

## The Application of Organizational Culture in Establishing a Performance Based Bureaucracy at the BKPSDM of Kuningan Regency

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**ABSTRACT**

Organizational culture plays a crucial role in shaping the work behavior and performance of State Civil Apparatus (ASN) within government agencies. Organizational culture is a determining factor in fostering professionalism, discipline, and the quality of public service. This study aimed to analyze organizational culture and its implications for ASN performance at the Kuningan Regency Civil Service and Human Resources Development Agency (BKPSDM) using Edgar H. Schein's organizational culture theory perspective. This study employed a qualitative approach with a case study method. The results indicate that organizational culture at the Kuningan Regency BKPSDM has been implemented at three levels. At the artifact level, the implementation of SOPs, the use of application-based work systems, and the support of work facilities are forms of organizational culture that can be directly observed. At the adopted level, the implementation of *ASN BerAKHLAK* core values plays a role in shaping ASN professionalism, discipline, cooperation, and service orientation. At the basic assumption level, communicative and development-oriented leadership patterns shape work habits that emphasize punctuality and openness to innovation. Overall, this study concludes that the organizational culture at the Kuningan Regency Human Resources Development Agency (BKPSDM) has been functioning quite well, but has not yet fully optimized the performance of civil servants (ASN). Therefore, strengthening the organizational culture is necessary.

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### INTRODUCTION

Literally, the term organizational culture or work is formed from two words, namely culture and organization or work. The word culture comes from the Sanskrit language *Culture*, the plural form of *Conscience*, which contains meanings related to reason, values, and human ways of thinking. In this sense, culture is understood as the result of the processing of intellect and energy by humans, namely the way they give meaning and realize creativity and work in people's lives. In other words, culture is not just the result of material works, but a system of values, ideas, and habits that are learned and owned by a group of people (Koentjaraningrat, 2000).

Organizational culture can be understood as a pattern of basic assumptions that develop in an organization through the learning process in dealing with problems both external and internal. This pattern is then believed to be something right and is used as a guideline for members of the organization in understanding and carrying out their roles (Schein, 2010). In addition, organizational culture also has an important role in shaping behavior and supporting the improvement of the performance of organizational members (Susilowatik et al., 2024)

According to Schein (1992) Organizational culture consists of three levels, namely artifacts, values that are embraced (*espoused values*), and basic assumptions. Artifacts are the

most visible forms of culture, such as organizational structure, work habits, symbols, and patterns of interaction between employees. Although they are easy to observe, artifacts are not always easy to understand in depth.

The values that are embraced are principles or standards that are consciously believed in and used as guidelines by the members of the organization. These values are usually reflected in the rules, policies, and expectations of the organization, such as professionalism, discipline, and cooperation. Meanwhile, basic assumptions are the deepest beliefs and are often unconscious, but they greatly influence the way members of an organization think, behave, and act in carrying out their activities.

Indrawijaya (2010) Explained that organizational culture is a system of values, norms, and beliefs that serve as a guideline for organizational members in acting and interacting. He emphasized that a strong culture can foster a sense of belonging and responsibility towards the organization, while a weak culture can lead to a decrease in employee motivation and performance. Indrawijaya also underlined the importance of leaders in shaping and maintaining organizational culture through exemplary and consistency of actions.

In relation to the important role of organizational culture, the development of the industrial revolution era 4.0 according to organizations to have human resources who are not only competent, but also able to adapt to technological changes. Digital transformation encourages individuals to develop various skills, such as critical thinking skills, creativity, and cooperation. In this situation, the existence of a strong organizational culture is a supporting factor in improving employee competence, so that they can adapt and show optimal performance according to the demands of the times (Rohida, 2018).

In the context of government administration, organizational culture is closely related to the performance of the state civil apparatus (ASN). The performance of the state civil apparatus (ASN) is an important aspect in supporting the effectiveness of government organizations and the quality of public services. Research conducted by Pratama, Halim, and Heryanto (2020) shows that the performance of civil servants is influenced by several factors, such as work discipline, employee competence, workload suitability, and work culture that develops in the organizational environment. The results of the study revealed that weak discipline, limited human resources, and non-optimal work systems can have an impact on low performance of the apparatus (Pratama et al., 2020).

In the context of local government, the implementation of organizational culture has an important role because the bureaucracy is expected not only to carry out administrative rules, but also to foster the values of professionalism, integrity, and collaboration. The Indonesian government itself emphasizes strengthening the work culture of civil servants through the values of "Service-oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative).

A similar phenomenon is also seen in Kuningan Regency. BKPSDM as an institution that manages ASN management in the area plays an important role in building professional apparatus resources. In recent years, BKPSDM Kuningan Regency has begun to direct its performance at the formation of a new work culture. This can be seen through the "ASN Talent Management" program launched by the local government as a strategy to build a competent and integrity bureaucracy. In the official news it was stated that the program "is not just a

system, but also a step to change the work culture of ASN in Kuningan Regency towards a professional bureaucracy."

Conditions in the field show that the implementation of organizational culture within the BKPSDM environment has not been fully optimal. Based on the results of research by Nugraha (2024) in journals *Ikraith Humaniora* titled "*Governance of ASN Promotion at BKPSDM Kuningan Regency*", It was found that there were a number of internal obstacles such as lack of employee competence, incomplete administrative documents, and low understanding of the digital-based job promotion system. These obstacles show that the expected work culture values have not been fully internalized by all employees.

Based on this phenomenon, it can be identified that the implementation of organizational culture in BKPSDM Kuningan Regency has not fully reflected the basic values and assumptions that are expected. Some employees may have carried out their duties well, but a deep understanding of organizational cultural values (such as discipline, integrity, responsibility, and collaboration) is not evenly distributed.

The limitation in this study is to focus on the application of organizational culture in BKPSDM Kuningan Regency using Edgar H. Schein's theory, namely (1) artifacts, (2) values expressed, (3) basic assumptions. The research does not cover all organization of apparatus in Kuningan Regency, but only focuses on BKPSDM as an apparatus human resource management agency.

In addition to the difference in values, another challenge that BKPSDM also faces is the process of adapting to changes in systems and regulations. Local governments are now required to carry out digital transformation in various personnel services. For example, BKPSDM has begun to implement an electronic-based administration system, but not all ASN are able to adapt quickly. There are some employees who still have difficulty understanding digital applications, causing delays in completing tasks. This shows the need for an organizational culture that is adaptive and open to change.

The implementation of a strong and consistent organizational culture certainly has a great impact on the quality of public services. Civil servants who truly understand and appreciate organizational values will work with discipline, honesty, and have a spirit of serving the community. On the other hand, if the organizational culture does not run well, various problems will arise such as low work motivation, weak coordination between sections, and declining public trust in government institutions.

Through Edgar Schein's theoretical approach, the application of organizational culture in the Kuningan Regency BKPSDM can be analyzed in depth and thoroughly. The three dimensions are; artifacts, expressed values, and basic assumptions can be the basis for mapping the current state of organizational culture. The results of the analysis can later be used to determine strategic steps in strengthening organizational culture, such as through training, work ethics coaching, digital competency improvement, and the implementation of a reward system for employees who show performance according to organizational values.

Several previous studies also confirm the relevance of organizational culture for public sector performance. Maqdliyan and colleagues found that public sector organizations face dynamic environments, limited budgets, and pressure to provide better services, making organizational innovation an important driver of performance. Meanwhile, research on organizational culture and adaptability in public sector organizations highlights that public

institutions must develop adaptive cultures to respond to administrative, technological, and service changes. These studies demonstrate that culture is not merely a symbolic element, but a practical mechanism that influences bureaucratic effectiveness.

Nevertheless, the research gap lies in the limited discussion of how organizational culture operates at different cultural levels within local personnel management agencies. Many studies examine the relationship between culture and performance generally, but fewer studies explain how artifacts, espoused values, and basic assumptions interact in shaping the daily bureaucratic behavior of ASN at the regional institutional level. In the case of BKPSDM Kuningan Regency, this gap is important because the organization plays a strategic role in managing ASN development, personnel administration, competence improvement, and bureaucratic reform.

The urgency of this research is strengthened by the fact that BKPSDM is expected to become a driving institution for professional, accountable, and performance-based bureaucracy. The manuscript indicates that although the agency has implemented digital systems, SOPs, SKP evaluation, and *ASN BerAKHLAK* values, the internalization of these values has not been fully even among employees. Some employees still depend heavily on leadership direction when responding to system and policy changes, showing that hierarchical bureaucratic assumptions remain strong.

The novelty of this research lies in its use of Edgar H. Schein's three-level organizational culture theory to analyze the formation of performance-based bureaucracy in BKPSDM Kuningan Regency. Rather than only describing whether organizational culture exists, this study examines how visible work systems, formal values, and deeper assumptions influence ASN performance. This approach provides a more comprehensive understanding of why digital systems and formal values may not automatically produce optimal performance if they are not supported by internalized beliefs and adaptive work habits.

The purpose of this research is to analyze the application of organizational culture in establishing a performance-based bureaucracy at BKPSDM Kuningan Regency. Specifically, this study aims to identify the cultural artifacts practiced in the organization, examine the internalization of espoused values such as professionalism, discipline, accountability, and service orientation, and explore the basic assumptions that shape employee behavior in responding to bureaucratic reform, digitalization, workload, leadership direction, and organizational change.

This research is expected to contribute theoretically and practically. Theoretically, it enriches the application of Schein's organizational culture theory in the context of Indonesian local government bureaucracy. Practically, it provides recommendations for BKPSDM and similar public institutions to strengthen cultural internalization, improve digital adaptation, enhance employee competence, reduce procedural rigidity, and build a more innovative performance-based bureaucracy. The benefit of this research is that it can become a reference for improving ASN performance, strengthening public service quality, and supporting sustainable bureaucratic reform at the regional level.

## **METHOD**

To gain a better understanding of the application of organizational culture in the implementation of performance-based bureaucracy in the Kuningan Regency Personnel and Human Resources Development Agency (BKPSDM), this study used a qualitative descriptive

methodology. This research aims to explore the meaning, values, and practices of organizational culture that develops in a bureaucratic environment, which cannot be quantitatively measured. Therefore, a qualitative approach is used. (Creswell, 2018) states that qualitative research allows researchers to gain a better understanding of social phenomena by accessing the perspectives of participants directly.

The descriptive method is used to describe the conditions of applying organizational culture as it is. Sugiyono (2020) Say that descriptive research aims to describe a phenomenon or research subject using the collected data without changing the variables. In this context, Edgar H. Schein's theory of organizational culture is used to analyze organizational culture. Schein divides organizational culture into three levels: artifacts, values adhered to, and basic assumptions.

Purposive sampling is used to select informants based on their abilities and their direct involvement in the implementation of organizational policies and activities. This research focuses on the Head of BKPSDM Kuningan Regency, who has a strategic role in creating and implementing policies and improving company culture. For now, the supporting informants consist of the Head of Subdivision (*Kasubbang*) and employees from the Kuningan Regency BKPSDM, who act as technical implementers and have direct experience in implementing work culture in daily life.

Observation, documentation, and thorough interviews are methods of data collection. The interview process is used to find out how informants understand, see, and experience organizational culture and bureaucratic performance. While observation is done to see work behavior and organizational interactions firsthand, documentation is used to supplement the data with regulations, standard operating procedures (SOPs), and performance documents. As explained by Miles, M. B., Huberman, A. M., & Saldaña, (2014) Data analysis is carried out qualitatively through the process of data reduction, data presentation, and conclusion drawn.

## **RESULTS AND DISCUSSION**

The object of the research was carried out at the Kuningan Regency Personnel and Human Resources Development Agency (BKPSDM), as a regional apparatus that has strategic tasks in managing personnel management, developing competencies, and fostering state civil servants (ASN). In the context of bureaucratic reform, BKPSDM plays a central role in realizing professional, accountable, and performance-based personnel governance.

The results of interviews with the main informant and two supporting informants, it was found that the organizational culture at BKPSDM Kuningan Regency has developed in a modern bureaucratic framework that emphasizes digital systems, work discipline, work evaluation, and internalization of ASN values. The analysis of the research results uses the theory of Edgar H. Schein, which divides organizational culture into three levels, namely: 1) Artifacts; 2) Values adhered to; 3) Basic assumptions.

The results of the research based on Edgar H. Schein's theory are as follows:

**1. The Application of Organizational Culture in the BKPSDM Environment of Kuningan Regency Based on the Three Levels of Edgar Schein's Theory**

**a. Artefak (*Artifacts*)**

According to Schein, artifacts are manifestations of culture that are visible to the naked eye, both in the form of behavior, organizational structure, work systems, symbols and technology used in the organization. The results of interviews with the work system and employee discipline show that the work pattern of employees at BKPSDM has been carried out based on their main tasks and functions. The division of labor is carried out systematically according to the work unit, so that each employee understands his or her role and responsibilities. Work discipline is realized through:

Implementation of standard working hours (Monday-Thursday at 07.30 – 16.00; Friday 07.30 – 16.30)

Use of the SIAGA ASN Mobile application for digital attendance

SIJAPATI application-based performance reporting

Performance evaluation through the SKP system

The implementation of app-based presence and performance reporting shows that the organizational culture in BKPSDM has adopted a systemic and digital approach. This is in line with the characteristics of a performance-based bureaucracy that demands accountability, transparency, and objective measurement of achievements, however, technical obstacles are still found in the form of server disruptions due to network problems. This condition shows that digital culture artifacts have been formed, but they are not yet fully supported by optimal infrastructure.

Standard Operating Procedures and Periodic Evaluation; BKPSDM has had SOPs that are evaluated periodically. The supporting informant said that:

Evaluations have been carried out through ISO standards (before 2020). In 2022, until now, evaluations based on the merit system index and IP ASN from the central government have been carried out.

This shows that a standards-based work culture and evaluation have become part of the organization's artifacts. Regular evaluation of SOPs reflects the existence of a continuous improvement control and improvement mechanism.

Communication Patterns with Leaders; Cultural artifacts are also seen in organizational communication patterns: Formal communication through SKP and SIJAPATI applications. Direct communication (*face to face*). Socialization and coaching through morning apples and regular meetings.

Leadership plays an important role in shaping work culture. The morning apple is not only an administrative ritual, but also a means of internalizing values and establishing a performance orientation.

**b. *Espoused Values***

The results of the research at the second level, namely the values embraced in the BKPSDM of Kuningan Regency, according to Schein, explained that organizational culture is reflected in the values, strategies, and goals that are explicitly embraced by the organization.

The value of *ASN BerAKHLAK* as *core values*; BKPSDM adopts the basic values of *ASN BerAKHLAK* as a guideline for work behavior, which includes: Service-oriented; Accountable; Competent; Harmonious; Loyal; Adaptive; Collaborative. This value is used as the basis for personal branding of employees and a reference in performance appraisal through SKP. Thus, there is an integration between normative values and performance evaluation systems.

Professionalism and Responsibility; The results of the interviews show that the professionalism and responsibility of employees are considered good, as reflected by: Achievement of a minimum performance index in the good category; compliance with deadlines; evaluation of SOPs every year; The level of compliance with deadlines shows that result orientation has become a value internalized in the organization.

Public Service Evaluation, the results of the interview show that; The implementation of public service values is carried out through internal surveys. Although the quality of service is considered good, the participation rate of respondents is still below 50%.

This shows that normatively the organization has been oriented towards improving service quality, but internal participation as part of the evaluative culture still needs to be strengthened or not optimal.

### **c. Asumsi Dasar (*Basic Underlying Assumptions*)**

At the level of Basic Assumptions at BKPSDM Kuningan Regency, Basic Assumptions are the deepest core of culture and are not always realized, but affect the way members of the organization think and act.

Oriented to Innovation and Digitalization, the main informant expressed strong support for new procedures and innovations, especially in the digitalization of services that have not yet been fully integrated.

The results of the interviews show that it is identified from the basic assumption of Schein's Theory that the effectiveness and quality of service can only be improved through innovation and digital systems. This belief becomes the psychological foundation that shapes employees' adaptive attitudes to change.

Deadline culture and high performance demands, employees have become accustomed to continuous staffing services from appointment to retirement of ASN.

The results of the interviews show that a continuous workload forms the assumption that: Work must be completed on time. Every task has a clear target. Evaluation is part of the routine. Initially this culture is shaped by rules, but over time it develops into a collective habit. Teamwork and individual awareness at the level of basic assumptions, teamwork becomes a living value in daily practice.

The interview results showed that employees: help each other with additional tasks. Completing work without having to be constantly reminded. Resolving conflicts through tolerance and introspection. However, the inhibiting factors that arise include: Differences in individual character. Decreased incentives that affect motivation. This shows that extrinsic motivation still has an influence on the stability of the performance culture.

## **2. Bureaucratic Reform Programs at BKPSDM Kuningan Regency**

At the Kuningan Regency BKPSDM, there is a bureaucratic reform program to improve employee governance and improve organizational culture. The digital-based personnel service system, simplification of administrative procedures, and the use of well-documented standard operating procedures (SOPs) are evidence of bureaucratic reform at the artifact level.

The focus of bureaucratic reform is performance, efficiency, and transparency. The Head of the Subdivision stated that bureaucratic reform encourages a shift in work patterns from administration to measured and results-oriented performance. By implementing a performance appraisal system based on Employee Performance Goals (SKP) and conducting periodic organizational performance evaluations, these values are achieved. Meanwhile, at the basic level, bureaucratic reform in BKPSDM is based on the belief that improving the quality of human resources of the apparatus is the key to the success of regional development. This belief strengthens the role of BKPSDM as a driving force for bureaucratic change, although in practice, they still face the old work culture that tends to be hierarchical.

## **3. Supporting and Inhibiting Factors in the Implementation of Organizational Culture in BKPSDM Kuningan Regency**

### **a. Supporting Factors**

At BKPSDM Kuningan Regency, there are regulations, standard operating procedures (SOPs), and information technology infrastructure that support modern work patterns, which are components that support the implementation of organizational culture at the artifact level. Leaders who are committed to improving professionalism, discipline, and public service are important factors in strengthening the internalization of organizational culture. The attitude of employees who generally follow the direction of the leadership and make gradual adjustments to policy changes also play a role in maintaining stability in the implementation of organizational work. Basically, everyone agrees that a strong organizational culture will improve performance and make the institution look better as social capital that supports the sustainable implementation of organizational culture.

### **b. Inhibiting Factors**

Inhibiting factors at the artifact level include a high workload, especially when there are additional tasks. At the level adhered to, although employees generally understand the cultural values of the organization, differences in individual characteristics cause variations in the application and internalization of these values in the implementation of daily tasks. In addition, the results of the interviews show that in responding to changes in systems and policies, employees tend to wait for leadership directions. This condition has an impact on the process of adapting to system and policy changes that tend to take place gradually, because employees are used to waiting for leadership directions before making work adjustments.

## **4. Efforts that can be made to support the implementation of organizational culture in BKPSDM Kuningan Regency**

Based on the results of the interview, the efforts made by employees in reducing the workload, especially when there are additional tasks, are by helping each other and

working together between employees. The informant said that the division of tasks has basically been carried out in accordance with their main tasks and functions, so that the mutual support mechanism is carried out as a form of situational adjustment so that the work can still be completed properly.

In addition, in the face of differences in individual character and changes in systems and policies, employees respond to it by upholding each other's respectful attitudes. The informant also explained that in the process of adapting to changes, employees tend to follow the direction of the leadership as a guideline in carrying out work adjustments. These efforts are made to maintain the regularity and suitability of the implementation of work with applicable regulations.

## **Discussion**

### **Overview of BKPSDM Performance of Kuningan Regency**

In general, the performance of the Kuningan Regency BKPSDM is carried out based on the division of tasks and functions that have been determined and supported by standard operating procedures. The implementation of apparatus duties is dominated by administrative and continuous personnel services, starting from the appointment process to the retirement of ASN. In practice, employees are used to working with relatively tight deadlines, so the completion of work is required to take place quickly and on time. If the work is not completed according to the deadline, the workload has the potential to accumulate and affect the smooth implementation of the next task.

Along with the demands to improve the performance of the apparatus, the Kuningan Regency BKPSDM has also begun to implement a digital-based work system to support the implementation of tasks, especially in the aspects of attendance, reporting, and employee performance assessment. The use of the application-based system encourages the apparatus to adjust work patterns to be more orderly and measurable. Findings in the field show that the workload of employees tends to increase in certain periods, especially when there are additional tasks outside the routine. This condition requires employees to make work adjustments while still referring to the direction of the leadership and the applicable bureaucratic mechanisms, so that organizational performance continues to run stably.

Based on the results of the research, organizational culture in BKPSDM Kuningan Regency can be analyzed using three levels of organizational culture according to Edgar Schein, namely artifacts, values adhered to, and basic assumptions. These three levels are interrelated and form the behavior pattern of ASN in carrying out duties and affecting organizational performance.

### **1. The Application of Organizational Culture in BKPSDM Kuningan Regency Based on Three Levels of Organizational Culture Edgar H. Schein**

#### **a. Artefak (*Artifacts*)**

The three levels of organizational culture proposed by Edgar H. Schein can be used to thoroughly analyze the application of organizational culture in the Kuningan Regency BKPSDM: artifacts, values adhered to, and basic assumptions. At the artifact level, the implementation of SOPs, the use of application-based work systems such as SIAGA ASN and SIJAPATI, and the availability of work facilities show the form of organizational culture that can be observed directly.

This finding is in line with Schein's view that artifacts are a form of organizational culture that is seen in the structure, procedures, and work practices. Although work facilities are generally considered sufficient to support the implementation of tasks, budget limitations due to *refocusing* and technical constraints, such as server disruptions, show that the support of these facilities is not fully optimal in supporting digital-based work systems.

**b. *Espoused Values***

At the level adhered to, the implementation of *the core values* of ASN *BerAKHLAK* reflects the organizational culture in instilling the values of professionalism, discipline, cooperation, and service orientation. These values play a role in compliance with rules and task completion deadlines. SKP-based work assessment also strengthens the application of these values. However, the results of the study show that the consistency of the application of values still depends on the awareness of individual employees, so that the internalization of values is not as evenly distributed.

**c. *Asumsi Dasar (Basic Underlying Assumptions)***

The level of basic assumptions, a leadership pattern that is communal and coach-oriented becomes a fundamental belief that influences the way the organization manages employees. Work habits formed from compliance with rules gradually develop into a work culture that encourages efficiency and punctuality. The preparatory approach through communication in responding to violations shows the assumption that coaching is seen as more effective than a repressive approach. In addition, openness to innovation and digitalization of services reflects the belief that change is a necessity to improve organizational performance.

These basic assumptions are also reflected in the way the apparatus responds to changes in organizational systems and policies. The results of the interviews show that policy changes, including adjustments to organizational structures, require employees to adapt to new work patterns. However, the adaptation process tends to be carried out gradually while waiting for the direction of the leadership, so that the flexibility and speed of work adjustments are not as optimal.

Overall, the results of the study show that the organizational culture in the Kuningan Regency BKPSDM has been formed and implemented at all three levels of organizational culture. However, the culture is not fully optimal, especially in terms of facility support and consistency in the application of values at the individual level, so it is necessary to strengthen it in a sustainable manner so that the organizational culture can contribute more optimally to improving the performance of ASN

**2. *Bureaucratic Reform Programs at BKPSDM Kuningan Regency***

**a. *Artefak (Artifacts)***

The implementation of the bureaucratic reform program at the Kuningan Regency BKPSDM cannot be separated from the organizational culture dynamics that develop in it. Bureaucratic reform at the artifact level is realized through the implementation of an information technology-based personnel service system, the preparation and implementation of standard operating procedures, and the structuring of a more structured work mechanism. This practice shows the organization's efforts to

adapt to the demands of modern bureaucracy that emphasizes efficiency and transparency.

**b. *Espoused Values***

At the level of values adhered to, bureaucratic reform is directed to strengthen the value of performance, efficiency, and accountability of the apparatus. This is reflected in the implementation of a performance appraisal system based on Employee Performance Goals (SKP) and increased internal supervision of the implementation of employee duties. Supporting informants stated that bureaucratic reform has encouraged a change in the perspective of some employees from simply carrying out administrative routines to achieving performance targets. However, these changes in values have not been fully internalized, because there is still a tendency for work orientation to procedural compliance rather than work results.

**c. *Asumsi Dasar (Basic Underlying Assumptions)***

At the level of basic assumptions, bureaucratic reform in BKPSDM is based on the belief that improving the quality of human resources of the apparatus is the main key to the success of regional governance. This assumption strengthens the role of BKPSDM as a strategic institution in the management of ASN. However, the traditional basic bureaucratic assumptions that emphasize hierarchy and stability still have a strong effect, thus limiting the space for disruptive innovation and innovation.

**3. Supporting and Inhibiting Factors in the Implementation of Organizational Culture in BKPSDM Kuningan Regency**

**a. *Artefak (Artifacts)***

The supporting factors for the implementation of organizational culture in the BKPSDM of Kuningan Regency can be analyzed at the three levels of organizational culture. At the artifact **level**, standard operating procedures and the support of information technology facilities and infrastructure are important factors in forming a more orderly and directed work pattern.

**b. *Espoused Values***

At the level of values adhered to, the commitment of leaders in upholding discipline and encouraging the professionalism of the apparatus plays a role as a reinforcement of the internalization of organizational culture. In addition, the awareness of some employees of the importance of a quality work culture is social capital in supporting organizational change. On the other hand, inhibiting factors also appear at every level of organizational culture. At the artifact **level**, the limited competence of the apparatus in mastering information technology and the high workload hinder the optimization of performance-based work practices. At the level of values adhered to, the difference in the level of understanding and acceptance of organizational values causes inconsistencies in work behavior between employees.

**c. *Asumsi Dasar (Basic Underlying Assumptions)***

At the level of basic assumptions, the strength of the traditional bureaucratic culture oriented towards hierarchy and formal compliance is the main obstacle in building an adaptive and innovative organizational culture. Thus, the application of organizational culture in the Kuningan Regency BKPSDM has shown conformity with the theoretical framework of Edgar H. Schein, but it still requires strengthening the

aspect of internalizing values and transforming basic assumptions so that organizational culture is not only symbolic, but really becomes the basis of the work behavior of the apparatus.

#### 4. Efforts to Strengthen the Implementation of Organizational Culture

Efforts to strengthen the implementation of organizational culture in the Kuningan Regency BKPSDM need to be carried out in stages at each level of organizational culture. At the artifact level, optimizing the implementation of standard operating procedures and proportional workload management is important so that the implementation of tasks can be more effective and directed in accordance with the main tasks and functions of each employee.

At the level of values embraced and basic assumptions, consistent leadership leadership in providing direction and example is the main effort in strengthening the internalization of organizational values. Open and continuous communication is expected to encourage mutual respect, strengthen cooperation between employees, and help the apparatus in adapting to changes in systems and policies. Thus, organizational culture is not only understood normatively, but is truly reflected in the mindset and work behavior of the apparatus.

## CONCLUSION

The organizational culture of Kuningan Regency's BKPSDM, analyzed through Schein's three-level framework, reveals that while artifacts such as structured workflows, SOPs, and digital personnel systems are visibly in place, the internalization of espoused values like professionalism and accountability remains uneven across the organization, and deeply held basic assumptions rooted in hierarchical compliance and loyalty to leadership continue to constrain initiative and adaptive change. Although bureaucratic reform efforts particularly in service digitization and performance appraisal have shown meaningful progress, their effectiveness is tempered by limited HR competency and the persistence of traditional bureaucratic norms, underscoring Schein's argument that true cultural alignment must occur across all three levels to drive lasting transformation. For future research, it is recommended that a longitudinal study be conducted to track the trajectory of cultural internalization over time, particularly examining how sustained leadership interventions and digital system integration influence the shift in basic assumptions from compliance-based to performance-based mindsets across different organizational levels.

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