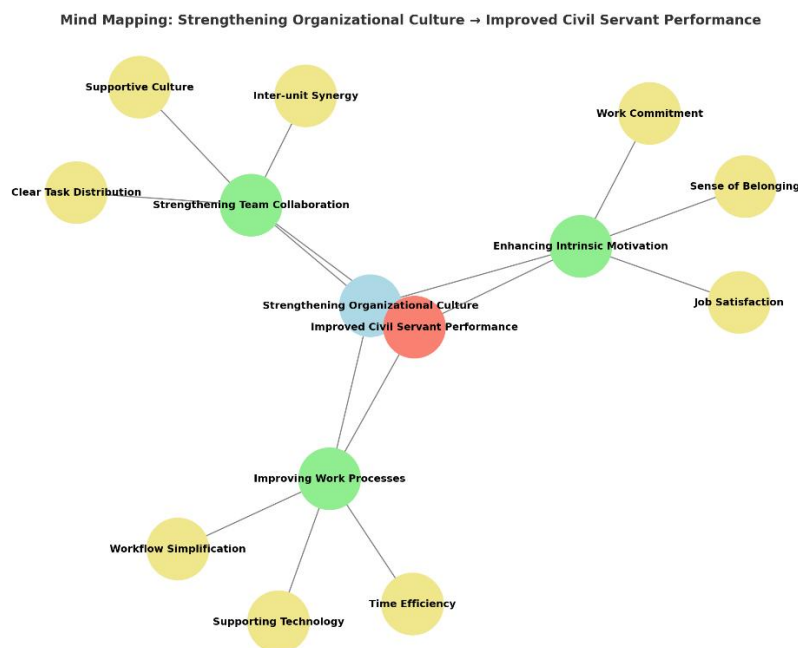


Figure 1. Conceptual Model of Organizational Culture Strengthening to Improve ASN Performance

Source: Researcher's Documentation, 2024

The conceptual model shows that strengthening organizational culture influences ASN performance through three main mechanisms: (1) enhancement of intrinsic motivation, (2) improvement of work processes, and (3) reinforcement of team collaboration. These mechanisms are interrelated, meaning that strengthening one aspect positively affects the others. Value-based development programs conducted in several OPDs have also proven to encourage public service innovation. For example, the PTSP Office successfully developed an online licensing application that reduced processing time from five working days to two. This innovation emerged from a work culture emphasizing efficiency and user satisfaction. Organizational culture strengthening also contributes to increasing ASN job satisfaction. Employees who perceive that their personal values align with the organizational culture tend to exhibit higher loyalty levels, which contributes to lower turnover rates. Nugroho et al. (2022) support this finding, stating that value congruence between individuals and organizations is a key factor in retaining public sector employees.

Nevertheless, to ensure sustainability, organizational culture strengthening strategies must be integrated with career development programs, a fair reward and punishment system, and competency-based performance evaluation. This integration will create a positive cycle where a strong culture enhances performance, and good performance further

strengthens the culture. Based on the analysis, the success of organizational culture strengthening in the Provincial Government of Central Kalimantan requires full support from all levels of the bureaucracy. Leaders must act as role models, employees must be actively involved, and local governments must provide the necessary facilities and infrastructure to support sustainable value internalization.

Thus, the findings of this study confirm that organizational culture strengthening strategies hold great potential to improve ASN performance. However, successful implementation is highly influenced by contextual factors, including leadership, communication, and evaluation systems. Continuous improvement in these three areas will ensure that organizational culture strengthening truly has a positive impact on the quality of public service delivery in Central Kalimantan Province..

## CONCLUSION

This study confirms that the strategy of strengthening organizational culture plays a significant role in improving the performance of Civil Servants (ASN) in the Provincial Government of Central Kalimantan. The implementation of this strategy is carried out through the internalization of core organizational values, such as integrity, professionalism, public service orientation, teamwork, and innovation. The findings show that Regional Apparatus Organizations (OPDs) with strong leadership commitment, effective internal communication, and integrated evaluation systems tend to record higher performance improvements compared to other OPDs. The success factors supporting organizational culture strengthening include regulatory support, adequate budget allocation, active leadership involvement, and the continuous implementation of value-based training and coaching. Conversely, obstacles encountered include resistance to change, weak internal communication, and the limited use of performance indicators that formally assess the application of cultural values. To ensure sustainability, the strategy of strengthening organizational culture needs to be integrated with career development systems, fair reward and punishment mechanisms, and performance indicators based on competencies and behavior. Utilizing technology to monitor the application of organizational cultural values can also be an innovative approach that strengthens the evaluation process. With these measures, it is expected that ASN performance in the Provincial Government of Central Kalimantan will continue to improve, which in turn will positively impact the quality of public services and the achievement of regional development targets.

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