

**The Influence of Organizational Culture and Leadership on Performance
Organization through the Implementation of National Standards for Childcare
As an Instrument of LKSA Accreditation At Children's Social Welfare Institutions
Karawang Regency**

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ABSTRACT :

This research aims to: 1) identify and analyze the influence of organizational culture and leadership on the implementation of national childcare standards as an accreditation instrument, 2) identify and analyze the influence of organizational culture and leadership on organizational performance, 3) identify and analyze the influence of the implementation of national childcare standards on organizational performance, 4) identify and analyze the influence of organizational culture and leadership on organizational performance through the implementation of national childcare standards as an accreditation instrument. The research was conducted at the Child Social Welfare Institution in Karawang Regency, with a sample of 53 respondents. The sampling technique used was saturation sampling. Data analysis methods employed were descriptive analysis and path analysis. The research findings indicate that: 1) there is an influence of organizational culture and leadership on the implementation of national childcare standards as an accreditation instrument, 2) there is an influence of organizational culture and leadership on organizational performance, 3) there is an influence of the implementation of national childcare standards on organizational performance, 4) there is an influence of organizational culture and leadership on organizational performance through the implementation of national childcare standards as an accreditation instrument. The variable of implementing national childcare standards as an accreditation instrument does not play a role in organizational culture and leadership, and organizational performance.

Keywords: Organizational Culture, Leadership, Implementation of National Standards for child care as an accreditation instrument, Organizational Performance

INTRODUCTION

The text you provided translates to: "The Child Social Welfare Institution, abbreviated as LKSA, is a social welfare institution established by the government, local government, or community that provides care and protection services for children both within and outside the social welfare institution. (Minister of Social Affairs of the Republic of Indonesia, 2011) The Child Social Welfare Institution in Karawang Regency has not been operating optimally in providing services to the community, as seen from the decline in service activities registered with the Social Services Office from 2016 to 2019 (Karawang Regent's 2019 Accountability Report). Although there has been an increase in the number of Potential Social Welfare Resources (PSKS), in this case, LKSA, the quality of welfare services needs to be improved with measures related to the performance of LKSA, in accordance with the standards of LKSA accreditation and the National Standards for Child Care."

The phenomenon of the organizational performance of Social Welfare Institutions (LKSA) at the Social Agency of Karawang Regency is currently the low accreditation level of Social Welfare Institutions accredited A and B. The Social Welfare Institutions Accreditation Board (BALKS) issued a decision on the determination of accreditation values and rankings for

institutions in the field of social welfare in 2022 to 484 LKSA institutions across Indonesia. In Karawang Regency, there are 2 LKSA institutions accredited with a B value and 9 LKSA institutions with a C value (Social Welfare Institutions Accreditation Board, 2022).

The government through the Ministry of Social Affairs ensures the availability of quality social welfare services, one of which is through the accreditation of institutions. The accreditation of these institutions will build trust in the community, protect them from the misuse of social work practices, improve the quality of social welfare services, increase the active roles of the government, local governments, and communities in enhancing the quality of social welfare services. The provision of social welfare is one of the performance instruments of social welfare institutions (LKSA). The government regulates the National Standards for Child Care through Ministerial Regulation No. 30 of 2011. The National Standards for Child Care in Social Welfare Institutions play a crucial role in the policy of regulating alternative child care. Child care in social welfare institutions should be structured in a way that ensures the processes and procedures align with the national framework for alternative child care, allowing the institution to fulfill its role effectively. The criteria involve ecological, psychosocial, strength-based, and child protection perspectives. By combining these approaches, children are positioned as agents in a social environment that influences and is influenced by various systems, including families, communities, societies, and supportive policies. This position ensures that children are respected as individuals, have opportunities to participate, and can exercise their rights as children in need of protection. (Ministry of Social Affairs, Republic of Indonesia, 2011).

The implementation of the National Standards for Child Care in LKSA Karawang District has not been carried out optimally due to the following reasons:

1. Lack of understanding by LKSA management regarding the implementation of the National Standards for Child Care in terms of technical and practical aspects.
2. Insufficient training, socialization, and mentoring related to social welfare services in LKSA.
3. Unequal distribution of minimum service standards in terms of budget and support for infrastructure that support social welfare in LKSA.
4. The suboptimal role of LKSA institutions according to the standards set by the government is evident from the institutional service perspective in implementing the national standards for child care.

LITERATUR REVIEW

Organizational performance

Lumkin and Dess (1996) and Wiklund (1999) have shown that organizational performance has many dimensions, so using multiple measures based on different criteria and standards will provide valuable performance information. Brandon and Drtina (1998) further emphasize that errors in defining performance measures will result in inaccurate performance information. Therefore, designing performance measures is about choosing the right ones that align with all aspects and interests of the organization. According to Bastiyan (2001:331-332), organizational performance is measured through financial aspects, customer satisfaction, internal business operations, employee satisfaction, community

and stakeholder satisfaction, as well as time. Dwiyanto (2002:48-49) presents that organizational performance measures include productivity, customer service quality orientation, responsiveness, and accountability. Organizational performance is the effectiveness of all organizational elements through systematic and continuous efforts to enhance the organization's capability to meet its needs effectively in order to achieve organizational goals.

Organizational Culture

According to Robbins (2006) in the tenth edition of the organizational behavior book, organizational culture is a shared meaning system embraced by members that distinguishes the organization from others. Therefore, organizational culture has different characteristics from one another. Organizational culture consists of habits occurring within the organizational hierarchy that represent behavior norms followed by the members of the organization. Culture also plays a crucial role for the company. Organizational culture is a system for spreading beliefs and values that evolve within an organization and guide the behavior of its members. According to Stephen P. Robbins, Timothy Judge (2013) in the fifteenth edition of the organizational behavior book, the definition of "organizational culture" is a shared meaning system embraced by members of the organization that distinguishes one organization from another. The common characteristics are as follows:

1. Innovation and risk-taking: The extent to which employees are encouraged to be innovative and take risks.
2. Attention to detail: The extent to which employees are expected to show precision, analysis, and attention to detail.
3. Outcome orientation: Management focus on outcomes or results rather than the methods and procedures commonly used to achieve them.
4. People orientation: The extent to which management decisions consider the impact of outcomes on people within the organization.
5. Team orientation: The extent to which management decisions consider the impact of outcomes on people within the organization.
6. Aggressiveness: How aggressive and competitive someone is versus remaining calm.
7. Consistency: The extent to which organizational operations focus on maintaining the status quo versus evolving.

From the various opinions above, it can be defined that organizational culture is a system that forms in the growth process of an organization, guiding the behavior of all organizational elements through norms, habits, character, and management processes that apply to the organization, creating a competitive advantage in responding to and managing challenges in the dynamic organizational environment.

Leadership

Leadership factor includes aspects of leader quality and team leaders in motivating, inspiring, guiding, and supporting their subordinates. Organizational leadership plays a huge role in building relationships between individuals and shaping organizational values that serve as the foundation for achieving organizational goals. Leadership is an activity aimed at influencing the behavior of others in such a way that they are willing to be guided toward specific goals. Leadership is the ability to get or motivate a group of people to do the same thing at the same time and in harmony to achieve their goals.

Leadership can be defined as a complex process in which a leader influences their subordinates to carry out and achieve the vision, mission, and tasks or goals, thereby mobilizing and uniting the organization. A leader achieves this process by applying their own leadership characteristics, such as beliefs, values, ethics, character, knowledge, and skills.

Dr. H. Malayu S.P. Hasibuan. Leadership is the ability of a leader to influence the behavior of subordinates in such a way that they are willing to work together and work productively to achieve organizational goals. Chester Irving Barnad defines leadership as the personal ability to empower decisions that add quality and moral dimensions to coordinating organizational activities and formulating goals. Ordway Tead states that leadership is the activity of influencing people to cooperate toward goals that are considered desirable. In simple terms, leadership is the activity of influencing others to work together to achieve desired goals. William G. Scott describes leadership as the process of influencing the activities of an organized group in its efforts toward goal setting and achievement. According to Lussier and Achua (2013:5), leadership is a process of influencing carried out by a leader to their followers in achieving organizational goals. Since leadership theories form the basis for leadership studies and theories attempt to identify characteristics of effective leaders, steps include examining personality, physical abilities, and relevant social and job-related characteristics..

Based on the description in the background of this research, there is a research gap. The organizational performance of Child Social Welfare Institutions (LKSA) is influenced by factors such as organizational culture, leadership, and the implementation of national standards for child care. There are several previous studies related to this research. In previous researches: Wiweka Hesti Rahadi, Dr. AG Subarsono M.Si., MA (2018) Implementation of Parenting Pattern Standards and Influencing Factors at LKSA Daarus Sundus, Magelang Regency, Elly Susilowati, Krisna Dewi, Tuti Kartika (2019) Implementation of National Child Care Standards in Child Social Welfare Institutions in South Kalimantan Province, Muhammad Naik Rahmat Razak, Akhwan Ali (2019) Participation of Child Social Welfare Institutions in Good Governance Implementation, Junaidi, Ellya Susilowati (2021) House of Hope Model through Increased Child Participation at LKSA Dana Mulia, Bandung City, West Java, Save The Children, Ministry of Social Affairs (2006 and 2007) Quality Research on Child Care in Children's Social Welfare Homes. To avoid misunderstanding about organizational performance as novelty, researchers need to explain that organizational performance is obtained from literature on previous research related to the current field of study. In this case, novel research is related to what is currently being studied.

Novelty is obtained when organizational performance is depicted in the research design. With

regard to organizational performance, based on previous studies. This research introduces something new from previous research in terms of the development of the research model and the variables used. In the mediation variable, the National Standard of Childcare is used as an accreditation instrument for Early Childhood Education (LKSA), then the endogenous variable uses organizational performance. In preparing this research, the Path Analysis method is used, and the endogenous variable used is organizational performance, where the researcher focuses on overall performance results and applies organizational performance indicators influenced by exogenous variables such as organizational culture and leadership, and variables mediating the National Standard of Childcare as an accreditation instrument for LKSA.

The implementation of the National Standards for Child Care as an Instrument for Accreditation of Child Social Welfare Institutions (LKSA).

The National Standard of Child Care for Social Welfare Institutions is an important variable in alternative childcare policies. Childcare through Social Welfare Institutions must be regulated in such a way that the processes and procedures of childcare in these institutions are consistent with the national reference framework for alternative childcare for children, allowing the institutions to play their roles appropriately. These standards are developed in ecological, psychosocial, strength-based, and child protection perspectives. By combining these approaches, the child positions themselves as a variable in their social environment, influenced by various factors, including family, community, society, and policies that support children's lives. This position allows children to be assessed individually, to participate, and exercise their rights as vulnerable children in need of protection. (Ministry of Social Affairs, Republic of Indonesia, 2011).

Alternative care for abandoned children in Indonesia is directly carried out in institutions or in Child Social Welfare Institutions (LKSA). The Indonesian Minister of Social Affairs stated that the number of children living in LKSA is around 600,000. Around 7,000 children live in approximately 7,000 LKSA in Indonesia (Jawa Pos, 2019). The best care is when a child is raised within a family, and parents are actively involved in their child's education (Lokteff, M & Piercy, KW, 2012). The natural cognitive, emotional, and social development of children comes from their experiences in quality family care. Good education and family environment lay the foundation for a child's well-being (Schoenmaker, C. et al. in Browne, 2017).

National Standards for Child Social Welfare Institutions are important variables in the policy framework for regulating alternative care for children. Childcare in welfare institutions must be structured in a way that ensures the procedures and practices are aligned with the national framework for alternative child care, allowing the institutions to function effectively. These standards are developed considering ecological, psychosocial, perspectives on child empowerment, and protection. By combining these approaches, a child positions themselves as a variable in their social environment, influenced by various factors such as family, community, society, and supportive policies. This positioning enables children to be individually assessed, participate, and exercise their rights as vulnerable children in need of protection (Ministry of Social Affairs Republic of Indonesia, 2011).

The existence of a Child Social Welfare Service Institution (LKSA) in this case an Orphanage (PA) is no longer determined by the number of children receiving services, but its measure is the accreditation of the LKSA. This indicates that the child care in the LKSA is in line with the standards set in the Ministerial Regulation of the Republic of Indonesia No. 30 of 2011 concerning the National Standards for Child Care (SNPA) for LKSA. Accreditation is the formalization of the level of eligibility and standardization of the Institution in the field of Social Welfare based on the assessment of programs, human resources, management and organization, facilities and infrastructure, and the outcomes of social welfare services. Accreditation becomes a very important motivation for institutions in the field of social welfare to continuously improve the quality of services, in accordance with the standards set to measure and enhance the quality of social welfare services. The accreditation process is carried out by a specific institution, the Social Welfare Institution Accreditation Body (BALKS), which is authorized by the Minister of Social Affairs to accredit the LKS. The accreditation process is carried out through several stages starting with counseling, visitation, assessment, and determination of the accreditation level. (Astutik et al., 2021). The government seeks to regulate the legalization of social welfare institutions through Ministerial Regulation No. 17 of 2012 concerning accreditation of institutions in the field of social welfare. Article 4 states the objectives of accreditation as follows:

1. Protecting the community from the abuse of social work practices carried out by organizations in the field of social protection;
2. Improving the quality of social welfare services carried out by institutions in the field of Social Welfare.
3. Meeting the community's needs for social welfare services.
4. Strengthening the active role of the government, local government, and community in enhancing the quality of social welfare services delivery.

The benefits of the LKSA institution have been accredited, including, first, the institution having the legality and qualifications for caregiving in accordance with national standards for childcare. Second, accredited LKSA institutions receive guidance and support from the government (Ministry of Social Affairs, Social Service Office). National childcare standards are designed as one of the policies aimed at improving orphanage services. Orphanages function as service centers for children and their families. In order to position orphanages as institutions that fulfill this function well, orphanages are renamed to Child Welfare Institutions, abbreviated as LKSA.

Institutional Standards are related to the following aspects:

1. Vision, mission, and objectives of the Child Welfare Institution;
2. Establishment, licensing, and accreditation of child welfare institutions; and
3. Facilities. Child Welfare Institutions must have a vision, mission, and objectives that underpin the care institution provided by considering the best interests of the child.

The Child Social Welfare Agency envisions, missions, and sets goals for caregiving services, and their achievement is assessed by involving parents/guardians, children, and all service providers. Minister of Social Affairs Regulation Number 107/HUK/2009 regarding Accreditation of Institutions in the field of Social Welfare (Chapter III, articles 4 and 5) Article 4 states that accreditation is conducted by the Accreditation Body for government-owned social welfare institutions, local governments, and the community. Article 5, paragraph 1, Accreditation of community-owned social welfare institutions is carried out based on the following conditions: a. having legal entity; b. registered with the ministry or social institution; and c. direct social services to the community. Article 5, paragraph 2; Accreditation of government and local government-owned institutions in the field of social welfare are in the form of Technical Implementation Units (UPT) or Regional Technical Implementation Units (UPTD). Article 5, paragraph 3, Accreditation as mentioned in paragraphs 1 and 2 is granted for meeting the minimum service standards for the implementation of social care, including institutional integrity, service processes, and service outcomes (Darubekti et al., 2020). Institutional certification is part of the process that encourages the establishment of social service organizations responsible for the public interests of beneficiaries. The certification process is carried out objectively and transparently in terms of application, accuracy, and measurability (Susilowati, Dewi, and Kartika, 2019). Institutional certification is highly crucial as it serves as a benchmark for the provision of institutional social services in the field of social welfare, including planning, human resources, organizational management, facilities and infrastructure, service processes, and service outcomes.

LKSA is the Social Welfare Institution for Destitute Children under the auspices of the Social Services department in Karawang Regency. Since 2011, Indonesia has had a policy regulating alternative care for orphaned children in Institutions or Social Welfare Organizations, namely the National Standards for Child Care (SNPA) for Social Welfare Institutions for Children (LKSA) established through Ministerial Regulation No. 30/HUK/2011. These standards are essential variables in alternative care policies aimed at enhancing the quality of services provided by LKSA. In that Ministerial Regulation, LKSA targets orphanages formerly known as Child Social Homes (PSAA). The term LKSA is adapted from Social Welfare Institutions as stated in Law Number 11 of 2011 concerning Social Welfare. These standards govern the care procedures delivered by orphanages in alignment with family-based care policies. SNPA also embodies Article 9 of the Convention on the Rights of the Child, which mandates states to ensure that children are not separated from their parents. Essentially, these standards reaffirm the role of LKSA/orphanages not only as providers of child care in orphanages but also as gatekeepers. In this capacity, LKSA/orphanages must strive to prevent children from being separated from their families (Ministry of Social Affairs, 2011). The National Standards for Child Care in Social Welfare Institutions for Children is a crucial institution in the policy of providing alternative care for children. Child care in child welfare institutions must be regulated in such a way that the procedures and care practices in these institutions align with the national framework for alternative child care, enabling them to function effectively (Ministry of Social Affairs, Republic of Indonesia, 2011). LKSA is the Social Welfare Institution for Destitute Children under the auspices of the Social Services department in Karawang Regency. Since 2011, Indonesia has had a policy regulating alternative care for orphaned children in Institutions or Social Welfare Organizations, namely the National Standards for Child Care (SNPA) for Social Welfare Institutions for Children (LKSA) established through Ministerial

Regulation No. 30/HUK/2011. These standards are essential variables in alternative care policies aimed at enhancing the quality of services provided by LKSA. In that Ministerial Regulation, LKSA targets orphanages formerly known as Child Social Homes (PSAA). The term LKSA is adapted from Social Welfare Institutions as stated in Law Number 11 of 2011 concerning Social Welfare. These standards govern the care procedures delivered by orphanages in alignment with family-based care policies. SNPA also embodies Article 9 of the Convention on the Rights of the Child, which mandates states to ensure that children are not separated from their parents. Essentially, these standards reaffirm the role of LKSA/orphanages not only as providers of child care in orphanages but also as gatekeepers. In this capacity, LKSA/orphanages must strive to prevent children from being separated from their families (Ministry of Social Affairs, 2011). The National Standards for Child Care in Social Welfare Institutions for Children is a crucial institution in the policy of providing alternative care for children. Child care in child welfare institutions must be regulated in such a way that the procedures and care practices in these institutions align with the national framework for alternative child care, enabling them to function effectively (Ministry of Social Affairs, Republic of Indonesia, 2011).

DISCUSSION

Analysis of the Influence of Organizational Culture on the Implementation of the National Standards for Child Care (SNPA)

Based on the analysis of the description of organizational culture variables, it shows that the leadership of LKSA in Karawang Regency agrees on indicators of innovation and risk-taking, attention to detail, results orientation, people/individual orientation, team orientation, explosive performance, and stability. The indicators of innovation and risk-taking provide the highest value for the variable of organizational culture formation, especially LKSA in Karawang Regency continues to innovate in work and enhance creativity in completing tasks and taking risks. Based on the analysis of the leadership variable description, it is shown that LKSA in Karawang Regency tends to agree that indicators of excellence, high energy, confidence, self-control, stability, integrity, intelligence, flexibility, and sensitivity to others are leadership variables. The indicators that govern the formation of leadership variables are high energy, confidence, and self-control. In this case, LKSA in Karawang Regency has a positive motivation to achieve goals, a spirit of resilience to complete tasks according to goals, a spirit of perseverance in achieving set targets and programs, as well as control over the conditions affecting LKSA's performance. Based on the analysis of the description of the SNPA application variable, it is revealed that LKSA in Karawang Regency generally agrees on the principles of alternative childcare, standards for determining appropriate responses, childcare service standards (institution-based), institutional standards (management and organization), institutional standards (facilities, infrastructure, and resources), institutional standards (support and child privacy facilities), institutional standards (staff arrangements), institutional administration standards, monitoring and evaluation standards. Implementing the SNPA at the LKSA in Karawang Regency. Regression analysis results show that organizational culture and leadership contribute to the implementation of SNPA as an accreditation tool for LKSA. The research results align with the studies by Wiweka Hesti Rahadi, Dr. AG Subarsono M.Si., MA (2018), Elly Susilowati, Krisna Dewi, Tuti Kartika (2019), Muhammad Naik Rahmat Razak, Akhwan Ali (2019), Junaidi, Ellya Susilowati (2021), Save The Children,

Kemensosl (2006 and 2007), Munzir, (2014), Tiyanto& Hutomo, (2015), Ida Ayu Brahmasari & Agus Suprayetno (2020), Hilman & Siam, (2014), Aurelia Dewanggi H.P and Hunik Sri Runing Sawitri (2016).

Analysis of the Influence of Organizational Culture and Leadership on Organizational Performance at the Social Welfare Institution of Karawang Regency

Based on the analysis of the description of organizational culture variables, it is shown that the management of Social Welfare Institutions (LKSA) in Karawang Regency agrees that the indicators are innovation and risk-taking, attention to detail, results orientation, individual/people orientation, team orientation, aggressiveness, and stability. The indicators of Innovation Capability and Risk-Taking provide the highest value for the variable of organizational culture formation, where LKSA in Karawang Regency continues to innovate in work and enhance creativity in job performance and risk-taking.

Based on the analysis of leadership variable descriptions, it is revealed that LKSA in Karawang Regency generally agrees that the dominant indicators are high energy, self-confidence, self-control, stability, honesty, intelligence, flexibility, and sensitivity to others, representing leadership variables. Regression analysis results indicate that organizational culture and leadership influence the implementation of the National Social Protection System (SNPA) in LKSA in Karawang Regency. The research results are in line with the studies of Wiweka Hesti Rahadi, Dr. AG Subarsono M.Si., MA (2018), Elly Susilowati, Krisna Dewi, Tuti Kartika (2019), Muhammad Naik Rahmat Razak, Akhwan Ali (2019), Junaidi, Ellya Susilowati (2021), Save The Children, Kemensosl (2006 and 2007), Munzir (2014), Tiyanto & Hutomo (2015), Ida Ayu Brahmasari & Agus Suprayetno (2020), Hilman & Siam (2014), Aurelia Dewanggi H.P., and Hunik Sri Runing Sawitri (2016).

The Influence of Implementing SNPA on the Performance of Social Welfare Institutions in Karawang District

Based on the analysis of the description of the variable implementation of SNPA, it shows that the LKSA (Child Social Welfare Institution) in Karawang Regency generally agrees on the principles of alternative care, standards for determining appropriate responses, institution-based care service standards, institutional standards (management and organization), institutional standards (facilities), institutional standards (child support services and privacy), institutional standards (staff), administrative institutional standards, monitoring and evaluation, forming the implementation of SNPA in LKSA. Karawang Regency.

Based on the analysis of the description of organizational performance variables, LKSA in Karawang Regency tends to agree on prime services, conformity, identification, access and similarity, efficiency, and effectiveness as organizational performance variables. Based on the path analysis results, it is evident that the implementation of SNPA has an increasingly positive impact on organizational performance. The research results are in line with Wiweka Hesti Rahadin, Dr. AG Subarson M.Si. MA (2018), Elly Susilowati, Krisna Dewi, Tuti Kartika (2019), Muhammad Naik Rahmat Razak, Akhwan Ali (2019), Junaidi, Ellya Susilowati (2021), Save the Children, Kemensos (2006 and 2007), Munzir (2014), Tiyanto & Hutomo (2015), Ida Ayu Brahmasari & Agus Suprayetno (2020), Hilman & Siam (2014), Aurelia Dewanggi H.P and Hunik Sri Runing Sawitri (2016).

Translation: The Influence of Organizational Culture and Leadership on Organizational Performance Through the Implementation of SNPA in LKSA in Karawang Regency

Based on the analysis of the description of organizational culture variables, LKSA management in Karawang Regency agrees that its indicators are innovation and risk, attention to detail, results orientation, individual/people orientation, team orientation, aggressiveness, and stability. The Innovation and Risk-Taking Ability indicator provides the highest value towards the formation of organizational culture variables, where LKSA in Karawang Regency continues to innovate in its work, enhance creativity in tasks, and take risks.

In terms of the analysis of leadership variable descriptions, it shows that LKSA in Karawang Regency generally agrees that the dominant indicators are high energy, self-confidence, self-control, stability, honesty, intelligence, flexibility, and sensitivity to others. These indicators represent the formation of leadership variables, with high energy, self-confidence, and self-control guiding the development of leadership variables. In this context, LKSA in Karawang Regency has a positive drive to achieve goals and a determined spirit to reach its objectives and work programs, managing the conditions within the institution that impact LKSA's performance.

Based on the analysis of the variable description of the implementation of the Alternative Care Standards (SNPA), it shows that the Social Welfare Institution (LKSA) of Karawang Regency generally agrees on the principles of alternative care, standards for determining appropriate responses, care service standards (based on the Institution of LKSA), institutional standards (management and organization), institutional standards (facilities and infrastructure), institutional standards (support facilities and children's privacy), institutional standards (staff), administrative institutional standards, monitoring and evaluation) forming the implementation of SNPA in the LKSA of Karawang Regency.

Based on the path analysis results, organizational culture and leadership towards organizational performance through the implementation of SNPA do not contribute to the improvement of the LKSA's organizational performance in Karawang Regency. The SNPA implementation variable does not play a role in organizational culture and leadership in improving organizational performance. The research results are in line with the research by Wiweka Hesti Rahadi, Dr. AG Subarsono M.Si., MA (2018), Elly Susilowati, Krisna Dewi, Tuti Kartika (2019), Muhammad Naik Rahmat Razak, Akhwan Ali (2019), Junaidi, Ellya Susilowati (2021), Save The Children, Kemensos (2006 and 2007), Munzir, (2014), Tiyanto & Hutomo, (2015), Ida Ayu Brahmasari & Agus Suprayetno (2020), Hilman & Siam, (2014), Aurelia Dewanggi H.P and Hunik Sri Runing Sawitri (2016).

CONCLUSION

In an organization, organizational culture and leadership are the main factors in achieving established goals. Therefore, without the support of a good organizational culture and leadership, the organization will have difficulty reaching its set objectives. By implementing the National Standards for Childcare as an accreditation instrument for Child Social Welfare Institutions (LKSA) by each institution, a conducive organizational environment can be created, leading to an improvement in organizational performance.

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