The influence of the environment and work culture on organizational performance through strategic planning at the Community and Village Empowerment Office of Flores Regency, East Nusa Tenggara Province

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Article Info	ABSTRACT
	This study aims to determine the effect of environmental strategy, organizational culture, and planning strategy on organizational performance in the Village Community Empowerment Agency, the Provincial Government of Flores, East Nusa Tenggara. The sample of this research is 100 residents of Flores Regency. Partial Least Square (PLS) is used as a hypothesis testing tool. The results of the study show that organizational culture has an effect on organizational situations, and planning strategies have an effect on organizational performance, according to the findings of this study. In addition, the strategic environment influences the planning strategy, and organizational culture influences the planning strategy. *This is an open access article under the CC BY-NC license.*

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1. INTRODUCTION

Regional Autonomy that is currently underway is something new for every region in Indonesia, because the autonomy proclaimed through Law Number 32 of 2004 provides more flexibility for regions to express themselves towards development through empowering the local community itself.

By giving more authority to districts and villages, the District Government of Flores implemented a community empowerment strategy. Because regions and cities as government institutions that are closest and directly related to the local area are the spearheads of creating regional progress, especially provincial independence, where regions and cities will be directly related to regulating and controlling the running of the government.

In order to provide better services to the community, the District Government of Flores needs to address various complex issues, including efforts to improve community welfare and physical development. Community empowerment efforts are needed in order to realize the vision and mission of Flores Regency to improve people's welfare.

One way is to provide financial support for the Community and Village Empowerment Program through tax sharing, user fees for villages, and sub-district support for sub-districts. Two short-term issues in the Strategic Plan for the Community and Village Empowerment Office of Flores Regency were carried out concurrently with the preparation of the 2017-2022 Regional Medium-Term Development Plan for Flores Regency. The purpose of distributing taxes and fees as well as village

assistance is to support development performance in Flores District. This is carried out by the district and village governments based on work programs that have been set in each district and village. The purpose of village assistance is to support development performance in Flores District.

City work program planning is a basic cycle that is completed in the implementation of each type of movement in the future. The Work Program that has been prepared is also an outline of activities that must be completed in the regions and is also expected to be used as data by the local sub-district area and at the same time is expected to receive support and assistance from the Regional Government. area for implementation in the future.

One of the community empowerment programs is the district or village medium-term work program. In accordance with the RPJM of each district, district assistance is expected to help alleviate poverty. The reduced percentage of the population of Flores Regency living in poverty is one illustration of the success of providing assistance to the district. One of the Main Duties and Functions (tupoksi) of the Community and Village Empowerment Office of Flores Regency in regional development is to manage sub-district assistance given to all districts in Flores Regency, which is coordinated by the Village Government of Flores Regency. Due to their significant impact on Regional Apparatuses in the future, several strategic issues in accordance with their mandates and functions must be taken into consideration or explained in development planning. Situations which, if not anticipated, will result in greater losses or otherwise eliminate opportunities to improve public services in the long run are referred to as strategic issues. The budget that should have been disbursed in the first quarter could be delayed in the second quarter due to conditions that districts and villages often face each year. In addition, this has an impact on the performance of districts and villages in participating in infrastructure development and community empowerment. Seeing the conditions surrounding the problems discussed above, the focus of the research is the management of district and village assistance at the Community and Village Empowerment Service of Flores Regency. This is done so that solutions can be found so that the management of district and village assistance at the Community and Village Empowerment Office of Flores Regency can be carried out as effectively and as effectively as possible in the future. The aforementioned problem conditions have had a negative impact on community development programs, namely slowing down local government efforts in managing poor households, managing settlement environments optimally, and giving the impression of being slum. This applies to infrastructure development and human resources. organize the residential environment optimally, and seem slum. This applies to infrastructure development and human resources. organize the residential environment optimally, and seem slum. This applies to infrastructure development and human resources.

2. RESEARCH METHOD

The type of research conducted is a type of correlational research, where this study aims to see whether there is a relationship between certain variables or symptoms to other variables or symptoms. This study wants to know for sure the Performance Analysis of Public Organizations in the Office of Community and Village Empowerment in the District Government of Flores, East Nusa Tenggara Province. While the design of this quantitative research is to conduct a survey of the population of Flores Regency in order to be able to answer the formulated problems.

The population in this study is the people of Flores Regency, East Nusa Tenggara Province who have visited the Community and Village Empowerment Office of the Flores Regency Government, East Nusa Tenggara Province, namely 47,256 people.

The sample for this study were residents of Flores District, East Nusa Tenggara Province, who provided public services to the Community and Village Empowerment Office of the Flores District Government, East Nusa Tenggara Province. So the overall sample is 100 people or people.

Data collection method based on questions submitted to respondents designed to obtain information from respondents. The data collection technique used in this study is a direct approach.

This study uses a data analysis technique used is regression analysis using PLS (Partial Least Square).

Table 1. Research Variable Indicators

Variable	Indicator
Free Variables	
Strategic Environment (X1)	Strategic Management (X1.1) Institutional or organizational mandate (X1.2) Institutional mission and values (X1.3) Opportunities and threats (X1.4) Existing strengths and weaknesses. (X1.5) Identification of strategic issues (X1.6) Handling of strategic issues (X1.7) Institutional vision (X1.8) (Bryson, 2005)
Organizational Culture (X2)	Innovation and courage to take risks (X2.1) Attention to detail (X2.2) Outcome orientation (X2.3) People orientation (X2.4) Team orientation (X2.5) Aggressiveness (X2.6) Stability (X2.7) (Robbins and Judge in Diana Angelica, 2010:256)
Strategic Planning (X3)	Goals or objectives (X3.1) Policy (X3.2) Stages of action or program (X3.3) (Winardi, 2003:112)
Dependent variable	
Public Organization Performance (Y)	Inputs(Y. 1) Process(Y.2) output(Y.3) Results(Y.4) Benefits (Y.5) Impact(Y.6) (Mardiasmo, 2002:61)

3.   RESULTS AND DISCUSSION

Data analysis.

Table 2. Outer Loading (Factor Loading)

******************************							
Combined loadings and cross-loadings							
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	Strategic Environment	Organizational culture	Strategic Planning	Organizational Performance	type (a	SE	P Value
X1.1	0.688	0.271	0.201	-0.144	Reflect	0.083	<0.001
X1.2	0.734	0.162	0.572	-0.299	Reflect	0.082	<0.001
X1.3	0.711	-0.317	0.051	0.501	Reflect	0.082	<0.001
X1.4	0.755	0.130	-0.580	0.139	Reflect	0.081	<0.001
X1.5	0.724	-0.322	0.065	-0.068	Reflect	0.082	<0.001
X1.6	0.766	-0.004	-0.100	0.154	Reflect	0.081	<0.001
X1.7	0.824	0.047	0.121	-0.230	Reflect	0.08	<0.001
X1.8	0.819	0.024	-0.277	-0.027	Reflect	0.08	<0.001
X2.1	0.549	0.763	-0.309	0.130	Reflect	0.081	<0.001
X2.2	0.193	0.770	-0.146	0.122	Reflect	0.081	<0.001
X2.3	-0.110	0.861	-0.187	0.079	Reflect	0.079	<0.001
X2.4	-0.413	0.781	0.149	0.171	Reflect	0.081	<0.001
X2.5	0.588	0.638	0.308	-0.420	Reflect	0.084	<0.001
X2.6	-0.156	0.815	-0.162	-0.108	Reflect	0.08	<0.001
X2.7	-0.503	0.789	0.417	-0.050	Reflect	0.081	<0.001
X3.1	-0.413	0.723	0.802	-0.118	Reflect	0.08	<0.001
X3.2	-0.056	0.065	0.918	-0.248	Reflect	0.078	<0.001
X3.3	0.457	-0.763	0.838	0.385	Reflect	0.08	<0.001

	Strategic Environment	Organizatio nal culture	Strategic Planning	Organizationa l Performance	type (a	SE	P Value
******************************							
Combined loadings and cross-loadings							
******************************							
Y. 1	0.960	-0.111	0.109	0.580	Reflect	0.085	<0.001
Y.2	-0.093	-0.155	0.275	0.831	Reflect	0.08	<0.001
Y.3	-0.404	0.243	0.269	0.870	Reflect	0.079	<0.001
Y.4	-0.164	-0.051	-0.219	0.848	Reflect	0.079	<0.001
Y.5	0.141	-0.091	-0.372	0.808	Reflect	0.08	<0.001
Y.6	-0.118	0.113	-0.045	0.875	Reflect	0.079	<0.001

Source: Processed data

Factor Loading is a correlation between indicators and variables, if it is greater than 0.5 and or p-values = significant, then the indicator is valid and is an indicator or measure of the variable.

Based on the outer loading table above, Loading Factor, for example for indicators on the Strategic Environment variable, $X_{1.1} = 0.688$; $X_{1.2} = 0.734$; $X_{1.3} = 0.711$; $X_{1.4} = 0.755$; $X_{1.5} = -0.724$; $X_{1.6} = 0.766$; $X_{1.7} = 0.824$; $X_{1.8} = -0.819 > 0.5$ then meets convergent validity. The results of the analysis in the table above show that all indicators of the research variables, namely the variables of Strategic Environment, Organizational Culture, Strategic Planning and Organizational Performance have a loading factor > 0.4 (Hair et al., 2013), so these indicators meet convergent validity.

Based on the outer loading table above, the significance value (p-value) on Factor Loading for indicators on the Co Management variable (eg for $X_{1.1} = <0.001$, $X_{1.2} = <0.0010$, $X_{1.3} = < 0.001$, $X_{1.4} = <0.001$, $X_{1.5} = <0.001$; $X_{1.6} = <0.001$; $X_{1.7} = <0.001$; $X_{1.8} = <0.001$) less than 0.05, then it meets convergent validity. The results of the analysis show that all indicators of the research variables, namely variables, Strategic Environment, Organizational Culture, Strategic Planning and Organizational Performance are significant, because the p-value <0.001 is smaller than 0.05, the indicator meets convergent validity.

Table 3. Correlation Variables

	Strategic Environment	Organizational culture	Strategic Planning	Organizationa l Performance
***				
Correlations among latent variables and errors				
***				
Correlations among l.vs. with sq. rts. Of AVEs				
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Strategic Environment	0.745	0.625	0.722	0.659
Organizational culture	0.625	0.776	0.684	0.724
Strategic Planning	0.722	0.684	0.854	0.751
Organizational Performance	0.659	0.724	0.751	0.808

Source: Processed data

If the AVE root is greater than the correlation of the variable, then discriminant validity is fulfilled. For example, the Strategic Environment variable with 8 indicators ($X_{1.1}$ to $X_{1.8}$) has an AVE root of 0.754 which is greater than the correlation value with other variables of 0.625; 0.722; 0.659; Likewise for other variables so that the Strategic Environment variable has discriminant validity. Overall, it shows that all research variables, namely Strategic Environment, Organizational Culture, Strategic Planning and Organizational Performance have a higher AVE square root value than the correlation value with other variables, so discriminant validity is fulfilled.

Table 4. R2 (R-square)

R-squared coefficients	

	R Square
Strategic Environment	
Organizational culture	
Strategic Planning	0.556
Organizational Performance	0.746

Source: Attachment to Data Processing Results

R2 value (Strategic Planning) = 0.556. It can be interpreted that the model is able to explain the phenomena / problems of Strategic Planning by 55.60%. While the rest (44.40%) is explained by other variables (besides Strategic Environment, Organizational Culture,) which have not been included in the model and errors. This means that Strategic Planning is influenced by Strategic Environment, Organizational Culture, by 55.60% while 44.40% is influenced by variables other than Strategic Environment, Organizational Culture.
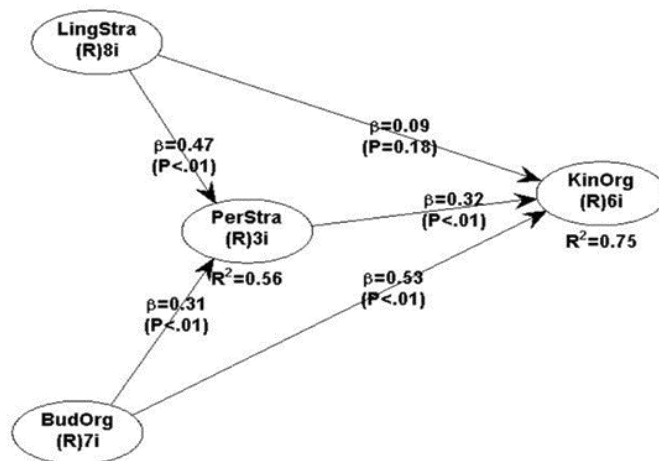
Figure 1. Structural Model Testing Results

Table 5. Inner Weight

Path coefficients and P values			
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	Path Coefficients	Standard Error for Path Coefficients	P-Values
Strategic Environment -> Strategic Planning	0.465	0.088	<0.001
Organizational Culture -> Strategic Planning	0.312	0.092	<0.001
Strategic Environment -> Organizational Performance	0.089	0.098	0.182
Organizational Culture -> Organizational Performance	0.527	0.087	<0.001
Strategic Planning -> Organizational Performance	0.316	0.092	<0.001

Source: Attachment to Data Processing Results

Strategic Environment has a Significant Positive effect on Strategic Planning with a path coefficient of 0.465 where the p-value = <0.001 is smaller than the value α = 0.05 (5%), Organizational Culture has a Significant Positive effect on Strategic Planning with a path coefficient of 0.312 where the value p-values = <0.001 less than the value of α = 0.05 (5%), Strategic Environment has a Non-Significant Effect on Organizational Performance with a path coefficient of 0.089 where the value of p-values = 182 is greater than the value of α = 0.05 (5%), Organizational Culture has a Significant Positive effect on Organizational Performance with a path coefficient of 0.527 where the p-value = <0.001 is smaller than the value α = 0.05 (5%), Strategic Planning has a Significant Positive effect on Organizational Performance with a path coefficient by 0,316 where the p-value = <0.001 is smaller than the value α = 0.05 (5%).

Discussion.
The influence of the strategic environment on strategic planning.
        Based on the statistical tests above, strategic environmental variables have proven to have a positive effect on strategic planning. This can indicate that the more detailed and detailed the strategic

environment is in compiling and formulating strategies, the clearer and more concrete the strategic planning will be in overcoming the problems that exist in the people of Flores Regency.

These results are consistent with the hypothesis (H1) that the strategic environment can have a positive effect on strategic planning. This means that the strategic environment indicated by environmental uncertainty greatly influences strategic planning. So even though an uncertain strategic environment is a reference and consideration in carrying out strategic planning, this strategic planning can be achieved with maximum results. Thus the hypothesis (H1) which states that the strategic environment has a positive effect on strategic planning can be accepted or supported by facts.

The influence of organizational culture on strategic planning.

Based on the statistical tests above, organizational culture variables proved to have a positive effect on strategic planning. This indicates that the better the organizational culture at the Community and Village Empowerment Office of the Flores Regency Government, the better it will be in the preparation and formulation of strategic planning both in the short term, medium term and long term.

These results are consistent with the hypothesis (H2) that culture can have a positive effect on strategic planning. This means that in preparing strategic planning within an organization, you still have to consider the existing organizational culture because culture distinguishes one organization from another even though the organization is similar.

The influence of the strategic environment on organizational performance.

Based on the statistical tests above, strategic environmental variables are not proven to have an effect on organizational performance. This indicates that a good strategic environment cannot improve the organizational performance of the Community and Village Empowerment Office of the Flores District Government even though this performance has been maximized.

These results are inconsistent with the hypothesis (H3) that the strategic environment can positively influence strategic planning. This means that the strategic environment indicated by environmental uncertainty greatly influences organizational performance. So even though the organization's performance is maximized, if the environment is uncertain, the performance cannot be achieved. Thus the hypothesis (H3) which states that the strategic environment has a positive effect on strategic planning cannot be accepted or is not supported by facts.

The influence of organizational culture influences organizational performance.

Based on the statistical tests above, the organizational culture variable has proven to have a positive effect on organizational performance. This shows that there is a positive relationship between organizational culture and organizational performance, so the better the organizational culture brings an increase in the implications of organizational performance.

These results are consistent with the hypothesis (H4) that culture can have a positive effect on the performance of the Community and Village Empowerment Office of the Flores District Government. This means that the organizational culture that is built with innovation and courage to take risks, attention to details, result orientation, people orientation, team orientation, aggressiveness and stability has good implications for organizational performance. Thus the hypothesis (H4) which states that culture has a positive effect on the performance of the Community and Village Empowerment Office of the Flores Regency Government can be accepted or supported by facts.

The effect of strategic planning on organizational performance.

Based on the statistical test above, the strategic planning variable is proven to have a positive effect on organizational performance. This indicates that the more important the strategic planning, the higher the increase in organizational performance. These results are consistent with the hypothesis (H5) that strategic planning can have a positive effect on the organizational performance of the Community and Village Empowerment Office of the Flores District Government. This means that strategic planning is an important tool for deciding changes (innovations) in the organization that lead to increased company performance. Thus the hypothesis (H5) which states that strategic planning has a positive effect on the organizational performance of the Community and Village Empowerment Office of the Flores Regency Government can be accepted or supported by facts.

4. CONCLUSION

Strategic environment inThe Office for Community and Village Empowerment of the Flores Regency Government, which was unstable and rapidly changing, was able to be included in the formulation and preparation of strategic plans to overcome problems in Flores Regency. Organizational cultureThe Department of Community and Village Empowerment of the Flores Regency Government provides a wide space for the formulation and preparation of strategic planning so that problems that arise in Flores Regency can be resolved properly.The strategic environment is not able to provide performance results which include inputs, processes, outputs, results, benefits and impacts that have not been on target and have not been able to overcome the problems that occur in Flores Regency. The organizational culture that exists in the Community and Village Empowerment Service of the Flores Regency Government is able to provide impetus to improve organizational performance in achieving the vision and mission of the Flores Regency Government. The strategic planning that was formulated and compiled by the Community and Village Empowerment Office of the Flores Regency Government was able to increase organizational performance, so that the impact of this performance could be optimal according to the service needs of the Flores community.

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