

## THE IMPACT OF IPROVE CULTURE TOWARDS THE PERFORMANCE OF THE EMPLOYEES OF SNVT PJPA SUMATERA VIII BANGKA BELITUNG PROVINCE

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### Abstract

*Coming late, coming home too early, and absent from work are part of the employee's problems at Sumatra's SNVT PJPA VIII, Bangka Belitung Province. Work behavior, such as are undisciplined, irresponsible for the job description, shows that the work culture is not fully implemented in the work life of the employee. The work culture of IPROVE (Integrity, Professionalism, Mission Orientation, Visionary and Ethics) should be used as a guideline for the Ministry of Public Works and Public Housing employees in Sumatera's SNVT PJPA VIII of Bangka Belitung Province to performance effectively. This study aims to determine the impact of IPROVE culture both partially and simultaneously. This type of research is a quantitative research using quantitative descriptive methods. The results shows that all research hypotheses are accepted where the IPROVE culture has a positive and significant effect on performance both partially and simultaneously. The order of influence of independent variables on the dependent variable based on the size of Adjusted R Square are integrity of 43.6%, mission orientation of 43.5%, visionary of 37%, ethics of 26% and professionals of 25.7%. Simultaneously work culture of IPROVE affects 48 % of employee performance.*

### Article Info

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## 1. Introduction

In order to actualize the Vision of the Ministry of Public Works and Public Housing (PUPR) that is corruption free and in line with national goals, the Ministry of Public Works and Public Housing has the values that employees must have and show as their identity as PUPR People, namely IPROVE: Integrity, Professional, Orientation Mission, Visionary and Ethics (Good Manners). These identities also give a powerful impact in organizational behavior. As these matters also reviewed in (Singh et al., 2012) which clearly showing that ethics and values give a contribution in different organization and different country.

Work culture or organizational culture in article 5 of the Regulation of the Minister of Public Works and Public Housing Number 7/PRT/M/2017 about the code of ethics and code of conduct for PUPR Ministry employees, containing basic values that all employees must implement and show as their identity as PUPR people who are called IPROVE people. This regulation is used as a guideline for employees of the Ministry of PUPR to achieve the vision of the Ministry of PUPR as stated in the Regulation of the Minister of Public Works and Public Housing of the Republic of Indonesia Number 26/PRT/M/2017 about guidelines for building a culture of integrity in Ministry of PUPR to actualize the vision of the Ministry of PUPR 2030 that is corruption free and in line with national goals.

Specific Non-Vertical Work Units for Implementation of Water Utilization Network Sumatra VIII, Bangka Belitung Province, hereinafter referred to as SNVT PJPA Sumatra VIII, Bangka Belitung Province, is part of the Regional Center for the River Region Sumatra VIII of the Ministry of PUPR in the regions, takes participation in actualizing the vision of the Ministry of PUPR which is corruption free and in line with national goals.

The vision of the Ministry of PUPR can only be actualized if the employees have shown good performance. However, various problems arise in efforts to improve performance. For instance, based on the Performance Report of Government Agencies (LAKIP) SNVT PJPA Sumatra VIII, Bangka Belitung Province in 2017, there are several program targets that have not been achieved, as well as employees' problems with coming late, coming home too early, and absent from work. Based on these problems, this study aims to determine the impact of the IPROVE culture partially and simultaneously on performance of the employees through descriptive quantitative methods.

## 2. Literature Review

The quantitative research employs large samples and inductive statistical analysis so that the results are generalizable for a wider context (population). The study employs a saturated sampling technique meaning that the research subject takes the entire population (Sugiyono, 2015), namely 60 employees.



According to Sugiyono (2016) an attribute or nature or value of people based on research's notion variable, objects or activities that have certain variations set by researchers studied and drawn conclusions. The study conducted by the author consists of two variables, namely the independent variable and the dependent variable. An independent variable is a variable that affects something and cause of its change or the emergence dependent (bound) variable. The five independent variables were known as factor of integrity ( $X_1$ ), professionalism ( $X_2$ ), mission oriented ( $X_3$ ), visionary ( $X_4$ ), ethics ( $X_5$ ).

Sugiyono (2016) was also explained that the dependent variable is the influenced variable by independent variable. In this study, the dependent variable is the employees' performances of SNVT PJPA VIII of Bangka Belitung Province. The software used in this study is SPSS 24.

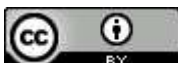
Based on observations and print out of fingerprint results, some employees perform with a fairly good discipline, but there are some employees still using work time for unproductive things such as chatting, playing games and browsing on social media during working hours, as well as there are some employees who do not meet predetermined work schedules and are not in the office during working hours. Robbins in (Robbins et al., 2017) states that "Outgoing and negligent behavior is related to performance variables such as productivity, attendance, and employee turnover".

The application of fingerprint attendance is still widely abused by employees, for example, there are employees who only go to the office for morning absences, then leave and come back when absent in the afternoon. In addition, there are many employees who come to the office late from the appointed hours with an average delay of 8 to 15 times per month. Employee behavior patterns are not much different, meaning that the attitudes and behavior patterns between civil servants (PNS) and non-civil servant government employees (PPNPNS) are almost the same seen from coming late, coming home too early, and absent from work.

Based on this fact, the efforts to improve the performance of SNVT PJPA Sumatra VIII employees in Bangka Belitung Province through the IMPROVE culture are expected to bring positive effects such as achieving program targets and minimizing the rate of coming late, coming home too early, and absent from work.

### **3. Research Methods**

This research employs a quantitative study with a quantitative descriptive method. The analytical tool in quantitative research is the statistical method. This method is suitable for quantitative research because the object is a variable and the statistical method is intended to test/ analyze variables, which the manifestation is in the form of numerical data. The quantitative research uses large samples and inductive statistical analysis so that the results are generalizable for a wider context (population). The study employs a saturated sampling technique meaning that the research subject takes the entire population (Robbins et al., 2017), namely



60 employees. The software used in this study is SPSS 24. The data quality tests are conducted in this research, namely the validity test, reliability test, classical assumption test (normality test, autocorrelation test, multicollinearity test and heteroscedasticity test), partial test (t test) and simultaneous (F test), also to prove the research hypothesis whether partially and simultaneously the independent variables affect the dependent variable. Furthermore, multiple regression statistical tests are carried out and used for testing the magnitude of the impact of the independent variables on the dependent variable using the coefficient of determination (Adjusted R Square).

#### 4. Results

Based on the validity test of the research instrument with a trial sample of 52 people on all statement items, the value  $r_{count} > r_{table}$  is obtained, so that all statements are valid and can be used for research. To test the reliability of the instrument criteria, a variable is said to be reliable if it gives a Cronbach Alpha value  $> 0.60$ . The results of SPSS 24 data processing of all research variables obtained Cronbach's Alpha value  $> 0.60$ , so that all instruments were declared reliable.

##### Classic Assumption Test

###### 1. Normality Test

The normality test is used to determine whether the research data is normally distributed or not based on the significance value (2-tailed). The results of data processing using SPSS version 24 can be seen in Table 1.

**Table 1. Variable Normality Test**

Variable Normality Test One-Sample Kolmogorov-Smirnov Test					
Population (N)	Normal Parameters	Std. Deviation	Asymp. Sig	Absolute	Test Statistic
Unstandardized Residual	Mean			(2 Tailed)	Positive .083
60	.0000000	2.24381945	<b>.200<sup>c,d</sup></b>	Negative -.083	.083

Based on Table 1, it is found that the significance value (2-tailed) is 0.200, where if the value is  $> 0.05$  then the data is normally distributed.

###### 2. Autocorrelation Test

The autocorrelation test is carried out to determine the relationship between the residuals from one observation and another. The test method in this study uses the Durbin-Watson test (DW test).



**Table 2. Autocorrelation Test Value of Durbin Watson Model**

Autocorrelation Test Value of Durbin Watson Model Summary <sup>b</sup>	
Model	Durbin Watson
1	2.145
a. Predictors: (Constant), Integrity, Professionalism, Mission Oriented, Visionary, Ethics.	
b. Dependent Variable: Performance	

Based on Table 2, the DW value is 2.145 so there is no autocorrelation. It can also be proved by the value  $DW > du$  and  $du < 4-du$ . The value of  $du$  and  $dL$  is obtained from the table value where  $N = 60$   $dL$  is 1.408. Then the value of  $K = 5$  and  $du$  of 1.77. Obtained a  $4-du$  value of 2.23, so it can be concluded that there is no autocorrelation among the variables.

### 3. Multicollinearity Test

The multicollinearity test is carried out in order to avoid habits in the process of making conclusions about the effect of the partial test of each independent variable on the dependent variable. Based on Table 3, all VIF values of each independent variable  $< 10$  are obtained, and the tolerance value of all independent variables is close to 1, so this proves that there is no tendency of multicollinearity.

**Table 3. Multicollinearity Test**

Multicollinearity Test Coefficients Value <sup>a</sup>					
Model		t	Sig.	Collinearity Statistics	
1.	(Constant)	5.209	.000	<b>Tolerance</b>	<b>VIF</b>
	Integrity	2.340	.023	<b>.341</b>	<b>2.932</b>
	Professionalism	-.444	.659	<b>.407</b>	<b>2.459</b>
	Mission Oriented	1.741	.087	<b>.240</b>	<b>4.159</b>
	Visionary	1.461	.150	<b>.385</b>	<b>2.598</b>
	Ethics	-.647	.520	<b>.366</b>	<b>2.730</b>

### 4. Heteroscedasticity test

Heteroscedasticity test is carried out to determine whether in the regression model there is a difference in the residual variance of one observation period with another observation period or heteroscedasticity.



**Table 4. Heteroscedasticity Test**

Heteroscedasticity Test Coefficients <sup>a</sup>						
Dependent Variables : Abs-RES						
		Unstandardized Coefficients	Standardized Coefficients		T	Sig.
1	Model	B	Std. Error		.000	1.000
	(Constant)	-2.478E-15	3.549	0.000	0.000	1.000
	Integrity	0.000	.095	0.000	0.000	1.000
	Professionalism	0.000	.101	0.000	0.000	1.000
	Mission Oriented	0.000	.245	0.000	0.000	1.000
	Visionary	0.000	.162	0.000	0.000	1.000

Based on Table 4, it is known that the significance value is 1.000. This value is greater than 0.05 which proves that there is no heteroscedasticity problem.

### Data analysis

Hypothesis testing in this study is carried out by testing partially (t test) and simultaneously (F test). Partial test is conducted to determine whether there is a partial influence (single) given by variable X to Y. The F test is also used to determine whether there is an influence given by variable X on Y simultaneously.

#### t Test:

##### 1. t Test on Variable of Integrity

Based on the results of t-test for the variable of integrity, the following regression equation is obtained:

$$Y = 19.816 + 0.395$$

The regression coefficient of X1 is positive (0.395), which means that the impact of the integrity factor is in line with performance. This shows that the integrity factor has a positive effect on the performance of the employees of SNVT PJPA Sumatra VIII, Bangka Belitung Province.

**Table 5. t Test on Variable of Integrity**

t Test on Variable of Integrity Coefficients <sup>a</sup>						
a. Dependent Variable: Performance						
Model	Unstandardized Coefficients		Std. Error	Standardized Coefficients		
1		B		Beta	t	Sig
	(Constant)	19.816	3.240		6.117	.000
	Integrity	0.395	0.058	0.668	6.834	.000

It is found that the significance value < 0.05 and the value of t count > t table. Where the t table value is obtained from  $t(\alpha / 2; n-k) = t(0.025; 60-5)$  so  $t(0.025; 2.00404)$  while the t value is 6,834. The value of t count > t table and a significance value of < 0.05, which indicates that integrity has a significant effect





on the performance of the employees of SNVT PJPA Sumatra VIII, Bangka Belitung Province.

2. t Test on Variable of Professionalism

The regression equation for variable of professionalism is as follows:

$$Y = 27.169 + 0.357$$

The regression coefficient X2 is positive (0.357), which means that the impact of professionalism factors is in line with performance. This shows that professionalism factors have a positive effect on the performance of employees of SNVT PJPA Sumatra VIII, Bangka Belitung Province.

**Table 6. t Test on Variable of Professionalism**

t Test on Variable of Professionalism Coefficients <sup>a</sup>						
a. Dependent Variable: Performance						
Model	Unstandardized Coefficients		Std. Error	Standardized Coefficients	t	Sig
		B		Beta		
1	(Constant)	27.169	3.197		8.498	.000
	<b>Professionalism</b>	<b>0.357</b>	0.077	0.519	<b>4.622</b>	<b>.000</b>

Based on Table 6, it is found that the significance value < 0.05 and the value of t count > t table. Where the t table value is obtained from  $t(\alpha / 2; n-k) = t(0.025; 60-5)$  so  $t(0.025; 2.00404)$  while the t value is 4.622. Then it can be concluded that the value of t count > t table and a significance value of < 0.05, which indicates that professionalism has a significant effect on the performance of the employees of SNVT PJPA Sumatra VIII, Bangka Belitung Province.

3. t Test on Variable of Mission Oriented

The regression equation for variable of mission oriented is as follows:

$$Y = 23.652 + 0.852$$

The regression coefficient X3 is positive (0.852), which means that the impact of the mission orientation factor is in line with performance. This shows that the mission orientation factor has a positive effect on the performance of the employees of SNVT PJPA Sumatra VIII, Bangka Belitung Province.

**Table 7. t Test on Variable of Mission Oriented**

t Test on Variable of Mission Oriented Coefficients <sup>a</sup>						
a. Dependent Variable: Performance						
Model	Unstandardized Coefficients		Std. Error	Standardized Coefficients	t	Sig
		B		Beta		
1	(Constant)	23.652	2.691		8.789	.000



	<b>Mission Oriented</b>	<b>0.852</b>	.125	0.667	<b>6.809</b>	<b>.000</b>
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Based on Table 7, it is found that the significance value  $< 0.05$  and the value of  $t$  count  $> t$  table. Where the  $t$  table value is obtained from  $t (\alpha / 2; n-k) = t (0.025; 60-5)$  so  $t (0.025; 2.00404)$  while the  $t$  value is 6.809. Then it can be concluded that the value of  $t$  count  $> t$  table and a significance value of  $< 0.05$ , which indicates that mission orientation has a significant effect on the performance of SNVT PJPA Sumatra VIII employees, Bangka Belitung Province.

#### 4. t Test on Variable of Visionary

The regression equation for variable of Visionary is as follows:

$$Y = 22.452 + 0.661$$

The regression coefficient X4 is positive (0.661), which means that the impact of visionary factors is in line with performance. This shows that the visionary factor has a positive effect on the performance of the employees of SNVT PJPA Sumatra VIII, Bangka Belitung Province.

**Table 8. t Test on Variable of Visionary**

<b>t Test on Variable of Visionary</b>						
<b>Coefficients<sup>a</sup></b>						
<b>a. Dependent Variable: Performance</b>						
<b>Model</b>	<b>Unstandardized Coefficients</b>			<b>Standardized Coefficients</b>		
		<b>B</b>	<b>Std. Error</b>	<b>Beta</b>	<b>t</b>	<b>Sig</b>
<b>1</b>	(Constant)	22.452	3.267		6.873	.000
	<b>Visionary</b>	0.661	0.111	0.617	<b>5.969</b>	<b>.000</b>

Based on Table 8, it is found that the significance value  $< 0.05$  and the value of  $t$  count  $> t$  table. Where the  $t$  table value is obtained from  $t (\alpha / 2; n-k) = t (0.025; 60-5)$  so  $t (0.025; 2.00404)$  while the value of  $t$  count is 5.969. Then it can be concluded that the value of  $t$  count  $> t$  table and a significance value of  $< 0.05$ , which indicates that visionary has a significant effect on the performance of the employees of SNVT PJPA Sumatra VIII, Bangka Belitung Province.

#### 5. t Test on Variable of Ethics

The regression equation for variable of ethics is as follows:

$$Y = 24.921 + 0.964$$

The regression coefficient X5 is positive (0.964), which means that the impact of ethical factor is in line with performance. This shows that ethical factors have a positive effect on the performance of employees of SNVT PJPA Sumatra VIII, Bangka Belitung Province.





**Table 9. t Test on Variable of Ethics**

t Test on Variable of Ethics Coefficients <sup>a</sup>						
a. Dependent Variable: Performance						
Model	Unstandardized Coefficients		Std. Error	Standardized Coefficients	t	Sig.
		B		Beta		
1	(Constant)	24.921	3.653		6.821	.000
	Ethics	0.964	0.207	0.522	<b>4.657</b>	<b>.000</b>

Based on Table 9, it is found that the significance value  $< 0.05$  and the value of t count  $> t$  table. Where the t table value is obtained from  $t(\alpha / 2; n-k) = t(0.025; 60-5)$  so  $t(0.025; 2.00404)$  while the t value is 4.657. Then it can be concluded that the value of t count  $> t$  table and a significance value of  $< 0.05$  which shows that ethics (good manners) has a significant effect on the performance of the employees of SNVT PJPA Sumatra VIII, Bangka Belitung Province.

**F Test:**

The results of data analysis of F test data using SPSS 24 can be observed in Table 10.

**Table 10. F Test on all Independent Variables**

F Test on all Independent Variables ANOVA <sup>a</sup>						
a. Dependent Variable: Performance						
b. Predictors: (Constant), Ethics, Professionalism, Visionary, Integrity, Mission Oriented						
	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	326.601	5	65.320	<b>11.874</b>	<b>.000<sup>b</sup></b>
	Residual	297.049	54	5.501		
	Total	623.650	59			

From Table 10, it is found that the significance value is 0.000, and the calculated F value is 11.874. The F table value is obtained from  $(\alpha = 0.05)$  and the number of all respondents is reduced by the number of independent variables so that a value of 2.38 is obtained. This shows that the significance value  $< 0.05$  and F count  $> F$  table means that all independent variables (X1, X2, X3, X4, and X5) have a positive and significant effect on the dependent variable (Y).

**Multiple Regression Statistical Test**

Multiple regression analysis equation is employed to determine the direction of the positive and negative relationship of each independent variable to the dependent variable when the independent variable has increased or decreased. The results of data analysis for multiple regression statistical test can be observed in Table 11.



**Table 11. Multiple Regression Statistical Test**

Multiple Regression Statistical Test Coefficients <sup>a</sup>					
a. Dependent Variable: Performance					
Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
(Constant)	<b>18.486</b>	3.549		5.209	.000
Integrity	<b>.223</b>	.095	<b>.376</b>	2.340	.023
Professionalism	<b>-.045</b>	.101	<b>-.065</b>	-.444	.659
Mission Oriented	<b>.426</b>	.245	<b>.333</b>	1.741	.087
Visionary	<b>.237</b>	.162	<b>.221</b>	1.461	.150
Ethics	<b>-.186</b>	.287	<b>-.100</b>	-.647	.520

The multiple regression equation model is shown as follows:

$$Y=18.486 + 0.223X_1 - 0.045X_2 + 0.426X_3 + 0.237X_4 - 0.186X_5$$

For every unit increase of integrity, holding the other four independent variables constant, we expect the performances of the employees to increase by 0.223.

For every unit increase of professionalism, holding the other four independent variables constant, we expect the performances of the employees to decline by 0.045.

For every unit increase of mission oriented, holding the other four independent variables constant, we expect the performances of the employees to increase by 0.426.

For every unit increase of visionary, holding the other four independent variables constant, we expect the performances of the employees to increase by 0.237.

For every unit increase of ethics, holding the other four independent variables constant, we expect the performances of the employees to decrease by 0.186.

### **Coefficient of Determination**

The order of the influence of the independent variables on the dependent variable based on the amount of Adjusted R Square is integrity with the value of 43.6 percent, mission oriented with the value of 43.5 percent, visionary with the value of 37 percent, ethics with the value of 26 percent and professionalism with the value of 25.7 percent. Simultaneously, the IPROVE culture has an effect of 48 percent on employees' performance.



## 5. Conclusion

1. Factor of integrity ( $X_1$ ) has a positive and significant effect towards the performance of the employees of SNVT PJPA Sumatera VIII Bangka Belitung Province.
2. Factor of professionalism ( $X_2$ ) has a positive and significant effect towards the performance of the employees of SNVT PJPA Sumatera VIII Bangka Belitung Province.
3. Factor of mission oriented ( $X_3$ ) has a positive and significant effect towards the performance of the employees of SNVT PJPA Sumatera VIII Bangka Belitung Province.
4. Factor of visionary ( $X_4$ ) has a positive and significant effect towards the performance of the employees of SNVT PJPA Sumatera VIII Bangka Belitung Province.
5. Factor of ethics ( $X_5$ ) has a positive and significant effect towards the performance of the employees of SNVT PJPA Sumatera VIII Bangka Belitung Province.
6. The IPROVE culture has simultaneously a positive and significant effect towards the performance of the employees.

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