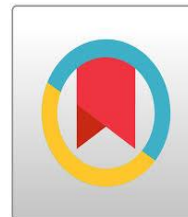


Analysis of Organizational Culture in Enhancing Employee Performance at the Public Relations Bureau of the Secretariat General of the Ministry of Defense of the Republic of Indonesia



Analisis Budaya Organisasi Dalam Meningkatkan Kinerja Pegawai Pada Biro Hubungan Masyarakat Sekretariat Jenderal Kementerian Pertahanan Republik Indonesia

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ARTICLE INFORMATION	
<p>Keywords Organizational Culture; Employee Performance; Government Public Relations;</p>	<p>ABSTRACT <i>Organizational culture plays an important role in the success of public organizations and can help align human resources in achieving the organization's vision, mission, and goals. This study aims to analyze the organizational culture at the Public Relations Bureau of the Secretariat General of the Ministry of Defense of the Republic of Indonesia (Setjen Kemhan RI) and explain how organizational culture can deeply enhance employee performance. This research uses a qualitative approach with descriptive analysis techniques. Data collection was conducted through in-depth interviews, direct observation, and documentation. The research results indicate that the organizational culture at the Public Relations Bureau of Setjen Kemhan RI has successfully improved employee performance. Indicators such as the produced products, ethics or professionalism standards, and attributes that reflect the identity of the Public Relations Bureau of Setjen Kemhan RI have been well implemented. Employees of the Public Relations Bureau of Setjen Kemhan RI have successfully applied the values embraced by the institution, which positively influence their performance. The public has been satisfied with the products and services provided, although there is still a lack of information and understanding among the public regarding exempted information.</i></p>
<p>Kata Kunci Budaya Organisasi; Kinerja Karyawan; Humas Pemerintah;</p>	<p>ABSTRAK Budaya organisasi berperan penting dalam keberhasilan organisasi public dan dapat membantu menyelaraskan sumber daya manusia dalam mencapai visi, misi, dan tujuan organisasi. Penelitian ini bertujuan untuk menganalisis budaya organisasi di Biro Humas Setjen Kemhan RI serta menjelaskan bagaimana budaya organisasi dapat meningkatkan kinerja pegawai secara mendalam. Penelitian ini menggunakan pendekatan kualitatif dengan teknik analisis yang diterapkan adalah analisis deskriptif. Pengumpulan data dilakukan melalui wawancara mendalam, observasi langsung, dan dokumentasi. Berdasarkan hasil penelitian diketahui bahwa budaya organisasi di Biro Humas Setjen Kemhan RI berhasil meningkatkan kinerja pegawainya. Indikator produk yang dihasilkan, etika atau standar profesionalisme, dan atribut yang menunjukkan identitas Biro Humas Setjen Kemhan RI pada implementasinya sudah berjalan dengan baik. Pegawai Biro Humas Setjen Kemhan RI sudah menerapkan nilai-nilai yang dianut instansi dengan baik pemimpinnya dapat mempengaruhi kinerja pegawainya ke arah yang positif. Masyarakat sudah puas dengan produk dan layanan yang diberikan walaupun masih ditemukan kurangnya</p>

		informasi dan pemahaman kepada Masyarakat mengenai informasi yang dikecualikan.
Article History Send 27 th June 2024 Review 18 th August 2024 Accepted 28 th November 2024		Copyright ©2025 Jurnal Aristo (Social, Politic, Humaniora) This is an open access article under the CC-BY-NC-SA license. Akses artikel terbuka dengan model CC-BY-NC-SA sebagai lisensinya.



Introduction

One of the organizational cultural values that is very important in measuring performance, namely ethics or standards of professionalism. From researcher observations It was found that there were still problems related to the ethics of the Public Relations Bureau of the Secretariat General of the Ministry of Defense of the Republic of Indonesia at work, namely when the opinion section is responsible for managing the media Indonesian Ministry of Defense social abuses the Ministry's Twitter account Defense of the Republic of Indonesia by promoting one of the presidential candidates.

The culture of an organization plays a crucial role in the success of any organization, including public entities. A strong organizational culture helps align human resources toward achieving the organization's vision, mission, and goals. This is particularly important in public organizations where service quality significantly impacts organizational success. Therefore, public organizations must review their organizational culture and ensure it aligns with their objectives and targets (Harahap, 2021).

Unlike other government agencies, employees at the Ministry of Defense of the Republic of Indonesia (Kemhan RI) consist of a mix of Civil Servants (PNS) and Indonesian National Defense Forces (TNI) personnel. The TNI has a strong culture focused on hierarchy, military discipline, and their role in national defense. In contrast, PNS typically exhibit stronger administrative and management orientations. Integrating these two cultures can create conflicts of interest and orientation differences in achieving the ministry's goals. The TNI operates within a strict hierarchical structure, while PNS usually operates in a more flexible bureaucratic framework. Uniting these structures can challenge decision-making and leadership within the Ministry of Defense.

The Public Relations Bureau (Biro Humas) in the General Secretariat of the Ministry of Defense of the Republic of Indonesia, known as Biro Humas Setjen Kemhan RI, plays a critical role in communicating between the government and the public. Its responsibilities include formulating technical policies in the public relations sector, fostering partnership relations with government and non-government institutions, managing news, handling public opinion, and providing public information and library services. In performing these duties, Biro Humas Setjen Kemhan RI fulfills various functions, including preparing and formulating technical policies in public relations, conducting partnership building with government and non-government institutions, managing defense sector news, managing public opinion in the defense sector, and providing public information and library services (Ministry of Defense of the Republic of Indonesia, 2022).

Most employees at Kemhan RI are Civil Servants (ASN), with the remainder being members of the Indonesian National Defense Forces (TNI). Despite the majority being ASN, the military influence is considerable, making Kemhan a unique, semi-military ministry with a noticeable military dominance. Indonesian National Defense Forces (TNI) personnel can work at Kemhan RI through a regulated process outlined in Regulation of the Minister of Defense of the Republic of Indonesia Number 38 of 2016. TNI personnel must meet specific requirements to hold Civil Servant (ASN) positions at Kemhan. They can apply for available ASN positions and undergo a selection process involving qualification assessment, interviews, and other tests. Successful TNI personnel are appointed to ASN positions at Kemhan RI.

Although many studies have explored the influence of organizational culture on employee performance, research specifically focusing on Biro Humas Setjen Kemhan RI remains limited. The author chose Biro Humas Setjen Kemhan RI as the research site due to its numerous achievements, such as its successful public information dissemination in 2022. In that year, Biro Humas Setjen Kemhan RI received the "Outstanding Public Institution" award under the category of "Fast and Responsive Government Public Relation" at the INews Maker Awards 2022, themed "Advancing Dynamic Capabilities in Economic Rebound."

This award recognized Biro Humas Setjen Kemhan RI for its consistency in shaping public opinion and providing fast, transparent, objective, and current information about ongoing, upcoming, and completed programs. The bureau was also commended for efficiently fulfilling its main tasks by promptly responding and efficiently conveying information to the public through various platforms, including major media and Public Service Announcement programs. This information was disseminated through online media and official social media accounts such as Facebook, Instagram, Twitter, and YouTube (Ministry of Defense of the Republic of Indonesia, 2022).

The success of public information dissemination by Biro Humas Setjen Kemhan RI was evident during the Indo Defence Expo and Forum defense industry exhibition. In its promotion, Biro Humas Setjen Kemhan RI collaborated with 54 government agencies and private entities. The successful delivery of this information was reflected in the exhibition's attendance, with more than 30,000 visitors from various regions of Indonesia, indicating an increase from previous years. Therefore, this success was attributed to the collaboration between civil and military employees of Biro Humas Setjen Kemhan RI, which enabled the bureau to achieve its goals and enhance the performance of its employees.

However, as cited in the article titled "Reported to Bawaslu Following #PabowoGibran2024 Tweet, Kemhan Speaks Out" on the detiknews website, an employee of

Humas Kemhan RI, identified as X Kemhan RI admin, was reported for alleged violations and referred to Bawaslu (Election Supervisory Agency). The report concerned the alleged use of state facilities to campaign for a presidential candidate pair in 2024. As a result of this issue, the public questioned the neutrality, which is part of the professionalism at Biro Humas Setjen Kemhan RI. Hence, this phenomenon reveals gaps in understanding how organizational culture influences employee performance at Biro Humas Setjen Kemhan RI (Luxiana, 2024).

Employee performance evaluation at the Ministry of Defense of the Republic of Indonesia is governed by Regulation of the Minister of Defense Number 17 of 2019. This regulation specifies that job and rank evaluations, as described in paragraph (2), are based on objective comparisons of competencies, qualifications, job requirements, job performance assessments, leadership, teamwork, and creativity, without discrimination based on gender, ethnicity, religion, race, or group.

The success of an organization is heavily influenced by effective collaboration among its members. Effective collaboration can create synergy, accelerate decision-making processes, and improve the quality of work outcomes. An organizational culture that supports collaboration creates a conducive work environment for idea exchange, collaborative problem-solving, and achieving common goals. Thus, an organizational culture that supports collaboration can significantly contribute to the success of an institution (Theresia, 2023).

Conversely, organizational culture also plays a crucial role in determining the extent to which collaboration can occur within an institution. An open and inclusive organizational culture promotes better collaboration because members feel valued and trusted. They are likelier to share ideas, collaborate, and contribute to organizational goals. In contrast, a closed or exclusive organizational culture can hinder collaboration and ultimately affect an institution's success (Robbins & Coulter, in Theresia, 2023).

Research conducted by (Saluy Ahmad Badawi et al., 2019) shows that work culture is the variable that has the most positive and significant influence on organizational performance in the government agency where the research was conducted. Previous research was homogeneous in its subjects, current research is heterogeneous. The previous research used quantitative research methods and the current research uses qualitative research methods. Apart from that, the focus and location of the research are different.

Therefore, this study aims to fill this gap by examining the organizational culture at Biro Humas Setjen Kemhan RI and explaining its performance in depth. The performance of employees at Biro Humas has a direct impact on the ministry's ability to provide effective and efficient services to the public. Hence, research examining the organizational culture at Biro

Humas Setjen Kemhan RI, with its heterogeneous employee composition, is highly relevant. In this context, this study will provide a broader understanding of how the organizational culture applied in this government agency can affect employee performance. The results of this research can serve as a strong foundation for improving organizational culture to enhance the performance and services provided by Biro Humas Setjen Kemhan RI.

Literatur Review

Organizational Culture

The concept of organizational culture, according to (Schein, 2017) refers to a shared system of understanding adopted by members of an organization to distinguish it from others. Edgar H. Schein describes elements of culture, including knowledge, beliefs, art, morals, laws, traditions, societal behaviors, basic assumptions, value systems, heritage, and challenges of external adaptation and internal integration. Schein categorizes organizational culture into three levels:

- a. Artifacts, the first level, encompass everything visible within the organization, such as organizational structure, process stages, physical environment, and products produced by the organization.
- b. Espoused Values, the second level, refers to values described and supported by the organization, including strategies, goals, and organizational philosophies. This level holds significant leadership importance as every organizational member is expected to uphold these values
- c. Underlying Assumptions, the third level, involves fundamental beliefs held by organizational members about the organization itself.

Employee Performance

The concept of employee performance, according to Khaerul Umam (2010:189, in Anuar, 2019), refers to the achievement of work results by individuals according to their roles or tasks within a specific period. Performance is related to specific standards or value measures applicable in the organization where the individual works. In other words, performance measures how well an individual performs their tasks and roles within the organization, assessed based on standards established by the organization. According to Bagus (2023), the concept of performance can be viewed from two aspects: individual employee performance and organizational performance. Individual employee performance refers to the work results of individuals within an organization, while organizational performance refers to the totality of

work results achieved by the organization. Employee performance and organizational performance are closely interconnected because achieving organizational goals cannot be separated from the active role of individuals as contributors to achieving those goals. Siagian (2019) identifies several elements impacting employee performance, including compensation levels, working environment conditions, organizational culture, leadership styles, work motivation, discipline levels, job satisfaction, communication, and other factors.

The strength of organizational culture serves as a behavioral guide that makes it one of the determining factors in employee performance. Robbins and Judge (2008:286, in Kenedi et al., 2022) elaborate on the correlation between organizational culture and performance. This theory states that objective factors such as innovation, attention to detail, outcome orientation, individual orientation, team orientation, stability, and aggressiveness are considered aspects of organizational culture by every member of the organization. When these perceptions form a very strong basis for behavior, member performance will increase significantly.

Method

This research employs a qualitative approach, with the applied analysis technique being descriptive analysis. In this qualitative research, researchers will focus on an in-depth understanding of how organizational culture in the Public Relations Bureau of the Secretariat General of the Ministry of Defense influences employee performance. The process begins by formulating a research problem, namely identifying the dominant organizational culture elements and their impact on performance. Data was collected through in-depth interviews with employees and leaders, observation of daily activities, and analysis of internal organizational documents. Triangulation was carried out to ensure the reliability of data from various sources. The findings are then interpreted to explain the relationship between organizational culture and employee performance, accompanied by practical recommendations for more effective management of organizational culture in the Public Relations Bureau of the Secretariat General of the Indonesian Ministry of Defense.

Result and Discussion

Organizational culture serves as a guide for employee actions, making it a key determinant of employee performance. Therefore, every institution, including the Public Relations Bureau of the General Secretariat of the Ministry of Defense of the Republic of Indonesia, must maximize each element of its organizational culture to effectively enhance employee performance. Robbin & Judge (2008:286 in Kenedi et al., 2022) elaborate on the

relationship between organizational culture and performance. This theory posits that objective factors such as innovation, attention to detail, result orientation, individual orientation, team orientation, stability, and aggressiveness are considered aspects of organizational culture by every member of the organization. When this perception serves as a strong foundation for behavior, member performance significantly improves.

Table 1 Employee Composition Based on Background

Category	Amount	Percentage
TNI	38	46.91%
ASN	34	41.98%
PPPK	9	11.11%
	81	100%

Source: Biro Humas Setjen Kemhan RI

Based on the table above, it is evident that the employees in the Public Relations Bureau of the Secretariat General of the Ministry of Defense of the Republic of Indonesia consist of both civilian and military personnel. Although the difference in numbers between civilian and military employees is small, the workplace environment is predominantly influenced by the military. This military dominance is because the head of the Public Relations Bureau, known as the Chief Bureau (Karo), is from a military background, as are the four heads of divisions within the bureau.

To align with the organizational culture aspects within the Public Relations Bureau of the General Secretariat of the Ministry of Defense of the Republic of Indonesia, the author applies Schein's three-level organizational theory (2017) in analyzing employee performance in this bureau. Thus, after conducting observations, interviews, and documentation, the researcher will detail findings in line with the analysis conducted. The analysis or depiction of research outcomes is examined using Schein's theory, including the following:

1. Tangible and intangible artifacts in the public relations bureau of the Secretariat General of the Indonesian Ministry of Defense

Artifacts are cultural products visible and easily observed by individuals or groups, whether within or outside the organization. According to Schein (2017), artifacts encompass visible, physical, behavioral, and verbal outcomes. These observable and audible elements create culture. In the context of enhancing employee performance, artifacts at the primary level include the products and services produced, ethics or professionalism standards, and utilized attributes. This study analyzes artifacts at the primary level using several indicators: the products and services produced, the informativeness, accuracy, and objectivity of

products and services, ethical codes, employee discipline at work, and attributes that define identity or characteristics and the positive image derived from those attributes.

Based on the previously presented research findings, it can be concluded that the community responds positively to the products and services provided by the Public Relations Bureau of the General Secretariat of the Ministry of Defense of the Republic of Indonesia. The bureau comprises four sections, each responsible for the products and services delivered. The Public Information Section Taka handles information services producing products such as Wira Magazine, the Public Information and Documentation Service (PPID) serving public information and documentation needs, managing the Ministry of Defense website, and library services. The News Section is responsible for reporting on the Ministry of Defense, press releases, and website content. The Opinion Section oversees the Ministry of Defense's social media presence, including YouTube, Instagram, Facebook, Twitter, and TikTok. Examples of produced content include podcasts featuring national defense experts as speakers.

Employees are committed to providing the best service to the community. The Public Relations Bureau of the General Secretariat of the Ministry of Defense of the Republic of Indonesia adheres to quality standards or quality management. Initially, quality management ensures that plans or products are informative, accurate, and objective through Standard Operating Procedures (SOPs). Hence, operational standards govern activities as the primary rule when delivering services to the public. Furthermore, the largest services are governed by the internal government oversight system or internal supervision, where direct oversight responsibility lies with the head of the Public Relations Bureau of the General Secretariat of the Ministry of Defense of the Republic of Indonesia. Additionally, evaluations from other ministries such as the Ombudsman, the Information Commission, the Ministry of Communication and Informatics, and the Ministry of Administrative Reform establish assessment standards that define informativeness, accuracy, and objectivity. The Public Relations Bureau of the General Secretariat of the Ministry of Defense of the Republic of Indonesia must comply with applicable SOPs and SPIP (Public Information Disclosure System) standards, assessed through indices, percentages, and achievements. Compliance with all three indicates adherence to procedures for being declared informative, accurate, and objective. Moreover, an annual performance report forms part of supervision or ensures that products and services are informative, accurate, and objective.

Using standardization as described above and based on observations and interviews conducted with employees of the Public Relations Bureau of the General Secretariat of the

Ministry of Defense and the public, it can be concluded that bureau employees provide good service and meet the informative, accurate, and objective indicators in accordance with applicable SOP and SPIP standards. This is evident from the Ministry of Defense's 2023 achievement, attaining the highest category of "Informative" Public Body during the Public Information Disclosure ranking by the Central Information Commission. The Public Relations Bureau of the General Secretariat of the Ministry of Defense of the Republic of Indonesia has produced products that educate the public about national defense. Positive responses and community satisfaction were evident during interviews with the public at the Ministry of Defense Library and PPID. The community is satisfied with the service provided and the ease of access to products from the Public Relations Bureau of the General Secretariat of the Ministry of Defense of the Republic of Indonesia, including physical reading materials like WIRA magazines and digital formats such as the website. The bureau also considers individuals with disabilities visiting the PPID and library, as seen in the provision of crutches and wheelchairs always available for PPID and library visitors. Therefore, the community demonstrates satisfaction with the service provided and the products produced by the Public Relations Bureau of the General Secretariat of the Ministry of Defense of the Republic of Indonesia.

Employee discipline at the Public Relations Bureau of the General Secretariat of the Ministry of Defense of the Republic of Indonesia is governed by Minister of Defense Regulation No. 13 of 2023 concerning Guidelines for Implementing Discipline Punishment for Civil Servants at the Ministry of Defense. This regulation outlines disciplinary measures for Civil Servants at the Ministry of Defense of Indonesia. It includes definitions of disciplinary measures, obligations and prohibitions for Civil Servants, procedures for imposing punishment, authority of the punishing officer, impact of punishment on employment rights, and documentation procedures for decisions. This regulation aims to maintain integrity and work discipline within the Ministry of Defense environment.

As for civil servants (ASN), they adhere to Ministry of State Apparatus Empowerment and Bureaucratic Reform Regulation No. 6 of 2022 concerning Civil Servant Performance Management. This regulation is enacted to clarify the roles, outcomes, and responsibilities of employees in achieving organizational performance goals and targets. Its aim is to realize a professional, competent, and competitive civil service in accordance with the mandate of the Civil Service Law.

Given the positive response from the public regarding the ethics of employees at the Public Relations Bureau of the General Secretariat of the Ministry of Defense of the Republic of Indonesia, it can be concluded that the bureau adheres to regulations governing ethics and professionalism standards. However, in response to external news questioning the Ministry of Defense's seeming tendency to withhold defense information and lack of transparency, there is a need for appropriate public education that some defense information is inherently classified and cannot be shared with the public.

Additionally, the Public Relations Bureau possesses attributes that serve as identifiers or characteristics in its operations. Individual attributes are evident in the bureau's diverse uniforms tailored to respective functions, regulated under Republic of Indonesia Minister of Defense Regulation No. 9 of 2017 Article 38. For attributes reflecting the institution, they can be observed through the Ministry of Defense's social media managed by the Public Relations Bureau of the General Secretariat of the Ministry of Defense of the Republic of Indonesia. To build a positive image based on these attributes, individuals strive to behave appropriately and within regulations. As public perception of the Public Relations Bureau of the General Secretariat of the Ministry of Defense of the Republic of Indonesia hinges on employee conduct during service delivery, the bureau must respond effectively and wisely to public feedback through social media. By doing so, the bureau can foster a positive public perception. Based on community responses, it is evident that the Public Relations Bureau of the General Secretariat of the Ministry of Defense of the Republic of Indonesia has successfully built a positive image based on its identifiable attributes or characteristics. The public perceives that bureau employees wear their attributes appropriately and receive positive treatment both from individual employees during service delivery and from the bureau itself.

2. Values implemented by the public relations bureau of the Secretariat General of the Republic of Indonesia's Ministry of Defense

According to Schein (2017), the second level refers to values that are articulated and supported by the organization. At this level, there are values such as beliefs and ideologies that are not visible because they exist in the minds and are consciously held by each individual. These values are contextual, depending on location, time, and other factors. Humans would not produce goods, technology, art, and behavior without underlying values. The indicators analyzed at this level include integrity in the delivery of public information,

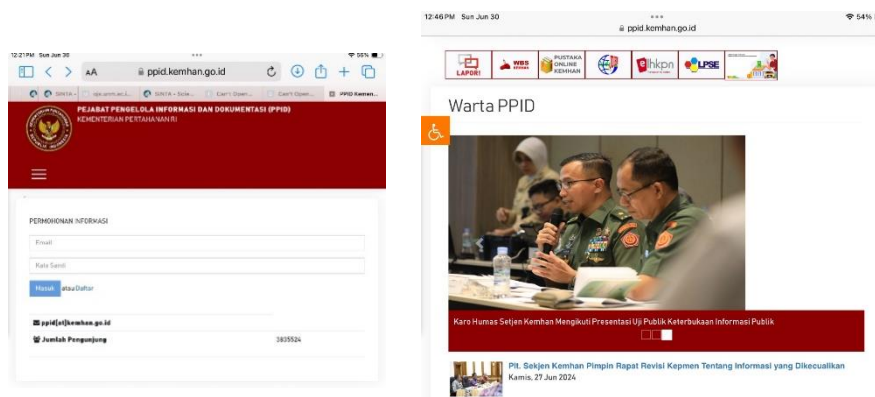
motivation conducted by the agency, employees' commitment to the agency's interests, and innovation or novelty that has been implemented.

Based on the previously presented research findings, it can be concluded that the Public Relations Bureau of the Ministry of Defense of the Republic of Indonesia always upholds the value of integrity. It is crucial for the public relations of an agency to consistently communicate information honestly, including the Ministry of Defense. As a responsible entity for disseminating information about national defense to the public, the Public Relations Bureau of the Ministry of Defense must do so with a commitment to integrity. Information communicated with integrity certainly increases public trust in the government. The guidelines for information delivery by the Public Relations Bureau of the Ministry of Defense refer to Ministerial Regulation Number 2 of 2015 concerning Information and Documentation Management in the Ministry of Defense and Public Information Openness Law Number 14 of 2008, which contains provisions regarding exempt information. This was explained by the Public Relations Bureau, related to one of the strategies in building a healthy public space, which is through the strengthening of an information openness culture as mandated in Law Number 14 of 2008. The integrity of government institutions' assessment is regulated by the KPK, namely the integrity assessment survey (SPI), but for the Ministry of Defense, it is also carried out by the Inspectorate General of the Ministry of Defense. In the Public Relations Bureau itself, which is responsible for conducting integrity assessments, is carried out by the partnership relations section, managed by the Head of the Administrative Bureau of the Bureau. The integrity assessment survey at the Public Relations Bureau has been effectively implemented, and the assessment results are satisfactory. Following the Minister of PAN and RB Regulation Number 90 of 2021 concerning the Development and Evaluation of Integrity Zones (ZI) Towards Corruption-Free Areas (WBK) and Clean and Serving Bureaucracy Areas in Government Institutions (WBBK), the Public Relations Bureau of the Ministry of Defense of the Republic of Indonesia is one of the 5 satkers in the Ministry of Defense of the Republic of Indonesia to obtain the title of WBK. This shows that employees of the Public Relations Bureau of the Ministry of Defense of the Republic of Indonesia have committed and implemented the values of integrity in their work. In addition, from interviews conducted, the public's response was also positive towards the Public Relations Bureau of the Ministry of Defense of the Republic of Indonesia in conveying information about the Ministry of Defense of the Republic of Indonesia.

In addition, employees of the Public Relations Bureau of the Ministry of Defense of the Republic of Indonesia have committed themselves to the interests of the agency. This is

driven by the role of superiors who are here, the Head of the Bureau (Karo) who always motivates his employees to do their best for the Public Relations Bureau of the Ministry of Defense of the Republic of Indonesia. Karo Humas Setjen Kemhan RI has a principle of upholding the best results. He adopted the philosophy of a Chinese strategy expert named Sun Tzu who created war strategies, from which Karo shared important values with his employees to always do their best. He also encouraged his employees to become better individuals by supporting his subordinates to deepen their expertise in the field of public relations by means of courses to study abroad. From the results of the researcher's interview with the employees of the Public Relations Bureau of the Ministry of Defense of the Republic of Indonesia, it was found that the Karo also fought for his subordinates from outside Jakarta to get official housing. In addition, Karo also motivates his employees by providing rewards in the form of promotion without having to take tests for employees who have good performance and have a good impact on the Public Relations Bureau of the Ministry of Defense of the Republic of Indonesia. That is what motivates employees to produce the best for the agency. The motivation given by Karo to his subordinates as described above helps his employees to continue to improve their performance.

Figure 1 Website PPID Service Innovation



Source: ppid.kemhan.go.id

Furthermore, innovation is one of the benchmarks for the success of employees of the Public Relations Bureau of the Ministry of Defense of the Republic of Indonesia. Every institution certainly encourages employees to make innovations that can advance the institution, not least the Public Relations Bureau of the Ministry of Defense of the Republic of Indonesia. The Public Relations Bureau of the Ministry of Defense of the Republic of Indonesia certainly observes and follows the development of the world, especially in the field of defense information. Innovations that have been carried out by the Public Relations Bureau of the Ministry of Defense of the Republic of Indonesia include, smart reporting cars that are used for live reporting by the reporting section. This will certainly make the Public Relations

Bureau of the Ministry of Defense of the Republic of Indonesia easier in delivering information directly to the Ministry of Defense's activities to the public. Then the PPID service innovation has been using the touch screen to make it easier for people to choose services. Then the podcast innovation that was conducted by the opinion section, this podcast is aired on YouTube by presenting experts in the field of defense which aims to educate the public about the defense field.

In addition, the Public Relations Bureau of the Ministry of Defense of the Republic of Indonesia has implemented a communication strategy innovation that successfully won external public relations with the best second Videotron category held by the Ministry of Communications and Informatics, then the highest informative assessment of the highest category of information delivery and in-house magazine nomination in AMH (Public Relations Media Award) in 2022-2023. That is an initiative from the Public Relations Bureau of the Ministry of Defense of the Republic of Indonesia, and the results show public satisfaction with the innovations provided by the Public Relations Bureau of the Ministry of Defense of the Republic of Indonesia. Although committed to following the times, the Public Relations Bureau of the Ministry of Defense of the Republic of Indonesia continues to filter things that are indicated to reduce or even eliminate the values that are adhered to by the Ministry of Defense of the Republic of Indonesia. Like the Ministry of Defense of the Republic of Indonesia, social media that is under the responsibility of the Public Relations Bureau of the Ministry of Defense of the Republic of Indonesia, from the observations of the researcher it is known that compared to the ministry or other government agencies, the Ministry of Defense of the Republic of Indonesia social media display is less interesting and the contents are produced less varied. From the results of the researcher's interview with the Ministry of Defense of the Republic of Indonesia social media managers, it is known that it is because the Public Relations Bureau of the Ministry of Defense of the Republic of Indonesia does not want intervention from trends that can damage the rigid image of the Ministry of Defense of the Republic of Indonesia.

3. Employees' basic beliefs and actions regarding leadership, cooperation, and decision making

(Schein, 2017) explains that at the third level involves beliefs underlying the organization members about the organization itself. This study explains how employees of the Public Relations Bureau of the Ministry of Defense of the Republic of Indonesia act, think, see, and feel in various situations. Indicators analyzed at this level are leadership styles

applied and their influence, building cooperation among employees, superiors, and external parties, and decision-making processes.

From the data of the employee composition, it is known that employees of the Public Relations Bureau of the Ministry of Defense of the Republic of Indonesia consist of civilians and military personnel. The comparison between the number of employees with civilian and military backgrounds is not much different, but the work environment is dominated by the military. This is due to the leaders or the Head of the Bureau (Karo) and the Head of the Office (Kabag) of the Public Relations Bureau of the Ministry of Defense of the Republic of Indonesia, all of whom have military backgrounds. From observations and interviews, it is known that Karo Humas Setjen Kemhan RI adopts a transactional leadership style. This leadership style has a strict hierarchical structure and compliance with orders is very important. However, the leader remains open to two-way communication. Leadership uses an approach that focuses on supervision, organization, and group performance using reward and punishment systems as the main motivator. In its implementation, the leader of the Public Relations Bureau of the Ministry of Defense of the Republic of Indonesia, called Karo, motivates employees by supporting his subordinates to maximize their potential by facilitating everything needed by subordinates starting from education, health, accommodation, and others. This is done so that his subordinates can provide the best performance. Karo Humas uses two-way communication where not only giving orders to subordinates or employees but also listening to complaints that become obstacles in work from employees. Therefore, his employees are motivated to innovate, achieve and do their best to improve their performance.

Cooperation between employees, superiors, and external parties in the Public Relations Bureau has different procedures. Cooperation between employees in the Public Relations Bureau of the Ministry of Defense of the Republic of Indonesia is done by coordinating between departments because each sub-section has its respective tasks that are interconnected between sections. Each section has the characteristics of its respective work, but in work it remains connected and becomes a unity. To avoid miscommunication in work, then for cooperation between departments using SOP according to applicable procedures. As seen that employees of the Public Relations Bureau of the Ministry of Defense of the Republic of Indonesia consist of civilians and military personnel. Cooperation from two different backgrounds can be formed by filling in the vacancies and using the potential that is possessed. Characteristics of civilian employees who are detail-oriented and open to the

development of the times, help contribute ideas and creativity to be able to create innovations that make the Ministry of Defense of the Republic of Indonesia can adapt.

Conclusion

From the elements of organizational culture that researchers have analyzed, it can be seen that the organizational culture in the Public Relations Bureau of the Secretariat General of the Ministry of Defense of the Republic of Indonesia greatly influences its employees. The work environment dominated by the military does not hinder civilian employees from working. These two different characteristics do not have a negative impact, instead they fill the gaps in each other's abilities. Even though adaptation to the work environment is not easy, the work culture created does not hinder the performance of the Public Relations Bureau of the Secretariat General of the Indonesian Ministry of Defense.

From the research conducted, it is known that the organizational culture created in the Public Relations Bureau of the Secretariat General of the Ministry of Defense of the Republic of Indonesia can effectively improve employee performance. Based on the conclusions above, the suggestions the author gives are as follows: a). The Public Relations Bureau of the Secretariat General of the Ministry of Defense of the Republic of Indonesia must continue to improve the quality of the services and products it produces, effectively educate the public regarding defense information, especially information that is excluded, and maintain the good name of the Ministry of Defense of the Republic of Indonesia and the Public Relations Bureau of the Secretariat General of the Ministry of Defense of the Republic of Indonesia when wearing attributes. b). The Public Relations Bureau of the Secretariat General of the Ministry of Defense of the Republic of Indonesia must always maintain public trust in the Ministry of Defense of the Republic of Indonesia by continuing to present reliable defense information. innovation that can make things easier for society. c). The Public Relations Bureau of the Secretariat General of the Indonesian Ministry of Defense must be able to maintain relationships between employees, superiors and external parties well, the leadership applied must be in accordance with the conditions and needs of employees, and the decision-making process involving employees should be carried out more frequentl.

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invaluable support, guidance and blessings. It is hoped that the results of this research will be useful for science and society, especially for helping the Public Relations Bureau of the Secretariat General of the Ministry of Defense of the Republic of Indonesia to identify elements of organizational culture that need to be improved or changed to improve employee performance.

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