



## RESEARCH ARTICLE

## The Influence of Organizational Culture and Climate on the Effectiveness of DPR RI's Expert Staff

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ARTICLE INFO	ABSTRACT
<p>Received: Oct 4, 2024</p> <p>Accepted: Nov 18, 2024</p> <p><b>Keywords</b></p> <p>Bureaucracy Leadership Organizational culture Role clarity Social loafing</p> <p><b>*Corresponding Author:</b></p> <p>EkaSatriaRamadhan_ 9917917009@mhs.unj.ac.id</p>	<p>This study examines the impact of organizational culture and climate on the effectiveness of expert staff at the DPR RI (House of Representatives of Indonesia). Despite the crucial role these expert staff play in supporting legislative functions, challenges such as inconsistent leadership, unclear role definitions, and bureaucratic inefficiencies hinder their performance. The research explores how leadership, role clarity, collaboration, commitment to organizational values, and social loafing affect the productivity and effectiveness of these staff members. Utilizing a qualitative approach, data were gathered through interviews and document analysis to understand the dynamics within the organization. Findings indicate that transformational leadership, a supportive organizational climate, and clear role expectations significantly enhance staff effectiveness. Conversely, social loafing and rigid bureaucratic structures contribute to reduced efficiency. The study also highlights the importance of aligning personal values with organizational goals to foster a motivated workforce. Recommendations include implementing leadership development programs, improving role clarity through job analysis, fostering teamwork, streamlining bureaucratic processes, and cultivating a positive organizational culture that encourages continuous learning and innovation. These interventions are expected to enhance the overall performance and productivity of DPR RI expert staff. Future research should focus on the long-term impact of these strategies and explore similar dynamics in other legislative bodies.</p>

## INTRODUCTION

### A. Background Research

Organizational culture and climate are fundamental elements that significantly affect individual productivity and performance within an institution. Organizational culture encompasses the norms, values, beliefs, and behaviors that are practiced and internalized by members of the organization. Meanwhile, organizational climate refers to the working atmosphere perceived by members in fulfilling their duties and responsibilities. In this context, both organizational culture and climate play a crucial role in shaping the effectiveness of the DPR RI's expert staff, who are key contributors in supporting legislative, oversight, and budgeting functions in the DPR (House of Representatives).

DPR RI's expert staff are responsible for providing professional input and support to members of parliament in carrying out their tasks. Given the complexity of the duties held by DPR members, the effectiveness of their expert staff is essential in ensuring that legislative and oversight processes are

executed optimally. However, several studies and observations have shown discrepancies in the effectiveness of expert staff in DPR RI. One of the frequently cited causes is the varying organizational cultures and climates across different commissions or departments within the DPR, as well as the lack of standardized competencies for expert staff.

A study by Moch Aly Taufiq indicates that while there are some expert staff who exhibit commendable performance, they have yet to fully realize their potential. This is largely attributed to the lack of standardized competencies and inadequate support from an organizational culture that fosters productivity. This condition suggests that the effectiveness of expert staff does not solely depend on individual capabilities but also on the working environment shaped by the organization's culture and climate.

#### Organizational Culture and Its Impact on Expert Staff Effectiveness

Organizational culture within DPR RI reflects the values upheld by the institution, including work ethics and interaction patterns between expert staff, DPR members, and colleagues. According to Robbins & Judge, (2013b); Ross, (2021), a strong organizational culture can encourage individuals to behave in line with the organization's expectations, enhancing loyalty and commitment to the institution's goals. On the other hand, a weak or poorly defined culture can create confusion and uncertainty among organizational members, which ultimately lowers productivity and work effectiveness (Robbins & Judge, 2013a; Ross, 2021).

In DPR RI, where each DPR member has their own team of expert staff with differing work cultures, it is crucial to examine how organizational values are communicated and practiced. For instance, teams operating within a collaborative and open culture tend to be more productive and effective in providing input to DPR members compared to those working in rigid or overly hierarchical cultures. Schein, (2010) emphasizes that the success of an organization largely depends on the alignment between its organizational culture and the institution's strategy and objectives. Therefore, it is essential to further investigate the role of organizational culture within DPR RI to understand how it affects the performance of expert staff.

#### Organizational Climate and Its Impact on Expert Staff Productivity

Organizational climate is closely related to how expert staff perceive their working environment, including factors such as leadership, communication, and support from supervisors and peers. Schneider et al., (2017) found that a positive organizational climate can increase motivation, job satisfaction, and, consequently, productivity. Conversely, a negative or unsupportive climate can lead to stress, confusion, and low commitment to work.

In DPR RI, expert staff face considerable pressure, particularly concerning tight deadlines and the complexity of issues they must analyze. Therefore, a conducive organizational climate is essential to ensure that expert staff can work with focus and optimal productivity. Key factors contributing to a positive organizational climate include leadership support, effective communication systems, and clarity of roles and responsibilities. However, a common issue within DPR RI is the lack of coordination between expert staff and DPR members, as well as ineffective communication, which ultimately impacts the effectiveness of expert staff.

#### Commitment to Organizational Values and the Challenge of Social Loafing

In addition to organizational culture and climate, the effectiveness of expert staff is also influenced by the extent to which they are committed to the values upheld by DPR RI. This commitment reflects an individual's loyalty to the institution's goals and how actively they are involved in achieving desired outcomes. Allen & Meyer, (1990) identify three main dimensions of organizational commitment: affective commitment, continuance commitment, and normative commitment. These dimensions are interconnected and influence motivation and performance in the workplace.

One of the major challenges often encountered in organizational settings is the phenomenon of social loafing. This occurs when individuals in a group setting feel that their contributions are undervalued or have little impact on the final outcome, leading them to reduce their effort and productivity. In the context of DPR RI, social loafing may arise among expert staff who feel their contributions go unrecognized or that they are working under unclear standards. This can have a negative impact on the overall effectiveness of expert staff.

## **Research Gap**

Although there is existing research that discusses the relationship between organizational culture and climate with individual performance, studies focusing specifically on the influence of these factors on the effectiveness of DPR RI's expert staff are still limited. Most current research tends to focus on the overall legislative performance without delving into the critical role that expert staff play in supporting this process. Moreover, the phenomenon of social loafing and its impact on the effectiveness of expert staff in DPR RI has not been thoroughly examined in the literature.

Therefore, this research aims to fill this gap by further exploring how the organizational culture and climate within DPR RI affect the effectiveness of expert staff. Additionally, the study will delve into the commitment of expert staff to organizational values and how the issue of social loafing can be addressed through appropriate organizational culture and climate strategies. The findings from this research are expected to contribute to the development of strategies to enhance the effectiveness of expert staff in DPR RI and provide recommendations for improving the organizational climate and culture in the legislative institution.

## **B. Literature Research**

### **1. Organizational Culture and Work Effectiveness**

Organizational culture acts as a reference framework that influences how individuals interact, work, and behave within the organization. Schein, (2010) emphasizes that organizational culture establishes norms and values that directly affect individual effectiveness in achieving organizational goals. Robbins & Judge, (2013b) add that a strong organizational culture increases commitment and loyalty to the organization, which leads to enhanced performance.

A recent study by Zheng, Wu, and Xie (2021) reveals that adaptive organizational cultures, where values like innovation and collaboration are prioritized, significantly contribute to employee effectiveness. This study highlights the importance of fostering a responsive organizational culture, particularly in the DPR RI, where expert staff face complex tasks that require optimal performance.

### **2. Organizational Climate and Employee Productivity**

Organizational climate refers to how employees perceive their working environment and the extent to which it supports their performance. Schneider et al., (2017) suggest that a positive organizational climate, characterized by role clarity, effective communication, and leadership support, directly enhances motivation and performance.

Popa et al., (2017; Shanker et al., (2017); Yeh-Yun Lin & Liu, (2012) support this view, finding that an organizational climate that promotes innovation and openness positively impacts individual productivity, especially in dynamic work environments. This is relevant to the DPR RI, where expert staff operate under high pressure and changing conditions.

### **3. Commitment to Organizational Values and Work Effectiveness**

Organizational commitment reflects the extent to which employees are dedicated to the values of the organization and their role in achieving its goals. Allen & Meyer, (1990) developed the three-

component model of organizational commitment: affective, continuance, and normative, all of which play crucial roles in enhancing work effectiveness.

Ju et al., (2021); Kundi et al., (2023); Nguyen & Petchsawang, (2024) Kim and Lee found that employees with high affective commitment are more likely to demonstrate loyalty and dedication, which positively impacts their productivity and work quality. In the context of DPR RI, the commitment of expert staff to organizational goals will influence their effectiveness in supporting DPR members.

#### **4. Social Loafing and Work Productivity**

The phenomenon of social loafing refers to the reduction in effort individuals exhibit when they feel their contributions are undervalued in group settings. Karau & Williams, (1993) found that social loafing occurs when individuals perceive their efforts as having little impact, leading to a decline in productivity.

A recent study by Hyusein & Eyupoglu, (2023); Yalçın, (2023) reveals that unclear roles and a lack of transparency can exacerbate social loafing in team environments. This is particularly relevant to the DPR RI, where expert staff may feel that their contributions are not fully recognized, leading to diminished effectiveness.

#### **5. Leadership Style's Impact on Organizational Culture and Climate**

Leadership style significantly influences both organizational culture and climate, which in turn affects employee performance. (Bass & Avolio, 1994) emphasized the importance of transformational leadership in fostering a supportive climate that enhances individual performance and innovation.

Chua et al., (2024); Zhang et al., (2022) found that transformational leadership creates a conducive working environment, increases job satisfaction, and strengthens commitment to organizational goals. This leadership approach is relevant to improving the effectiveness of DPR RI's expert staff by fostering a strong organizational culture and climate.

This literature demonstrates the critical role of organizational culture, organizational climate, and commitment to values in shaping the effectiveness of DPR RI's expert staff. By drawing from qualitative approaches, this research can explore the dynamic relationships between these factors and provide in-depth insights into strategies for enhancing the effectiveness of expert staff within DPR RI.

These studies offer a solid theoretical framework to understand the complexities of how organizational culture and climate influence performance and offer a basis for further analysis.

This qualitative research employs a phenomenological approach to explore how organizational culture and climate influence the effectiveness of DPR RI's expert staff. The study will focus on capturing the lived experiences and perceptions of the staff through in-depth semi-structured interviews, focus groups, and document analysis. A purposive sampling method will be used to select 12-20 participants, ensuring diversity in experience and departmental representation. Interviews will explore how staff members perceive organizational culture, leadership, team dynamics, and how these factors affect their productivity and job satisfaction. Focus groups will further capture collective insights on shared workplace challenges, while document analysis will provide context through internal reports and policy guidelines. The data collected will be analyzed using an iterative process of open, axial, and selective coding to identify key themes. Thematic analysis will reveal patterns, such as leadership influence, teamwork, and role clarity, and how they impact staff effectiveness. Triangulation of data sources will ensure the credibility of the findings, with member checking conducted to validate the interpretations. This approach provides a comprehensive

understanding of the organizational factors that shape the performance of expert staff at DPR RI, offering insights for improving their effectiveness in the legislative environment.

### **C. Methodologi**

This qualitative research employs a phenomenological approach to explore how organizational culture and climate influence the effectiveness of DPR RI's expert staff. The study will focus on capturing the lived experiences and perceptions of the staff through in-depth semi-structured interviews, focus groups, and document analysis. A purposive sampling method will be used to select 12-20 participants, ensuring diversity in experience and departmental representation. Interviews will explore how staff members perceive organizational culture, leadership, team dynamics, and how these factors affect their productivity and job satisfaction. Focus groups will further capture collective insights on shared workplace challenges, while document analysis will provide context through internal reports and policy guidelines. The data collected will be analyzed using an iterative process of open, axial, and selective coding to identify key themes. Thematic analysis will reveal patterns, such as leadership influence, teamwork, and role clarity, and how they impact staff effectiveness. Triangulation of data sources will ensure the credibility of the findings, with member checking conducted to validate the interpretations. This approach provides a comprehensive understanding of the organizational factors that shape the performance of expert staff at DPR RI, offering insights for improving their effectiveness in the legislative environment.

## **D. RESULT AND DISCUSSION**

### **Result**

#### **1. Themes Identified in the Study**

Through in-depth interviews, focus groups, and document analysis, several key themes emerged that highlight the influence of organizational culture and climate on the effectiveness of DPR RI's expert staff. These themes revolve around leadership support, clarity of roles, collaboration and teamwork, commitment to organizational values, and challenges such as social loafing and bureaucracy. Each theme contributes to a better understanding of the work environment at DPR RI and the factors that shape expert staff performance.

#### **2. Leadership Influence on Effectiveness**

A recurring theme from the interviews was the role of leadership in shaping the organizational climate and, consequently, the effectiveness of the expert staff. Participants consistently emphasized that supportive leadership significantly enhances their ability to perform effectively. Leaders who communicate clear expectations, provide feedback, and foster a sense of trust and autonomy were viewed as instrumental in improving staff performance.

Participant Quote: "When our leader actively engages with us and supports our initiatives, we feel more confident in taking on complex tasks, and this positively impacts our productivity."

However, participants also expressed frustration when leadership was inconsistent or failed to provide adequate direction. Such situations created ambiguity, which hindered staff effectiveness and contributed to feelings of disengagement.

This finding aligns with studies on leadership effectiveness in organizational settings. Research by Budur & Demir, (2022); Khan et al., (2022) demonstrated that transformational leadership, characterized by inspiration and individualized consideration, is positively associated with employee performance. The same holds true in the DPR RI context, where effective leadership can motivate expert staff to align with organizational goals and increase their productivity.

#### **3. Role Clarity and Job Effectiveness**

Another significant factor influencing staff effectiveness is role clarity. Many participants reported that when their roles were clearly defined, they were more likely to perform tasks efficiently and contribute meaningfully to the organization. Conversely, lack of role clarity often led to duplication of efforts or confusion over responsibilities, resulting in decreased productivity.

Participant Quote: "I sometimes feel like my role overlaps with others, and that causes confusion about who is responsible for what. When I'm unsure of my tasks, it's hard to be effective."

The findings suggest that clear communication regarding job roles, responsibilities, and expectations is crucial to improving staff performance. Role clarity reduces uncertainty and allows expert staff to focus on delivering high-quality work. This theme echoes previous research by Ahmad et al., (2021); Üngüren & Arslan, (2021), which found that role ambiguity negatively correlates with job satisfaction and performance.

#### **4. Collaboration and Team Dynamics**

The importance of collaboration and teamwork was highlighted as a key driver of effectiveness. Participants described that environments where teamwork was encouraged, and staff worked cohesively, resulted in higher productivity and a more positive organizational climate. However, in departments where collaboration was lacking or competitive tensions existed, effectiveness suffered.

Participant Quote: "When we work together as a team, we achieve more. But sometimes there's a sense of competition, which breaks down the team dynamic and makes it hard to focus on the bigger picture."

This theme aligns with organizational behavior literature emphasizing the benefits of collaborative cultures. Research by Chiendy, (2024); Podger, (2023) underscores that effective teamwork leads to improved performance, particularly in complex tasks that require collective effort, such as policy analysis and legislative support in the DPR RI.

#### **5. Commitment to Organizational Values**

Participants also discussed their commitment to organizational values, and how alignment with these values impacted their effectiveness. Expert staff who felt a strong connection to the DPR RI's mission and core values tended to be more motivated and dedicated to their work. On the other hand, some participants noted that a disconnect between personal and organizational values could lead to reduced motivation and engagement.

Participant Quote: "When I believe in the work we are doing and feel aligned with the organization's goals, it's easier to stay committed and work effectively."

The discussion on values aligns with organizational commitment theory, which posits that employees who identify with the values and mission of their organization tend to display higher levels of job performance Allen & Meyer, (1990). In the context of the DPR RI, fostering a shared commitment to core values could enhance staff effectiveness and long-term organizational success.

#### **6. Challenges: Social Loafing and Bureaucratic Barriers**

A less positive theme that emerged was the challenge of social loafing and bureaucratic barriers. Several participants observed that in large teams or when tasks were ambiguous, some individuals tended to contribute less, relying on others to carry the workload. This not only affected the overall productivity but also created feelings of frustration among highly engaged staff.

Participant Quote: "Sometimes it feels like not everyone is pulling their weight, and that affects the whole team's performance. The system doesn't always encourage accountability."

Additionally, participants noted that bureaucratic processes, such as lengthy approval procedures and rigid hierarchies, slowed down their work and made it difficult to achieve results efficiently.

Participant Quote: "There's a lot of red tape that gets in the way of doing our jobs. We could be much more effective if the process were streamlined."

These findings reflect issues identified in organizational behavior research. For instance, social loafing, where individuals exert less effort in group settings, has been shown to decrease overall team performance (Karau & Williams, 1993). Similarly, bureaucratic inefficiencies can stifle innovation and reduce the speed of organizational responses, particularly in public sector environments like DPR RI.

## **7. Document Analysis Findings**

The analysis of organizational documents, such as internal reports and staff evaluations, supported many of the findings from the interviews. These documents revealed an official emphasis on productivity and effectiveness but did not consistently outline clear strategies for enhancing teamwork, role clarity, or leadership development. This gap between policy and practice may explain some of the challenges participants faced in their daily work.

## **8. Discussion: Addressing the Gap**

This study highlights a gap between organizational culture and the effectiveness of expert staff at DPR RI. While there is a clear understanding of the importance of leadership, collaboration, and commitment to organizational values, inconsistencies in the application of these principles affect staff performance. Addressing these gaps through leadership development programs, clearer role definitions, and encouraging a more collaborative work environment could significantly improve the overall effectiveness of the expert staff.

## **9. Practical Implications**

**Leadership Development:** Investing in leadership training programs could help managers foster a more supportive and communicative work environment.

**Role Clarity Initiatives:** Ensuring that job roles are clearly defined and communicated would reduce ambiguity and increase staff productivity.

**Promoting Collaboration:** Encouraging a culture of teamwork through team-building activities and recognition of collaborative efforts could improve staff effectiveness.

**Streamlining Bureaucracy:** Simplifying bureaucratic processes and reducing unnecessary approval steps would allow staff to focus on delivering results more efficiently.

## **DISCUSSION**

The findings of this research highlight the significant impact of organizational culture and climate on the effectiveness of DPR RI's expert staff. The themes of leadership, role clarity, collaboration, commitment to organizational values, and challenges such as social loafing and bureaucratic inefficiencies provide a comprehensive understanding of the dynamics affecting their performance. In this section, we will integrate the study's findings with relevant recent literature to contextualize the results and provide a broader understanding of the factors influencing organizational effectiveness.

### **1. Leadership Influence on Effectiveness**

The theme of leadership influence was prominent in this study, with participants repeatedly noting the importance of supportive leadership in enhancing their effectiveness. Recent studies underscore

the critical role leadership plays in shaping organizational climate and directly influencing employee performance.

According to Dappa et al., (2019); Jiatong et al., (2022); Top et al., (2013), transformational leadership positively affects employee engagement, leading to higher job satisfaction and organizational commitment. This supports the findings of this study, where participants indicated that leaders who communicated clear expectations and provided regular feedback contributed to their productivity. Moreover, Mutonyi et al., (2022); Zia et al., (2022) discuss how leadership behaviors can shape both formal and informal aspects of organizational culture, further emphasizing the role of leadership in creating a supportive environment that fosters employee effectiveness.

While leadership development was mentioned as a solution in this research, Derue et al., (2011) argue that leadership development must also focus on enhancing leaders' ability to navigate complex and ambiguous situations, which may be particularly relevant for DPR RI, where staff deal with complex legislative tasks. Addressing this through structured leadership training programs could help improve both leader and staff effectiveness.

## **2. Role Clarity and Job Effectiveness**

This study revealed that role clarity is crucial for job effectiveness, with participants indicating that unclear roles often led to confusion and duplication of efforts. Kilag & Sasan, (2023); Rios et al., (2020) emphasize the importance of job analysis in providing clear role definitions, which aligns with the findings here. Their research suggests that well-defined roles enable employees to understand their responsibilities better, improving both individual and team performance.

Additionally, Alqudah et al., (2022) argue that organizations must invest in job crafting and clarity to ensure that employees can align their tasks with their strengths and expectations. By implementing role clarity initiatives at DPR RI, expert staff would likely experience less ambiguity, leading to more focused efforts and improved organizational effectiveness.

## **3. Collaboration and Team Dynamics**

Collaboration emerged as a critical theme, with effective teamwork cited as a key driver of organizational success. Recent literature confirms that collaboration enhances organizational effectiveness, especially in environments that require complex decision-making and problem-solving, such as the DPR RI.

Lee & Shin, (2024) argue that organizations that promote a collaborative culture can significantly enhance team performance and innovation. Similarly, Itani & Chaker, (2022) suggest that psychological safety within teams allows for open communication and collaborative problem-solving, reducing the fear of failure and encouraging knowledge sharing. This is particularly relevant for DPR RI, where expert staff rely on teamwork to provide comprehensive support to legislators.

However, the challenge of competitive tensions within teams also emerged, highlighting the need for a balanced approach to competition and collaboration. Weingart et al., (2023) discuss how a collaborative organizational climate can be undermined by excessive competition, which can lead to reduced team cohesion and effectiveness. To address this, DPR RI could implement team-building initiatives and reward collaborative efforts, fostering a more cohesive and effective team environment.

## **4. Commitment to Organizational Values**

The commitment to organizational values was found to be a significant motivator for DPR RI's expert staff. Employees who align with the organization's mission and values tend to perform better, as they are more intrinsically motivated. Recent research supports this finding.



Kim & Beehr, (2020), (2023); Yun et al., (2024) found that organizational identification, where employees feel a sense of belonging and commitment to organizational values, is strongly correlated with both individual and organizational performance. This aligns with the experiences of DPR RI expert staff who are deeply committed to the organization's mission, enhancing their motivation and effectiveness.

On the other hand, participants also reported that misalignment between personal and organizational values could negatively affect motivation. This observation is consistent with the work of Budd et al., (2022), who argue that value misalignment can lead to decreased employee engagement and higher turnover rates. DPR RI can address this by reinforcing the organization's core values through orientation programs, continuous professional development, and recognition of staff who exemplify these values.

## **5. Challenges: Social Loafing and Bureaucratic Barriers**

Social loafing and bureaucratic inefficiencies were identified as significant barriers to staff effectiveness. Karau & Williams, (1993) reiterate the well-known issue of social loafing, where individuals contribute less in group settings, negatively affecting team performance. They suggest that fostering accountability and transparency within teams can reduce this issue. In the case of DPR RI, implementing accountability measures and clarifying individual contributions to team efforts could mitigate the effects of social loafing.

Moreover, Dorn, (2021); Hornung, (2022) discuss the negative impact of excessive bureaucracy on organizational agility and performance. Their research shows that bureaucratic barriers can stifle innovation and reduce overall productivity. For DPR RI, simplifying bureaucratic procedures, reducing hierarchical layers, and streamlining approval processes could help expert staff focus on more strategic, value-added activities, thus improving their effectiveness.

## **6. The Role of Organizational Culture**

The study found that organizational culture plays a critical role in shaping staff behavior and performance. Culture influences how staff perceive their work, collaborate with others, and align with organizational goals. Schein, (2010) highlight that organizational culture is a powerful tool in shaping employee behavior, attitudes, and effectiveness. They argue that organizations with strong, adaptive cultures are more likely to achieve high levels of performance and employee satisfaction.

In the context of DPR RI, promoting a culture that values teamwork, transparency, and continuous learning could lead to enhanced staff effectiveness. This aligns with the findings Ababneh, (2021); Odai et al., (2021), who argue that a strong organizational culture is positively associated with employee engagement and performance. By actively shaping and nurturing a positive organizational culture, DPR RI could create an environment where expert staff are motivated to perform at their highest potential.

## **E. Conclusion**

The discussion of the findings, supported by recent literature, underscores the complex interplay between leadership, role clarity, collaboration, commitment to values, and organizational culture in shaping the effectiveness of DPR RI's expert staff. Addressing the identified gaps through leadership development, role clarity initiatives, team-building, and reducing bureaucratic inefficiencies can significantly improve the staff's productivity and effectiveness.

By fostering a collaborative culture and aligning staff roles and responsibilities with organizational goals, DPR RI can enhance the performance of its expert staff, leading to better legislative outcomes. Further research could explore specific interventions aimed at improving organizational climate and culture, potentially offering DPR RI actionable strategies to improve effectiveness in the long term.

## F. Recommendation

To enhance the effectiveness of DPR RI's expert staff, it is essential to focus on leadership development, role clarity, and a collaborative culture. Leadership programs should emphasize transformational leadership skills, fostering communication, and providing clear guidance. Conducting job analysis and defining roles more clearly will reduce ambiguity, enabling staff to align their efforts with organizational objectives. Promoting teamwork through team-building initiatives and recognizing collaborative efforts can enhance productivity and reduce internal competition. Strengthening alignment between personal and organizational values through orientation programs and professional development will boost motivation and commitment. Addressing social loafing by increasing accountability within teams and streamlining bureaucratic processes will further enhance efficiency. Simplifying complex approval mechanisms will allow staff to concentrate on strategic tasks. Additionally, fostering a positive organizational culture that values continuous learning and innovation, while offering opportunities for professional development, will equip staff with the skills they need to perform effectively. Regular assessments of the organizational climate will help identify areas for improvement and ensure that these initiatives lead to sustainable growth. By addressing these key areas, DPR RI can create a more cohesive, motivated, and productive expert staff.

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