



Implementation of Work Culture in the General Section of the Regional Secretariat of Sumedang Regency

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Abstract. In general, employees will be influenced by the variety of resources available, which will encourage them to adopt specific behaviors relevant to the organization. Work culture is the main goal in carrying out government operations, namely changing the attitudes and behavior of human resources to improve performance, as well as acting as a strategic effort in facing various challenges of the business world in the future. The attitudes and behaviors of employees in the General Section of the Regional Secretariat of Sumedang Regency influence the importance of work culture in carrying out government organizational activities. The study aims to know the implementation of Work Culture in the General Section of the Regional Secretariat of Sumedang Regency and the Elements Inhibiting the Implementation of Work Culture in the General Section of the Regional Secretariat of Sumedang Regency. The research method used by the author is a qualitative descriptive method. Data and information collection is done through observation, interviews, and documentation. The study results show that the implementation of work culture in the General Section of the Regional Secretariat of Sumedang Regency has not run well. Judging from several elements and sub-elements of Attitude towards work and behavior at work, the problems found are a need for work ethic, responsible employees, and careful employees. This is undoubtedly an obstacle to the proper implementation of work culture.

Keywords: Work Culture, Resources, Local Government, Employees, Sumedang

INTRODUCTION

In implementing work culture, leaders and subordinates are indirectly connected by referring to applicable laws and regulations, which allows them to take attitudes and behaviors that align with the company's vision, mission, and strategy. Work culture is designed to achieve organizational goals and realize individual employee goals. The main objective in carrying out government operations is to change the attitudes and behavior of human resources to improve performance and act as a strategic effort in facing various challenges of the business world in the future.

Sumedang Regency is a regency in West Java Province, Indonesia. Sumedang Regency consists of 26 sub-districts, seven kelurahan, and 270 villages. Sumedang, the capital of this

regency, is located about 45 km from Bandung City. Sumedang Regency is famous for its unique natural beauty; the atmosphere surrounded by mountains is always a unique attraction for everyone who visits. The Regional Secretariat of Sumedang Regency is a supporting institution led by the Sumedang Regent Government. The Regional Secretary reports directly to the Regent of Sumedang.

The General Section of the Regional Secretariat of Sumedang Regency is an auxiliary element of the leadership of the Sumedang Regency Government led by the Head of the General Section, who is under and directly responsible to the Regent of Sumedang. The General Section of the Regional Secretariat of Sumedang Regency is divided into two sub-sections: Household and Administration of Leaders and Expert Staff. The General Section of the Regional Secretariat of Sumedang Regency develops a work culture that is directed as a guide to the attitudes and behaviors of all employees.

Work culture is not just a slogan but is expected to be the soul and spirit of work to realize the vision and mission of the General Section of the Regional Secretariat of Sumedang Regency. Based on the background above, researchers see that there is still a suboptimal implementation of Work Culture, as seen from the lack of work ethic from employees, lack of employees who behave responsibly, and lack of careful employees. Violating this practice is not severely sanctioned; those in the organization ethically agree that this practice should be followed, as part of doing a job to achieve a goal.

This work culture translates into a sense of responsibility in doing work. All of that will be reflected in the obedience and loyalty of employees in carrying out their primary duties and functions. Based on the above problems, researchers are interested in the title "Implementation of Work Culture in the General Section of the Regional Secretariat of Sumedang Regency." Because researchers are interested in some things that happen to local employees in the implementation of Work Culture.

LITERATURE

Work culture in an organization consists of habits that employees repeat. Although there are no strict sanctions for violating this custom, it is ethically agreed by the organization's stakeholders that this habit must be followed during the execution of work in order to achieve the target. Work culture consists of repetitive routines without strict sanctions. However, there is an ethical consensus within the organization to be adhered to to achieve goals, supported by the understanding that work culture involves values, norms, and habits internalized by members of

an organization. Based on the research that has been done, researchers found a theory as a research measurement tool, namely the elements of work culture expressed by (Taliziduhu Ndraha, 2005), where the elements of work culture are: (1) Attitude towards work and (2) Behavior at work time.

METHOD

Research is the activity of studying a problem with scientific methods regularly and systematically in order to find new information and knowledge that can be based on the object under study. In this study, the author used a type of descriptive qualitative research. To obtain relevant information, informants must be carefully selected because this study examines the performance of informants. In this case, the researcher chose the research subject, namely the Head of the General Section of the Regional Secretariat of Sumedang Regency and the HR Analyst of the Young Expert Apparatus of the Sumedang Regency Regional Secretariat. The research was conducted from August 1, 2023, to August 13, 2023, at the General Section of the Regional Secretariat of Sumedang Regency.

This research also compiles instruments because it is essential in designing research procedures. Its function is to collect the necessary data. Researchers act as data collection instruments. In collecting data using tools in the form of *mobile phones*. *Mobile phones* in this study function as documentation tools in the form of photos and videos to record and photograph important events in field conditions, and mobile phones function as voice recorders when researchers conduct interviews with informants related to the research topic studied. The support tools used are interview guidelines. Interview guidelines are used by researchers to be used as a reference in directing informants to obtain data and information needed in this study.

This research involves several data collection techniques, namely interviews as a data collection tool where the party who submits the interview directly asks questions to the informant, and the responses from the informant are then recorded and recorded with a voice recording device such as *a mobile phone*. Then, make observations, which are systematic observation activities on several elements studied. After observation, researchers then carry out documentation to collect data obtained through writing, drawings, or someone's work. To make it more transparent where the information comes from, researchers store it in photos and data related to research and literature studies, which is the collection of data and information using various materials available in the library.

Documents, books, and scientific articles related to the subject matter under study. In addition to data collection techniques, researchers use data analysis techniques, namely analysis as determining the direction of research, compiling temporary conclusions based on the data collected, planning follow-up data collection, setting data collection goals (information, situations, and documents), then reducing data, researchers can choose the data that must be discarded and the data needed, which data is summarized, which things will be developed then the presentation of data What is obtained in the field is related to all research problems, then selected as needed, then grouped and drawing conclusions, namely an activity that analyzes the data presented by the results of the research.

DISCUSSION

Research has been carried out regarding the Implementation of Work Culture in the General Section of the Regional Secretariat of Sumedang Regency and the Inhibiting elements obtained in research at the intended locus during the research. The general section of the Regional Secretariat is one of the units that has the general function of supporting the smooth operation and administration of the Regional Secretariat. Based on the results of the analysis and observations made by the researchers, it is known that the implementation of Work Culture in the General Section of the Regional Secretariat of Sumedang Regency has yet to run entirely.

Several things that hinder the implementation of this work culture are the main elements of the lack of a good work culture, including the need for a good work ethic and careful employees. This is what hampers the implementation of work culture. Therefore, there is a need for regular evaluations and a deep understanding of this work culture in the General Section of the Regional Secretariat of Sumedang Regency.

Implementation of Work Culture

Researchers will discuss things that have gone well and things that have not gone well in implementing work culture. Researchers use Elements of Work Culture, according to Taliziduhu Ndraha (2005), to explain the implementation of work culture in the General Section of the Regional Secretariat of Sumedang Regency. The first element in question is Attitude towards Work and Behavior at work.

The following is a discussion of the implementation of work culture according to the elements used by researchers:

- Attitude towards Work

An attitude that prioritizes work over other activities, such as relaxing, simply getting satisfaction from busy work, or feeling like you have to do something to survive. Attitudes towards work can be changed through information and knowledge about work and awareness of certain benefits. From an enthusiastic attitude to behaviors such as diligent, not quickly tired, serious, and conscientious. In work culture, liking expressed through liking for work is called attitude towards work. People with a *passion* for work often have a hardworking, dedicated, responsible, careful, meticulous, detailed work style, eager to learn their duties and obligations, and like to help colleagues or vice versa. An attitude of liking to work here; researchers get information about this as explained by the Head of the General Section of the Regional Secretariat of Sumedang Regency; he said:

“When there was an *event*, Mr. Ridwan Kamil, the Governor of West Java, visited the Kujang Sapasang Monument in Jatigede Reservoir for the inauguration, there he wanted lunch suddenly, but from the information obtained the location there, the facilities were inadequate and there was no preparation, finally our party all employees in the Household Subdivision turned their minds so that the facilities desired by Mr. Ridwan Kamil could be realized properly, Finally, the results of the employees here thinking together that desire can be realized properly.”

As explained by the Head of the General Section of the Regional Secretariat of Sumedang Regency in the interview session above, employees in the Household Sub-Section like to work with the team as well as possible so that whatever is desired can be achieved. This means that employees in the General Section of the Regional Secretariat of Sumedang Regency have worked well regarding liking to work.

Satisfaction at work is an exciting issue in organizational behavior because it significantly impacts employees and the organization. Job satisfaction is an attitude of pleasure between what is achieved and what is expected. For employees, job satisfaction causes pleasant feelings at work, while for organizations, job satisfaction helps increase work productivity and improve employee attitudes and behavior. Satisfaction at work is also essential in seeing employee attitudes towards work.

As stated according to the HR Analyst of the Young Expert Apparatus of the Regional Secretariat of Sumedang Regency regarding the explanation above, namely:

“Employees here are given *rewards* or awards in the form of certificates and goods as a form of employee activity in carrying out their work and there is also a periodic salary increase for civil servants or civil servants.”

This reward is a form of satisfaction in working for employees and as a supporting factor in performance success. A reward is also a means of creating motivation or encouragement and represents a form of reward associated with achievement in work given in the form of rewards and goods related to performance. Attitude toward work can also be seen in an employee's work ethic. Work ethic is a fundamental element in work culture, especially attitude towards work to achieve moral excellence and superior character, resulting in outstanding work and performance.

However, in this case, what happened to the General Section of the Regional Secretariat of Sumedang Regency employees was that this work ethic did not work well because some employees did not serve guests well because they were too focused on their work, so guests felt ignored. This happened when my friends and I, as guests and researchers, felt ignored by employees when visiting the Household Subdivision.

- Behavior at work time

Employee behavior tends to be more on personality because personality describes a person's behavior. The more consistent a trait is, and the more it appears in situations, the more it is called a behavior. In this regard, researchers will explain employee behavior related to dedication at work. *Dedication* is defined as carrying out task-oriented work based on the organization's vision, mission, and goals. If a person is loyal to an organization, what matters is the organization. The explanation given by the HR Analyst of the Young Expert Apparatus of the Regional Secretariat of Sumedang Regency stated that:

"Employees here are professional in working and interacting with fellow employees in appreciating ideas and performance carried out by other employees and also employees are able to be given more working hours outside the predetermined working hours."

The actual practice of dedication has gone well, as seen from the consistency of employees in their work. Then, there is sound judgment from superiors to subordinates. Another thing about behavior at work is being responsible. Responsible employees have the necessary attitude to carry out their work on time and carry out their duties and responsibilities for the work they do. Responsible employees will also pay attention to the quality of their work and try to improve it while still complying with the rules and procedures in the workplace. Responsible employees will also pay attention to their work environment, such as maintaining cleanliness and tidiness and occupational health and safety. Regarding this matter, researchers found a problem with responsible employees; according to the narrative from the leader about employees, there are still

some employees who are less responsible during working hours, as well as the results of observations by researchers of problems that often occur, namely from the behavior of employees who arbitrarily bring children to the office, and from the neatness of dressing.

The explanation from the Head of the General Section of the Regional Secretariat of Sumedang Regency is:

"The form of employee responsibility here is seen from the punctuality of employees coming to the office and the way employees work as directed by me as the leader in this section, but if there are employees who do not work according to direction and are not on time, I always apply *case scheduling* or work management with this application, from there there will be an action plan such as directing each employee to create an example In carrying out work and also a form of reprimand against employees who are late such as leaders come first which allows employees to feel ashamed about it."

In practice, implementing employee responsibilities in working here still needs to be fully running well. Because there are still some employees who do not come to the office on time. Moreover, the results of observations from researchers show employees who arbitrarily bring children to the office and from the neatness of dressing while working there. There are also other problems regarding employee behavior at work when viewed from prudence at work; it can be seen from the way employees who do not manage correspondence records storage poorly, store letters or documents negligently, disorderly or untidy, including actions that can be considered less careful an employee at work.

Therefore, there is a need for better management and more care in storing mail records so that they are stored properly, and problems regarding the storage of mail records are avoided. Prudence in working in government organizations is important to maintain work integrity, ethics, and efficiency. An employee is considered to have good values and is needed by the organization if he can carry out his duties well and is responsible at work. As well as doing it carefully.

Inhibiting Factors of Work Culture

Work Culture in the General Section of the Regional Secretariat of Sumedang Regency is considered to have been carried out well. However, sometimes, there still needs to be a better alignment in the Work Culture. So, in this discussion, researchers will discuss more deeply the obstacles to the running of Work Culture. The following will present some obstacles in the implementation of Work Culture.

- Facilities and Infrastructure

In addition to the human resources needed to support the function of the Regional Secretariat of Sumedang Regency, it is also necessary to have its facilities and infrastructure. Types of facilities and infrastructure that directly impact organizational operations include workspace, computer equipment, telecommunications, transportation, and central facilities in carrying out the duties and functions of the Sumedang Regency Regional Secretariat. If the management of office facilities and infrastructure is not carried out, it can result in shortages, damage, loss, and disruption of work activities. Currently, the infrastructure condition of the Regional Secretariat of Sumedang Regency needs to be considered adequate to develop organizational performance. Some of them are already damaged.

Therefore, office equipment and infrastructure must be appropriately managed to ensure that office equipment and space are always in good condition and ready to use. In this case, inadequate facilities and infrastructure can affect employee comfort in implementing work culture. Conversely, if the facilities and infrastructure are adequate and the quality of good facilities and infrastructure can improve work performance and efficiency, including work culture.

- Leadership Attitude

The leader's attitude towards employees is an essential factor in achieving the goals of an organization. However, to achieve these goals, it is necessary to pay close attention to the behavior of subordinates, which forms the organization's culture. The leader is a role model for his subordinates because he must be able to set an example to be emulated by his subordinates. Good leadership can improve employee performance by paying attention to organizational culture, work attachment, and behavior.

His role as a coach is that the leader is expected to be able to:

- a) Know and understand every employee who is his responsibility.
- b) Provide information needed in the implementation of tasks and self-development.
- c) Provide positive opportunities for every employee to develop themselves in carrying out their duties.
- d) Assist each employee in overcoming personal problems.
- e) Assess the success of each step of the activities that have been carried out.

These things will positively impact leadership if applied with a sense of responsibility and awareness. In addition, it shows that leadership has a significant positive impact on employee work culture. However, what happened in the General Section of the Regional Secretariat of Sumedang Regency was that researchers saw that the leader's attitude towards employees was considered less affirmative because the leader was still analyzing employees. After all, the new leader moved the job placement; the leader was still adapting to the attitudes and behaviors of employees in the General Section of the Sumedang Regency Regional Secretariat. From that, the decisive action of the leader's attitude to employees has yet to be realized.

Improving a good work culture takes time to change. Therefore, it is necessary to improve the attitude and behavior of the leader to instill this in his subordinates. The formation of work culture starts from the excellence of the leader or appointed official, and the level of relationship between the leader and his subordinates determines the specific way of implementing the work culture.

CONCLUSION

Work culture plays a vital role in achieving organizational goals. For an organization, work culture is a mandatory factor that needs to be considered related to interaction between employees. It also contributes significantly to the performance and success of an organization. Implementing work culture in the General Section of the Regional Secretariat of Sumedang Regency needs to run optimally. So, there is still some improvement in the awareness of employee attitudes and behaviors, leadership attitudes, and infrastructure. Some of them are about the implementation of Work Culture as follows:

- Attitude to work

Attitudes can be changed through information and knowledge about the job and awareness of specific benefits, from an enthusiastic attitude to behavior such as diligence, not tiring quickly, seriousness, friendliness, steadfastness, and conscientiousness. Behavior, among other things, is shaped by incentives (rewards). In this case, there are still several problems found in employees, such as employees' need for work ethic.

- Behavior at work time

Employee behavior tends to be more on personality because personality describes a person's behavior. The more consistent a behavior is, and the more it appears in situations, the more it is called a behavior. However, there are still several problems in this case, namely the need for more responsible employees and the lack of careful employees. In implementing Work

Culture, several obstacles must be addressed thoroughly so that it is not optimal in its implementation.

- Facilities and Infrastructure

In this case, inadequate facilities and infrastructure can affect the implementation of work culture. Conversely, if the facilities and infrastructure are adequate and the quality of good facilities and infrastructure can improve work performance and efficiency, including work culture.

- Leadership Attitude

The attitude of the leader towards employees is considered to be less affirmative. The leader is still in the process of analyzing employees because the new leader moved the job placement; the leader is still in a period of adapting to the attitudes and behaviors of employees in the General Section of the Regional Secretariat of Sumedang Regency so for the decisive action of the leader's attitude to employees has not been realized.

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