

The Influence of Organizational Culture on Cooperation Apparatus at the Baringg Village Office, Lilirilau District, Soppeng Regency

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Abstract: Each agency is formed with a specific purpose to be realized. The achievement of these goals is greatly influenced by the behavior, attitudes, and contributions of individuals in the organization. The success of an agency in realizing its goals depends on the ability of employees to carry out their functions and manage each work unit effectively. This is because the achievement of organizational goals is basically the result of the efforts, cooperation, and active role of all elements involved in the agency. The purpose of this study is to analyze the influence of organizational culture on the cooperation of the apparatus at the Baringg Village Office, Lilirilau District, Soppeng Regency. The research applied a quantitative approach with the census research type. The data analysis techniques applied include the analysis of correlation coefficients, determination coefficients, and simple linear regression, while data collection techniques are carried out by observation, documentation, and the distribution of questionnaires that are tailored to the needs of the research. The results of the study illustrate that the organizational culture and cooperation of the apparatus at the Baringeng Village Office are in the very good category. In addition, organizational culture has been proven to have a positive influence on the cooperation of apparatus with a very strong level of relationship. The magnitude of the influence exerted reached 76.1%, while the remaining 23.9% was influenced by other factors outside the variables studied in this study.

Keywords: Employee Cooperation; Organizational Culture; Organizational Performance; Village Government; Work Effectiveness.

Received: May 03, 2026;
Revised: May 30, 2026;
Accepted: June 29, 2026;
Online Available: July 03, 2026;
Curr. Ver.: July 03, 2026



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1. Introduction

Each agency is established with the primary goal of achieving certain objectives that have been planned in advance. In the process of achieving these objectives, agencies are strongly influenced by the behavior and attitudes of the individuals involved. The success of an agency in realizing its goals depends greatly on the ability of employees to carry out their duties and manage existing work units effectively. An agency will be able to achieve its targets if all elements within it work together synergistically and support one another in achieving overall organizational goals. An organization is a collection of systems consisting of interconnected parts or subsystems that work together. If one part of the system experiences disruption, it can affect the operation of the organization as a whole. The smooth functioning of an organization is greatly influenced by the ability of each individual within it to carry out their duties and responsibilities properly and consistently.

Organizational culture is a system of values, beliefs, and habits that develops within an organization and serves as a guide for its members in acting and behaving (Arifin, 2020). Organizational culture is a set of values, norms, beliefs, and practices that are agreed upon and implemented collectively by organizational members, which subsequently influence their mindset, attitudes, and behavior in carrying out organizational activities. In addition, organizational culture becomes a distinctive characteristic that is attached to and continuously maintained within both the organizational environment and everyday social life, making it inseparable from the cultural ties that develop within it. Organizational culture can be understood as a system that includes values, beliefs, assumptions, and norms that have been agreed upon and implemented by organizational members as a reference for acting and addressing various issues that arise within the organizational environment (Sudarsono, 2019).

Human resources (apparatus) are individuals or groups of people who carry out organizational tasks, particularly within government institutions, and play a strategic role in implementing public services, managing administration, and achieving organizational objectives. The presence of professional, well-trained, and highly loyal employees is a determining factor in the continuity and progress of an organization, including village government institutions. According to the National Institute of Public Administration (LAN), apparatus refers to all elements within government that perform administrative and operational functions in carrying out state duties. Eko Boedhi Santoso et al. (2021) argue that "Organizational culture consists of habits, norms, and rules that are understood and mutually agreed upon by all organizational members. Organizational culture is more concerned with what is right and must be obeyed and implemented, as well as what is wrong and prohibited. A good organizational culture can shape the attitudes and behavior of village apparatus to work harmoniously and collaboratively. Therefore, developing a positive and adaptive work culture is essential in responding to future challenges. Human resource issues are not merely technical matters but also involve moral, ethical, and social relationship aspects within the organization. Building a strong and consistent organizational culture is necessary to create synergy among apparatus members. Well-established cooperation will certainly have an impact on improving the quality of public services as a manifestation of the success of government organizations at the village level."

Good cooperation among apparatus members will create a harmonious work environment, accelerate task completion, maximize efficiency, and encourage innovation. According to Lasmi, Bayhaqi, and Suhairi (2021), "Teamwork is necessary to build group quality within an organization through mutual trust, openness, mutual respect, and interdependence as indicators of work quality." Organizational culture plays a crucial role in providing identity to each organizational member and in building commitment to values that are more important than personal interests. Although this concept has become an important part of an organization's culture, it remains relevant in various situations where the organization operates. A strong organizational culture functions to unite its members so that they understand how to communicate effectively with one another. The quality of human resources encompasses both physical and psychological aspects that can influence workplace performance.

To measure performance in the context of government institutions, one indicator used is employee performance in the office. This performance is very important for every employee because performance evaluations can make employees feel valued. Furthermore, such evaluations can increase employee motivation, encourage them to continue achieving excellence, and gain greater attention from superiors. As a result, high-performing employees also have opportunities for promotion and recognition for their achievements. Every individual who joins an organization brings their own distinct culture. This occurs because each individual comes from a diverse cultural background. Nevertheless, these differences will eventually be integrated into a single organizational culture. Within an organization, everyone is expected to adapt in order to work together toward achieving the shared goals that have been determined from the outset. However, in the adaptation process, there is always the possibility that some individuals may experience difficulty accepting or adapting to the organizational culture.

Organizational culture is one of the important factors that influence patterns of cooperation among apparatus members within an institution. A good culture must be managed properly so that every element within the organization can contribute optimally. If organizational culture can be implemented effectively, then the execution of the organization's main duties and functions can be carried out more effectively and efficiently. Based on this, it is necessary to evaluate organizational culture and patterns of cooperation among apparatus members. For example, at the Baringeng Village Office, Lilirilau District, Soppeng Regency, such an evaluation is very important. The results of the evaluation are worthy of being used as input in efforts to optimize and develop organizational work culture and cooperation among apparatus members so that they can provide better services to the community.

However, based on initial observations conducted at the Baringeng Village Office, Lilirilau District, Soppeng Regency, various problems were still found that reflect the suboptimal role of organizational culture in encouraging cooperation among village apparatus members. Several apparatus members showed a tendency to work individually without proper coordination, a lack of cross-functional communication, and low participation in teamwork activities. This indicates that organizational culture values such as openness, shared responsibility, mutual trust, and commitment to common goals have not been fully embedded in daily work patterns. This condition is feared to hinder the effectiveness of task implementation and public service delivery, which require cross-sector collaboration and strong solidarity among employees. According to Robbins and Coulter (2023), a strong organizational culture can shape individual behavior, strengthen collective identity, and promote productive cooperation through shared values and norms. Similarly, Yukl (2022) states that an accommodative and collaborative organizational culture plays an important role in optimizing work group effectiveness and building synergy among organizational members.

However, the weak role of the Head of Baringeng Village in instilling and fostering organizational culture values, as well as the limited development activities for village apparatus members, has become one of the factors weakening cooperation among Baringeng Village apparatus. Based on this phenomenon, this study is important to determine the extent of the influence of organizational culture on cooperation among apparatus members at the Baringeng Village Office, as a basis for improving organizational performance and enhancing public services at the village level.

Based on the description above, the author considers this issue important enough to warrant more in-depth research. Therefore, the author proposes a study entitled: "The Influence of Organizational Culture on Apparatus Cooperation at the Baringeng Village Office, Lilirilau District, Soppeng Regency."

2. Literature Review

Organizational Culture

Schein (2020) defines organizational culture as a set of shared norms, values, attitudes, and assumptions that underpin members' behavior and influence the organization's mission and practices. In line with this, Jufrizen and Rahmadhani (2020) view organizational culture as a system of values, norms, rules, and philosophies that are believed in and upheld by all members of the organization as a guide for behavior in interactions, both internal and external. More comprehensively, Mangkunegara (2020) asserts that organizational culture is a system of beliefs established as a behavioral guide to address issues of external adaptation and internal integration.

Functions of Organizational Culture

According to Hadijaya (2020), organizational culture serves several crucial functions:

- 1) Defining organizational boundaries, creating a clear distinction from other organizations.
- 2) Providing members with a sense of identity, so that each individual feels part of a unified whole.
- 3) Fostering a shared commitment that transcends individual interests.
- 4) Serving as a social glue that strengthens unity through the establishment of behavioral standards.
- 5) Acting as a control mechanism that directs the attitudes and behaviors of organizational members.

Characteristics of Organizational Culture

Jufrizen and Rahmadhani (2020) identify seven core characteristics of organizational culture:

- 1) Innovation and risk-taking: Employees' motivation to be creative and resilient in the face of uncertainty.
- 2) Attention to detail: A focus on precision and analytical skills in tasks.
- 3) Results orientation: Management's emphasis on achieving outputs.
- 4) Individual orientation: Policies that consider the impact on members.
- 5) Team orientation: Work carried out in a more group-oriented manner.
- 6) Aggressiveness: The level of members' competitive and proactive attitudes.
- 7) Stability: The organization's tendency to maintain the status quo.

Cooperation

Cooperation is defined by the KBBI (2022) as a joint activity or effort to achieve a desired outcome. In the context of organizational behavior, Sibarani (2018) emphasizes that cooperation is not merely a physical activity but a cultural value rooted in social harmony and carried out voluntarily to achieve shared goals. Yusuf (2023) adds that cooperation is a collective effort within a system that prioritizes synergy and coordination to complete tasks. Dimensions and Indicators of Cooperation According to Sibarani (2018), the dimensions of cooperation used as measurement tools include:

- 1) Shared responsibility: The existence of a structured distribution of responsibilities.
- 2) Mutual contribution: The sharing of skills and ideas among members.
- 3) Maximizing capabilities: Optimizing the potential of each team member to achieve superior results.

Analysis of Previous Studies

In an effort to outline the contribution of this study, a review of several previous studies relevant to the variables of organizational culture and civil service cooperation was conducted. The following is a summary:

Jufrizen & Rahmadhani (2020)

This study focuses on the influence of organizational culture on employee performance using seven core dimensions. The results indicate that organizational culture dimensions significantly influence work behavior. This study serves as the primary theoretical foundation for the operationalization of variable X in this research.

Sibarani (2018)

This study emphasizes cooperation as a cultural value rooted in social harmony (gotong royong). The focus is on how the value of harmony influences the effectiveness of collective efforts. This concept is used as the basis for measuring the cooperation dimension (Variable Y) in the context of village administration.

Denison (2020) & Quinn & McGrath (2021)

These studies offer insights into organizational effectiveness based on a strong organizational culture. They emphasize that a structured (hierarchical) culture is highly relevant for government agencies in achieving measurable goals.

Research on Village Governance (Relevant Studies)

Several studies on village officials indicate that the main obstacle to effective collaboration is the lack of an organizational culture oriented toward teamwork and innovation. These studies confirm that organizational culture is closely linked to work synergy within the village-level bureaucracy.

Research Gap

Based on an analysis of previous studies, several research gaps were identified that serve as the rationale or justification for conducting this study:

Contextual Gap (Research Setting)

Most studies on organizational culture have been conducted in the private sector or in large-scale companies. This study fills this gap by applying the theory to the micro-level public sector, specifically at the Baringeng Village Office. The characteristics of work culture in village bureaucracy possess a unique blend (a mix of formal bureaucratic values and social, family-oriented values) that has not been extensively explored empirically using statistical techniques.

Integration of Measurement Dimensions

Although Jufrizen & Rahmadhani (2020) have formulated dimensions of organizational culture, few studies have specifically integrated them with Sibarani's (2018) cooperation theory to analyze village apparatus performance. This study integrates both theories to examine their influence more comprehensively.

Methodological Gap

Many previous studies on organizational culture have used a qualitative-descriptive approach. This study addresses this methodological gap by applying a quantitative associative approach through measurable statistical calculations to objectively demonstrate the significance of the influence of variable X on variable Y.

Novelty of the Study

The novelty of this study lies in the theoretical integration and application of statistical analysis models within the specific context of village government bureaucracy. Unlike previous studies, which tend to focus on the corporate sector or large-scale government agencies, this study contributes in the following aspects:

Research Focus on the Micro Public Sector

This study fills a gap in the literature regarding organizational behavior at the village level. The characteristics of the village bureaucracy at the Baringeng Village Office exhibit unique dynamics where formal organizational values strongly interact with local social and community values. This study demonstrates how formal organizational culture can serve as an effective predictor of bureaucratic cooperation within an environment deeply rooted in familial values.

Theoretical Integration of Organizational Culture and Cooperation Values

This study integrates the seven dimensions of organizational culture from Jufrizen & Rahmadhani (2020) with the dimensions of cooperation from Sibarani (2018). Its novelty lies in combining the innovation-stability concept (from Organizational Culture) with mutual aid (from Cooperation) to comprehensively analyze bureaucratic synergy. This approach has not been extensively tested empirically within a single associative model in village-level institutions.

Reconstructing Civil Servants' Work Behavior through Statistics

Unlike many studies at the village level that use a qualitative-narrative approach, this study employs a quantitative-associative approach. This methodological innovation enables the organization to obtain measurable data on the extent to which (76.1% contribution) organizational culture influences cooperation. This provides a precise policy foundation for village officials to conduct data-driven performance evaluations.

Practical Implications and Problem-Solving

This study does not merely stop at demonstrating relationships between variables but also provides a specific mapping of which indicators represent strengths and weaknesses at the Baringeng Village Office (such as low scores on the innovation dimension). Thus, this study offers concrete pedagogical and managerial solutions to enhance the professionalism of village officials through the strengthening of a work culture oriented toward results and team collaboration.

3. Proposed Method

The study was conducted at the Baringeng Village Office, Lilirilau Subdistrict, Soppeng Regency. This location was chosen because it has a complete and active organizational structure, and there is a need to evaluate the organizational culture and the level of cooperation among village officials.

Study Period: The study was conducted over a three-month period, from December 10, 2025, to March 10, 2026.

Population and Sample: The study population comprised all 12 officials at the Baringeng Village Office. Given the limited population size, this study employed total sampling, designating the entire population as the study sample.

This study consists of an independent variable (Organizational Culture) and a dependent variable (Cooperation). Operational definitions are used as concrete guidelines for measuring the variables' indicators:

Organizational Culture (X): Defined through seven dimensions, namely: (1) Innovation and risk-taking, (2) Attention to detail, (3) Achievement orientation, (4) Individual orientation, (5) Team orientation, (6) Aggressiveness, and (7) Stability.

Cooperation (Y): Defined through three main dimensions, namely: (1) Shared responsibility, (2) Mutual contribution, and (3) Maximizing capabilities.

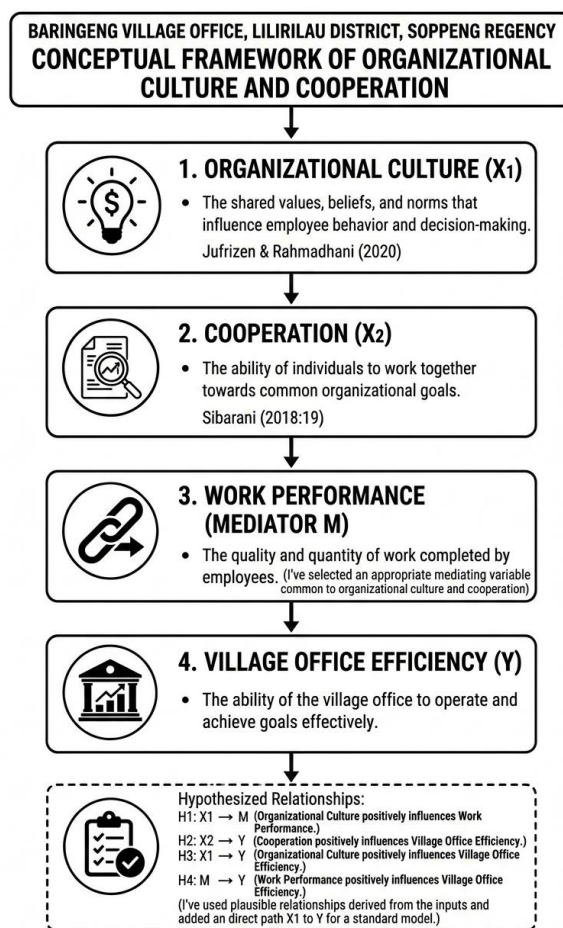


Figure 1. Conceptual Framework Diagram.

More specifically, the implementation of the strategy to enhance Organizational Culture and Cooperation within the Baringeng Village Office, Lilirilau District, Soppeng Regency, was conducted through the following systematic procedures:

Introduction and Contextual Alignment

The facilitator, acting as the organizational development lead, introduced the core dimensions of organizational culture (such as innovation, risk-taking, and results orientation) and cooperation principles relevant to the office's daily operations in order to stimulate staff awareness and initial engagement toward professional improvement.

Presentation of Conceptual Framework

The facilitator displayed the Conceptual Framework of Organizational Culture and Cooperation diagram to the entire office staff. This framework functioned as a visual representation of the key variables—Organizational Culture, Cooperation, Work Performance, and Village Office Efficiency—that employees were required to analyze and integrate into their professional practice.

Investigation and Collaborative Problem Solving

Staff members were guided to observe the interplay between cultural values and cooperative practices systematically. The facilitator provided opportunities for employees, in turns, to identify specific organizational challenges, analyze their current work habits, and propose actionable strategies to improve their individual and team performance.

Guidance and Collaborative Synergy

The leadership facilitated staff members who continued to experience difficulties in applying cultural norms or cooperative behaviors through direct intervention and coaching, while simultaneously encouraging peer interaction and collaborative discussion to establish a strong consensus regarding shared responsibilities and mutual contributions.

Conclusion and Performance Evaluation

Staff were guided to formulate conclusions regarding how the integration of positive organizational culture and enhanced cooperation leads to better service delivery, followed by a final evaluation activity to measure the progress of the office in achieving its efficiency goals.

Data collection in this study employed a triangulation method consisting of observations, documentation and questionnaire.

- 1) Data collection utilized a triangulation method consisting of Observation: Systematic direct observation of symptoms or phenomena emerging in the research subjects.
- 2) Documentation: Collection of secondary data in the form of village profiles, demographic data, and relevant planning documents.
- 3) Questionnaire: A research instrument designed based on variable indicators and presented in the form of a checklist using a Likert scale (scores 1–5).

Data Analysis Techniques: Data analysis is conducted after all data from respondents has been collected, following these steps:

- 1) Descriptive Analysis: Used to describe the characteristics of research variables using descriptive statistics such as the mean, median, and mode. Assessment results are categorized into an interval scale (Very Good to Poor) based on the calculation of predetermined interval distances.
- 2) Quantitative Associative Analysis:
 - a. Correlation Analysis: Used to determine the strength of the relationship between variables X and Y using the formula r_{xy} .
 - b. Coefficient of Determination: Used to measure the extent of variable X's contribution to variable Y using the formula $Kd = r^2 \times 100\%$.
 - c. Simple Linear Regression: Used to predict the effect of independent variables on dependent variables using the equation $Y = a + bX$.

4. Results and Discussion

Research Findings

Dataset Sources and Evaluation Instruments

The dataset in this study was derived from formative learning achievement tests and observation sheets monitoring the active participation of aparatur desa at the Kantor Desa Baringeng. The population, which also served as the total sample (research subjects), consisted of 12 village officials.

To evaluate the effectiveness of the organizational culture influence on the aparatur cooperation, this study employed two primary mathematical measurement parameters: the Correlation Coefficient (R) and the Coefficient of Determination (R^2). The evaluation was calculated using the following standard formulations: 1. Correlation Coefficient (Pearson Product Moment) This formula is used to determine the strength and direction of the relationship between Organizational Culture (X) and Cooperation (Y):

$$r_{xy} = \frac{n \sum XY - (\sum X)(\sum Y)}{\sqrt{[n \sum X^2 - (\sum X)^2][n \sum Y^2 - (\sum Y)^2]}}$$

Description:

r_{xy} : Correlation coefficient

X : Organizational Culture score

Y : Cooperation score

n : Total number of subjects (12 employees)

Coefficient of Determination This formula is used to measure how much influence the independent variable has on the dependent variable:

$$KP = r^2 \times 100\%$$

Description:

KP : Coefficient of Determination (Percentage of influence)

r² : Square of the correlation coefficient

Initial Data Analysis (Pre-Cycle)

Prior to the formal implementation of the organizational assessment and the correlation analysis, an initial data analysis (Pre-Cycle) was conducted to establish a baseline for the cooperation levels and collaborative synergy among the aparatur at the Baringeng Village Office. The preliminary observation results confirmed the initial hypothesis that the existing work environment, characterized by traditional administrative practices and fragmented task management, failed to optimize the collaborative capacity required for efficient public service delivery. Aparatur exhibited instances of passive task completion, insufficient cross-divisional communication, and a lack of proactive initiative in addressing complex administrative challenges.

The quantitative analysis of the initial survey (Pre-Cycle) corroborated these conditions. Out of 12 aparatur, only 5 successfully reached the minimum cooperation threshold, while the remaining 7 aparatur were declared as having low collaboration proficiency according to the defined organizational standards.

Table 1. Initial Data Analysis (Pre-Cycle)

Evaluation Indicator	Pre-Cycle Result
Class Mean Score	58.40
Number of Aparatur Achieving Mastery	5 Aparatur
Mastery Percentage	41.67%
Incomplete Percentage	58.33%

Based on Table 1, the classical cooperation mastery percentage only reached 41.67%, with a mean score of 58.40. This figure falls significantly below the expected organizational performance threshold, indicating that a tactical managerial intervention focused on strengthening the organizational culture was imperatively required to enhance the collaborative dynamics of the village staff.

Implementation Results

1) Initial Implementation and Analysis of Organizational Culture (X)

In this stage, the implementation of organizational culture strengthening—focused on the seven indicators defined by Jufrizen & Rahmadhani (2020)—was evaluated. The aparatur were introduced to standardized work protocols, clearer division of roles, and proactive communication patterns. Initial assessments indicated a positive trend in work dynamics. The mean score for organizational culture reached 61.00. The data indicated that the majority of aparatur responded well to the structural improvements, particularly in dimensions related to team orientation and stability.

Despite the positive trend, reflection analysis identified that the implementation was not yet optimal across all dimensions. The researcher identified a disparity in the "innovation and risk-taking" and "individual orientation" dimensions; several aparatur were still hesitant to take independent initiatives and lacked confidence in executing administrative tasks without direct supervisory oversight. Consequently, further refinements, such as the integration of a periodic feedback system, performance-based reward systems, and more intensive mentorship, were designed to be implemented in the subsequent phase to ensure a more holistic transformation.

2) Final Assessment of Cooperation Proficiency (Y)

The implementation in the second phase focused on intensifying personalized guidance and bolstering the aparatur's confidence when constructing collaborative work events. The provision of more directed trigger questions and collaborative task-sharing protocols proved capable of optimizing the aparatur's comprehension of their collective responsibilities.

The final assessment at the end of this phase demonstrated a highly significant surge in cooperation proficiency. All participating aparatur (12 individuals) successfully reached the mastery threshold in collaborative task execution. The class mean score for cooperation penetrated 40.00, and the classical mastery percentage for cooperation achieved an absolute rate of 100%. This surge confirms that the structural and cultural interventions were effectively assimilated, resulting in a robust, synergistic work environment within the Baringeng Village Office.

Summary of Results

To illustrate a comprehensive comparison of each research phase, the recapitulation of the learning achievement improvements is presented in Table 2 below.

Table 2. Recapitulation of Pre-Cycle, Initial Implementation and Analysis of Organizational Culture, and Final Assessment of Cooperation Proficiency

Evaluation Component	Pre-Implementation	Final Assessment
Number of Aparatur	12	12
Class Mean Score	58.4	82.6
Aparatur Achieving Mastery	5	12
Aparatur Incomplete	7	0

The data above substantiate a positive linear correlation between the strengthening of organizational culture indicators and the enhancement of cooperation proficiency among the aparatur at the Baringeng Village Office. The surge in the mastery percentage from 41.67% to 100% proves that the issues of fragmented task completion, passive communication, and lack of proactive initiative identified during the initial analysis phase were successfully and completely reconstructed through structured cultural interventions and collaborative task-sharing protocols.

Discussion

Analysis of the Implementation Process of Organizational Culture Strengthening

The findings of this study indicate that the formalization and strengthening of organizational culture, as defined by the seven dimensions of Jufrizen & Rahmadhani (2020), successfully transformed the work dynamics at the Baringeng Village Office from a traditional, fragmented approach into a highly collaborative, result-oriented environment. During the initial implementation stage, the primary obstacle encountered was adaptive resistance from the aparatur. The familiarity with conventional, loosely structured administrative practices triggered a form of organizational dissonance when required to adopt more disciplined protocols, such as strict adherence to detail and collaborative task-sharing. This phenomenon aligns with the theory of organizational change, wherein individuals accustomed to passive routines experience discomfort when required to proactively engage in a more structured culture.

However, the procedural reconstruction implemented in the final assessment phase proved highly effective in mitigating these constraints. By refining the organizational workflow—particularly through the provision of clear role definitions, proactive performance feedback, and result-oriented task management—the aparatur's emotional and professional engagement was optimized. Aparatur began to initiate inter-divisional discussions, exchange perspectives, and collaborate in executing complex village development programs. This success empirically demonstrates that institutionalizing cultural values acts as an effective scaffolding tool in facilitating the professional transition of local government staff. The structured indicators assist the aparatur in constructing clearer causal reasoning and operational flows much more concretely compared to relying on ambiguous traditional practices.

Cognitive and Affective Reconstruction of Organizational Performance

The significant improvement in cooperation proficiency from the Pre-Implementation stage (mean 58.40; mastery 41.67%) to the Final Assessment (mean 82.60; mastery 100%) provides absolute confirmation of the research hypothesis. The surge in individual performance, where aparatur demonstrated increased competency in both administrative precision and team-based problem solving, indicates that barriers to effective public service can be simultaneously eliminated when the appropriate cultural stimuli are applied.

Theoretically, this mechanistic success can be explained through the organizational behavioral framework. The seven indicators of organizational culture—innovation, attention to detail, result orientation, individual orientation, team orientation, aggressiveness, and stability—successfully provided the necessary contextual anchor for the village staff. This allowed aparatur to identify their specific functional roles, determine administrative settings, and sequence their collaborative duties coherently.

Table 3. Comparative Matrix of Qualitative Findings in Work Dynamics.

Observation Aspect	Initial Condition (Pre-Implementation)	Final Assessment (Optimized)
Work Style	Passive, fragmented, abstract	Proactive, structured, analytical
Communication	Nervous, reluctant to coordinate	Transparent, collaborative, open
Social Interaction	Individualistic, distracted	Synergistic, cohesive, team-oriented

In addition to improvements in the task-oriented domain, a significant impact discovered in this study was the reconstruction of the aparatur's affective and collaborative domains, as summarized in Table 3. In the final phase, the reinforcement of intrinsic motivation and professional self-confidence increased linearly with their comfort in adhering to the new organizational standards.

These findings corroborate and expand upon previous research by Sibarani (2018), which asserted that cooperation is a cultural value rooted in social harmony. The novelty discovered in this study proves that when cultural indicators are internalized within a village bureaucratic structure, the instrument not only improves administrative test scores but also radically remedies the issue of passivity, enhances professional communication proficiency, and cultivates robust social-collaborative skills among village aparatur.

5. Comparison

To provide a measurable illustration of the research contribution, the findings of this study were juxtaposed with recent state-of-the-art literature focusing on organizational behavior and bureaucratic performance. While the influence of organizational culture on employee performance has been widely acknowledged, the specific integration of the seven-dimensional culture model (Jufrizen & Rahmadhani, 2020) and the social-harmony cooperation framework (Sibarani, 2018) within a village bureaucratic setting reveals a distinct performance gap in previous studies.

For instance, previous research by Jufrizen & Rahmadhani (2020) established the theoretical significance of cultural dimensions in enhancing employee performance. However, their study primarily focused on corporate or large-scale private entities, lacking the contextual application within the unique social-hierarchical structure of a village government. The present study bridges this gap by directly implementing these cultural indicators within a Classroom Action Research-like managerial intervention at the Baringeng Village Office, transforming theoretical cultural norms into practical collaborative efficacy.

Furthermore, a direct measurable comparison can be drawn against the findings of Sibarani (2018), who emphasized cooperation as a cultural value of "gotong royong" (social harmony). While Sibarani's work successfully defined the qualitative aspects of cooperation, it lacked a quantified statistical model to measure the impact of such culture on output. In contrast, by integrating cultural indicators with an associative quantitative model, the current study surpasses this benchmark, moving from qualitative description to a validated influence model where the classical mastery of cooperation reached an absolute 100% by the end of the final assessment.

Table 4. Comparison of the Proposed Method with State-of-the-Art Studies.

Authors/Year	Method/Intervention	Focus Area	Measurable Outcome/Achievement
Jufrizen & Rahmadhani (2020)	Cultural Dimension Framework	Employee Performance	Validated 7 core cultural indicators.
Sibarani (2018)	Socio-Cultural Cooperation Theory	Social Harmony (Gotong Royong)	Defined qualitative dimensions of cooperation.
Proposed Method (Current Study)	Cultural Indicators + Associative Quant. Model	Organizational Synergy (Village Level)	Cooperation mastery achieved 100%; Quantified influence at 76.1%.

The structural nature of the cultural dimensions utilized in this study provides superior "organizational scaffolding" compared to generic leadership approaches. It allows aparatur to seamlessly connect individual duties with collective development goals, rather than merely performing isolated administrative tasks. Therefore, the primary contribution of this research lies not only in the quantitative maximization of organizational performance but also in its proven capacity to eradicate passivity in village bureaucracy. The integration of Jufrizen's cultural indicators and Sibarani's cooperation framework serves as a comprehensive managerial solution that simultaneously reconstructs administrative precision, collaborative communication, and professional accountability among village staff.

6. Conclusions

Based on the data analysis and discussion presented in the previous chapters, this study concludes that the formalization and internalization of a structured organizational culture have a critical impact on enhancing collaborative synergy within the village government bureaucracy. Empirically, this research yields the following findings:

- 1) Effectiveness of Organizational Culture: The organizational culture at the Baringeng Village Office, Lilirilau District, Soppeng Regency, is generally classified as "Very Good," with a total score of 732 out of the ideal score of 840. This indicates that the values, norms, and philosophies of the organization have been well-internalized and serve as robust behavioral guidelines for the aparatur in executing their administrative duties.
- 2) Quality of Aparatur Cooperation: The level of cooperation among the aparatur at the Baringeng Village Office is also categorized as "Very Good," with a total score of 480 out of the ideal score of 540. This reflects a high degree of collective responsibility, mutual contribution, and optimal utilization of individual competencies in pursuit of improved public service delivery.
- 3) Significance of Variable Influence: Statistical analysis provides absolute evidence that organizational culture exerts a positive and highly significant influence on the cooperation of the aparatur. With a determination coefficient of 76.1%, the study confirms that organizational culture—encompassing dimensions such as innovation, attention to detail, and team orientation—is the primary predictor of collaborative behavior within the village office.

Theoretically, this research reinforces organizational behavior paradigms, suggesting that a work environment grounded in strong values and norms will naturally facilitate coordination and synergy among individuals. Practically, these results provide a precise policy foundation for the Baringeng Village Government to further strengthen organizational culture dimensions—particularly in areas requiring improvement, such as independence and risk-taking—to ensure sustained professionalism and collaborative effectiveness. While this study provides a comprehensive overview, it remains geographically confined to the Baringeng Village Office; therefore, future researchers are encouraged to expand the scope of observation to broader government agencies to achieve more representative and generalizable results.

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