

THE INFLUENCE OF ORGANIZATIONAL CULTURE ON EMPLOYEE WORK EFFECTIVENESS AT THE TRANSPORTATION AGENCY OF LEBAK REGENCY

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ABSTRACT

This study aims to analyze the influence of organizational culture on employee work effectiveness at the Transportation Agency of Lebak Regency. A quantitative approach with an associative method was employed. The population consisted of all employees at the agency, with a sample of 83 individuals selected using a probability sampling technique. Data were collected through structured questionnaires that had passed validity and reliability testing. Data analysis techniques included descriptive analysis, simple linear regression, significance testing (t-test), and determination coefficient analysis (R^2), performed using SPSS software. The descriptive analysis indicates that the organizational culture is in the "good" category, while work effectiveness is in the "high" category. The partial hypothesis test (t-test) confirms that organizational culture has a positive and significant impact on employee work effectiveness. The contribution of the organizational culture variable in explaining the variation in work effectiveness is demonstrated by the coefficient of determination. The study concludes that strengthening positive organizational cultural values can effectively enhance employee work effectiveness at the Transportation Agency of Lebak Regency.

Keywords: Organizational Culture, Work Effectiveness, Transportation Agency, Lebak Regency

INTRODUCTION

Work effectiveness is a key indicator for measuring the success of an organization, particularly within government institutions operating in the public service sector. In the era of bureaucratic reform, every agency is expected to optimize its available resources to meet established performance targets (Kadarisman, 2019). Human resources play the most crucial role, serving as the primary driver of an organization's operations. Consequently, achieving employee work effectiveness is no longer merely a formality; it is an absolute necessity for delivering excellent, accountable services that are responsive to the needs of the public (Nazmudin & Yusup, 2026).

Noor (2019) suggests that effectiveness is a metric that indicates the extent to which targets have been achieved. This definition focuses primarily on outputs, with less emphasis on the utilization of inputs. Furthermore, an increase in effectiveness does not necessarily imply an increase in efficiency. Meanwhile, Erawati et al. (2017) define work effectiveness as the achievement of goals through the capability and utilization of human resources. Thus, the concept of an "effectiveness level" reflects the degree to which an organization carries out its activities or functions to achieve its established goals by leveraging available resources.

As a technical agency, the Transportation Office of Lebak Regency bears a significant responsibility for managing government affairs in the transportation sector. The dynamic scope of its duties—ranging from traffic management and motor vehicle testing to the provision of safe transportation facilities—demands a high level of readiness and work effectiveness from every employee (Ramadhan & Purnomo, 2025). However, ever-increasing public demands often clash with various field-level challenges, such as limited supporting facilities and the vast geographical area covered by the Lebak Regency Transportation Office. This phenomenon requires a strong internal drive to ensure that employee work effectiveness remains within an optimal range (Rusito, 2022).

One internal factor believed to have a fundamental influence on the formation of employee behavior and work effectiveness is organizational culture. Organizational culture is a system of shared values, beliefs, norms, and customs held by the members of an organization, which serves to distinguish one institution from another (Sulaksono, 2015). In the context of government bureaucracy, organizational culture functions as a social glue and a moral compass, guiding how employees think, act, and carry out their daily official duties. A strong culture fosters a sense of ownership and a high level of dedication among civil servants (Arianty, 2014).

According to Sutrisno (2010), organizational culture is a pattern of basic assumptions discovered, created, or developed by a specific group to help the organization learn how to address or overcome problems arising from external adaptation and internal integration—assumptions that have proven effective enough to be considered the "correct" way to perceive, think about, and feel regarding such issues. This perspective implies that organizational culture consists of ideas that emerge and are cultivated by individuals working within an organization; these ideas are accepted as values that must be upheld and passed on to new members, serving as a guide for them throughout their time within the organizational environment (Wahjono, 2022).

Even when regulations and organizational culture concepts are ideally designed, gaps often persist in practice. Preliminary observations indicate that employee work effectiveness at the Department of Transportation of Lebak Regency faces several challenges, such as occasional delays in completing administrative reports, a lack of full flexibility in inter-departmental coordination, and the need for an adjustment period to adapt to digitalized service systems. These signs suggest that the values of the organizational culture have not been fully or evenly integrated into the work behavior of all staff, which in turn leads to fluctuations in the institution's overall productivity.

The causal link between work habits and performance outcomes is well-supported by literature in public administration and human resource management. Previous research

consistently demonstrates that a work environment underpinned by a healthy organizational culture tends to foster high levels of employee commitment and minimize work-related errors. Nevertheless, the impact of organizational culture is not always uniform; it is highly dependent on regional characteristics, the local bureaucratic structure, and the level of leadership commitment within each specific area. Consequently, further empirical testing—focused specifically on the Department of Transportation of Lebak Regency—is necessary to validate these theories within this local context.

METHOD

The data collection method employed in this study adopts a quantitative approach. According to Sugiyono (2008), quantitative research is an approach rooted in the philosophy of positivism, used to investigate a specific population or sample. This study utilizes a quantitative approach with an associative method, aimed at determining causal relationships or the influence between independent and dependent variables. The population for this study consists of all employees currently working at the Department of Transportation of Lebak Regency. From this population, a sample of 83 individuals was selected using a probability sampling technique, ensuring that every member of the population had an equal chance of being chosen as a respondent. This sample size is considered sufficient to represent the organization's data for further analysis using an inferential statistical approach. Data collection was conducted via questionnaires distributed using Google Forms. For data analysis, the study employs a regression test, utilizing SPSS software (version 26.0 for Windows) to facilitate the process. This approach will provide deeper insight into how organizational culture impacts employee work effectiveness at the Department of Transportation of Lebak Regency.

RESULTS AND DISCUSSION

1. Validity Test

Validity test done for measure validity instrument questionnaire used in research. A grains statement declared valid if mark coefficient correlation (r count) bigger than mark correlation table (r table). Based on results data collection from 83 respondents, the value (r table) used as reference to the level significance of 5% is of 0.216. Test results show that all over grains statements on variables culture organization (X) and effectiveness Work employee (Y) has value (r count $>$ 0.216). Thus, it can be concluded that all over instrument study in second variables the has fulfil criteria validity, stated legitimate and worthy used For further data analysis.

2. Reliability Test

Reliability test own objective for evaluate how far the tool measurement can reliable and provide consistent results If done measurement repeat. Reliability measure how far the tool measuring consistent in produce the same data in the same situation. According to Sekaran & Bougie's (1992) view, reliability considered not enough Good If score its reliability not enough from 0.6, can accepted If score its reliability around 0.7, and is considered Good If score its reliability more from 0.8.

Table 1 Reliability Test Results

Variables	Cronbach's alpha	Std Reliability	Information
Culture Organization (X)	0.711	0.60	Reliable
Effectiveness Employee (Y)	0.685	0.60	Reliable

From table 1 we can be seen that Cronbach's alpha on each Variables X and Y are above 0.6, p. This means reliability good (reliable).

3. Simple Linear Regression Test

Analysis simple linear regression used For identify direction and strength connection between variables independent and variable dependent. In context this, simple linear regression aim For understand to what extent has the change in variables independent can influence change in variables dependent.

Table 2 Simple Linear Regression Results
Coefficients^a

Model	Unstandardized Coefficient		Standardized Coefficient	t	Sig.
	b	Std. error	Beta		
1. Constant	2.078	4.352		0.473	0.623
Culture Organization	0.803	0.062	0.758	1.857	0.001
a. Dependent Variable: Effectiveness Employee					

From table 2 above can be seen results multiple linear regression namely : $Y = 2.078 + 0.803X$. From the results of the data can explained as following:

- Constant of 2,078 means If culture organization (X) has a value of 0, then efficiency employee (Y) still own mark amounting to 2,078.
- Coefficient regression Variables culture organization (X) is 0.803, meaning If culture organization experience increase of 1 unit, then efficiency employee will experience increase of 0.803 units.

4. Coefficient Test Determination (R2)

**Table 3 Coefficients Determination (R2)
 Model Summary ^b**

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	0.763 ^a	0.583	0.577	4,217

From table 3 we can be seen that R value of 0.763. This means variables culture organization (X) has close relationship to Spirit Work employee service health Regency Pelalawan. Meanwhile R square value of 0.583, p This means variables culture organization (X) provides donation influence to efficiency Transportation Department employees Lebak Regency is 58.3% and the remaining 41.7% is influenced by other variables that are not investigated in study This

5. t-test

**Table 4 t-Test Results
 Coefficients ^a**

Model	Unstandardized Coefficient		Standardized Coefficient	t	Sig.
	b	Std. error	Beta		
2. Constant	2,078	4,352		0.473	0.623
Culture Organization	0.803	0.062	0.758	10,857	0.001
b. Dependent Variable: Effectiveness Employee					

From table 4 we can be seen that Variables culture organization (X) with thitung 10.857 with significant 0.001 more small of 5%. Then H0 is rejected and Ha is accepted. This means that variables culture organization influential significant to effectiveness Work employee service transportation Lebak district.

Discussion

Based on stages analysis of data that has been done, testing hypothesis in a partial way shows significant results related connection between variables. Through calculation of the t - statistic test, obtained t - value amounting to 10.857. This value Then compared to with t table of 1.989. From the comparison mentioned, it can be seen in a way clear that t - value is Far bigger than the t table ($10.857 > 1.989$). This result proves in an empirical way that there is a positive and significant influence between organizational culture and work effectiveness of employees at the Department of Transportation Lebak Regency. Positive linear relationship This indicates that every improvement in quality implementation dimensions of culture organizations in the environment Work will be followed by an increase in the effectiveness of Work employees in a real way in carrying out official tasks.

To know how many big ability variables organizational culture in explaining variation effectiveness work, do analysis coefficient determination (R2). Calculation results show that

contribution or magnitude influence organizational culture to employee work effectiveness is by 58.3%. This figure indicates that culture organization holds a very dominant role in the form of rhythm and quality work in an agency. The percentage value that exceeds this figure of 50% confirms that factors values, norms, and customs together adopted institutions become the main determinant in jacking up employee productivity.

On the other hand, the value coefficient determination also implies that there is remainder percentage 41.7 % is influenced by other variables outside the research model this. External factors are allegedly related to aspect management source Power other people who don't measure, such as level of individual competence, leadership style, compensation, and availability of facilities and infrastructure adequate work in the field. Although there is influence from outside variables, organizational culture position as a single free variable in study. This proves its own strong and crucial essence in influencing work output achievement.

In a way theoretical and practical findings This gives important implications for ranks Department of Transportation management Lebak Regency for Keep going to internalize positive Work culture, including consolidating Core Values of ASN with morals. When the values of discipline, solid coordination, and accountability embedded strongly become daily habits, employees will own awareness independently to minimize error procedures and achieve performance targets appropriately. Therefore, investment in strengthening culture conducive, adaptive and harmonious work becomes a long-term strategy mandatory length maintained in order to present excellent and effective public service transportation.

Study previously in Indonesia showed that culture of organization itself significantly influences employee effectiveness. A study by Kartika et al (2020) found that an organization's culture is supported by fair management and supports self-development, encouraging the effectiveness of more good employees. Similarly, research by Pakpahan & Bangun (2020) shows that culture an organization powered by innovation and trust influences the effectiveness of work employees in the company manufacturing in Indonesia. This research shows the importance of organizations in creating supportive culture effectiveness Work employees, including through support for self-development, innovation, and trust.

CONCLUSION

Based on the research findings above, it can be concluded that organizational culture has a significant impact on employee effectiveness, as it has the potential to influence various aspects of an individual's behavior, motivation, and performance within an organization. Therefore, it is crucial for any organization including the Transportation Agency of Lebak Regency to pay serious attention to the formation and development of an organizational culture that fosters success and optimal employee performance. This conclusion underscores the central

role that organizational culture plays in shaping the attitudes and actions of employees. Consequently, efforts to create an environment that promotes cooperation, high motivation, and the achievement of positive outcomes are essential. This research also highlights that the influence of organizational culture on employee effectiveness is a widely explored topic, both within Indonesia and internationally. Thus, organizations must take concrete steps to build a culture that supports employee performance and success for instance, by fostering a goal-oriented mindset, an open and collaborative atmosphere, fair and trustworthy treatment, personal development, and innovation.

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