



The Influence of Public Relations Strategies and Organizational Culture on the Institutional Performance of the Garut Regional Narcotics Agency (BNNK) in Achieving Its Annual Accreditation

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SUBMITTED: 26 June 2026; REVISED: 25 July 2026; ACCEPTED: 28 July 2026

ABSTRACT: Despite the relatively good institutional performance achieved by the Garut Regional Narcotics Agency (BNNK), several challenges remained, particularly in optimizing public communication, addressing limited human resources, and strengthening organizational culture, all of which could affect institutional performance. Therefore, this study aimed to analyze the influence of Public Relations strategies and organizational culture on institutional performance at BNNK Garut. A quantitative causal research design was employed, involving all 85 employees using a census sampling technique. Data were collected through questionnaires and analyzed using multiple linear regression with IBM SPSS Statistics version 25. The validity test confirmed that all questionnaire items were valid, while the reliability test demonstrated excellent internal consistency, with Cronbach's Alpha values of 0.970 for Public Relations strategy, 0.955 for organizational culture, and 0.932 for institutional performance. The classical assumption tests indicated that the regression model satisfied the assumptions of normality (Kolmogorov–Smirnov significance = 0.200), absence of multicollinearity (Tolerance = 0.689; VIF = 1.450), and homoscedasticity. The findings revealed that Public Relations strategy had a positive and significant effect on institutional performance, organizational culture also had a positive and significant effect, and both variables simultaneously exerted a significant influence on institutional performance. The coefficient of determination (Adjusted $R^2 = 0.410$) indicated that 41% of the variance in institutional performance was explained by Public Relations strategy and organizational culture, while the remaining 59% was attributable to other factors outside the proposed model. These findings highlighted the importance of strengthening both external communication strategies and internal organizational culture to enhance institutional performance.

KEYWORDS: Public relations; organizational culture; institutional performance

1. Introduction

Drug abuse and illicit drug trafficking remained serious challenges in many countries, including Indonesia. These problems not only affected public health but also threatened social and economic stability, as well as national security. Consequently, effective countermeasures required well-planned, integrated, and sustainable efforts involving collaboration among the government, law enforcement agencies, and the community. In Indonesia, this commitment was implemented through the Program for the Prevention and Eradication of Drug Abuse and Illicit Trafficking (P4GN), which extended beyond law enforcement to encompass prevention, rehabilitation, and community empowerment as part of a comprehensive strategy in accordance with Law No. 35 of 2009 on Narcotics. The implementation of the P4GN program was coordinated by the National Narcotics Agency (BNN), a non-ministerial government institution responsible for preventing and combating narcotics abuse and illicit trafficking. To accomplish these responsibilities, BNN was required to manage its programs systematically, strengthen cross-sectoral coordination, and enhance public communication to increase public awareness and participation. Therefore, effective governance, strong internal coordination, and a supportive organizational culture were considered essential factors in improving institutional performance [1].

To ensure that national policies were implemented in accordance with local needs, the National Narcotics Agency (BNN) carried out its responsibilities through organizational units at the provincial and regency/city levels. The establishment of Provincial Narcotics Agencies (BNNP) and Regency/City Narcotics Agencies (BNNK) enabled the implementation of drug control programs that reflected regional characteristics, local social conditions, and community needs. Consequently, these regional offices played a crucial role in ensuring that the P4GN program was implemented more effectively and in closer collaboration with local communities (Presidential Regulation No. 23 of 2010 concerning the National Narcotics Agency). The Garut Regency Narcotics Agency (BNNK Garut) was one of BNN's vertical units responsible for implementing prevention, community empowerment, rehabilitation, and law enforcement programs related to drug abuse and illicit trafficking within Garut Regency. In carrying out these responsibilities, BNNK Garut collaborated extensively with the Provincial Narcotics Agency (BNNP), the Indonesian National Police (POLRI), the Indonesian National Armed Forces (TNI), local government agencies, and other stakeholders. Such collaboration represented an essential component in expanding program outreach and improving the effectiveness of local drug control initiatives [2].

The 2025 performance achievements of BNNK Garut demonstrated encouraging outcomes across several P4GN performance indicators. The P4GN Achievement Index reached 73.1, accompanied by a DEKTARI score of 58.90, a DEKTARA score of 95.13, and an IKOTAN score of 3.52. In the rehabilitation sector, the clients' quality-of-life index reached 92.71, the Community Satisfaction Index achieved 3.69 (92.25%), and the Rehabilitation Capability Index reached 3.46. Of the ten institutional performance indicators evaluated, seven exceeded their targets, two achieved the established targets, and only one failed to meet the expected target, while budget realization reached 90.41% of the allocated budget of IDR 1,787,858,000. These results indicated that the institutional performance of BNNK Garut could be objectively evaluated using measurable performance indicators.

Figure 1 illustrates the trend of the Adolescent Resilience Index Against Drug Abuse (DEKTARI) achieved by BNNK Garut from 2023 to 2025. The DEKTARI score consistently

improved during the three-year period, increasing from 55.34 in 2023 (108.51% of the target), to 55.72 in 2024 (100.69% of the target), and further to 58.90 in 2025 (105.72% of the target). These findings indicated that BNNK Garut consistently exceeded its annual performance targets, reflecting the effectiveness of its prevention and public education programs under the P4GN initiative. Such achievements may have been associated with effective public relations strategies that strengthened communication, outreach, and public education, as well as with a supportive organizational culture that enhanced coordination, employee commitment, and program implementation [3].

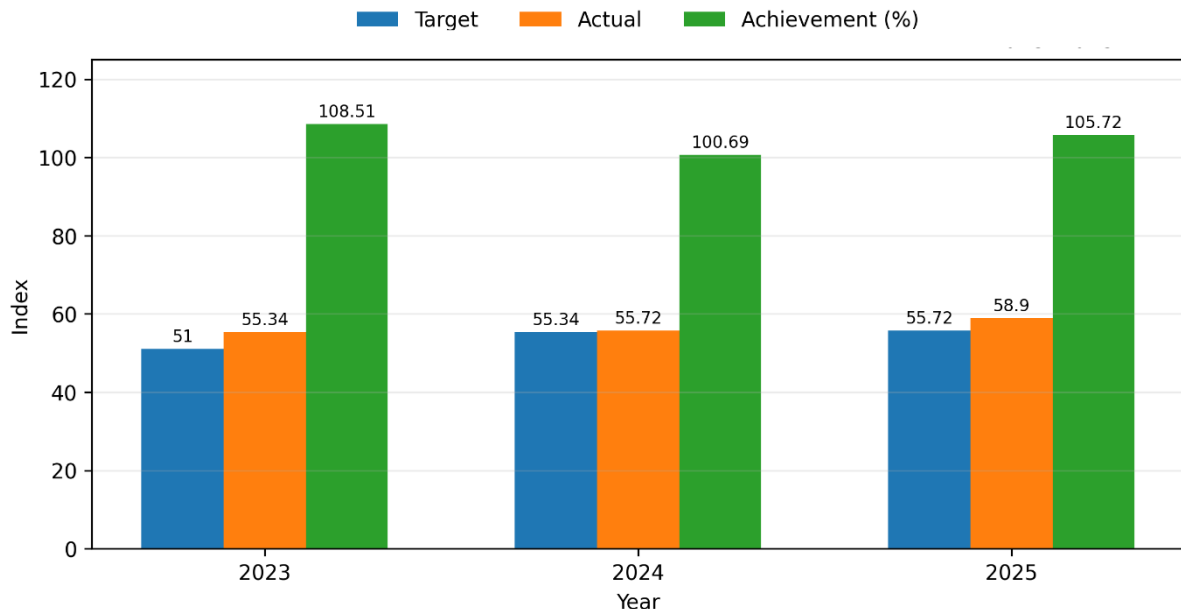


Figure 1. Trend of Garut BNNK's DEKTARI.

The achievement of DEKTARI targets may also have been influenced by the organizational culture within BNNK Garut. Institutional success was not solely attributable to effective external communication but was also supported by internal organizational factors, including staff coordination, work discipline, accountability, a results-oriented culture, and employee commitment to implementing the P4GN program. According to the Government Agency Performance Report (LKIP) of BNNK Garut, successful achievement of DEKTARI targets was supported by effective coordination among organizational units, adequate human resource competencies, and active community participation in drug prevention and eradication programs [3]. These findings reinforced the importance of examining the influence of public relations strategies and organizational culture on the institutional performance of BNNK Garut [4].

Within public sector organizations, institutional success was strongly influenced by the organizational values, norms, and work practices that shaped employees' behavior in decision-making, coordination, and public service delivery [5]. Organizational culture served as an internal foundation that enabled institutions to achieve their objectives more effectively [6]. In addition to organizational culture, public relations strategies also played an essential role in enhancing institutional performance. Public relations functioned not only as a communication channel for disseminating information but also as a strategic mechanism for strengthening institutional credibility, building a positive public image, and increasing public support for organizational programs. Effective communication strategies enabled

organizations to engage broader audiences through education campaigns, media relations, public outreach, and communication innovations tailored to the characteristics of target communities.

One example of BNNK Garut's public relations initiatives was the SIEBAN (Mobile Anti-Drug Education System) program, which was developed as a mobile educational platform to deliver information directly to the public regarding the dangers of drug abuse. Through proactive outreach activities conducted in parks, markets, schools, and other public spaces, the program expanded access to drug prevention information, particularly in areas with limited access to conventional communication channels. This initiative demonstrated the strategic role of public communication in supporting institutional effectiveness. Nevertheless, despite achieving various performance accomplishments and institutional awards, BNNK Garut continued to face several operational challenges. Preliminary interviews indicated that limited human resources and budget constraints restricted the optimization of communication strategies, particularly in the utilization of digital media. Consequently, the organization had not fully met increasing public expectations regarding service quality and information accessibility. These findings suggested that institutional performance depended not only on program outcomes but also on the organization's capacity to manage its available resources effectively.

This study adopted Open Systems Theory as the theoretical foundation for explaining the relationships among the research variables. Open Systems Theory conceptualizes organizations as dynamic systems that continuously interact with their external environment through the exchange of information and resources. Organizations receive inputs from the environment, transform these inputs through internal organizational processes, and generate outputs that subsequently influence the surrounding environment. Within this framework, public relations strategy was conceptualized as the mechanism through which the organization interacted with external stakeholders, whereas organizational culture represented the internal process that guided organizational behavior. Institutional performance reflected the organization's ability to integrate these internal and external mechanisms effectively [7].

Although Open Systems Theory provided the general theoretical foundation, this study extended its application in two ways. First, the theory was operationalized within the context of a public-sector narcotics agency by conceptualizing public relations strategy as the mechanism for managing environmental inputs and outputs, while organizational culture represented the internal transformation process influencing institutional performance. Second, the findings suggested that the moderate explanatory power of the proposed model indicated the potential influence of additional organizational factors, such as leadership and technological capability, thereby suggesting a more complex systems perspective than traditionally described.

Previous studies generally examined public relations strategies and organizational culture separately rather than simultaneously. Mujianto reported that public relations strategies positively influenced organizational image within the hospitality sector [8]. Similarly, Gusna found that organizational culture and organizational communication significantly affected employee performance at STIKES Widya Dharma Husada South Tangerang [9]. Furthermore, Higazey demonstrated that governance principles, including accountability, transparency, legal certainty, and participation, positively influenced

institutional performance in the engineering sector [8]. Collectively, these studies suggested that organizational performance resulted from the interaction of multiple governance and organizational factors.

A public relations strategy has been defined as a planned effort to establish mutually beneficial relationships between an organization and its stakeholders through the systematic planning, implementation, and evaluation of communication activities [10]. Within public organizations, effective public relations strategies enhanced organizational legitimacy, strengthened public trust, and supported the achievement of institutional objectives. Organizational culture, encompassing organizational values, norms, and behavioral patterns, also influenced organizational effectiveness and institutional performance [11]. Institutional performance represented the organization's ability to manage resources efficiently, coordinate activities effectively, make informed decisions, and achieve organizational objectives [12, 13].

Previous studies primarily focused on the influence of public relations strategies on organizational image or examined organizational culture in relation to employee performance and organizational effectiveness. However, studies integrating these two organizational factors to explain institutional performance within local government agencies remained limited. Furthermore, research concerning narcotics agencies largely emphasized law enforcement outcomes rather than the organizational and communication mechanisms underlying institutional performance. Therefore, this study addressed this research gap by examining the influence of public relations strategies and organizational culture on institutional performance at BNNK Garut.

Accordingly, this study made three theoretical contributions. First, it extended the application of Open Systems Theory to the context of public-sector narcotics agencies by demonstrating how external communication strategies and internal organizational culture jointly influenced institutional performance. Second, it integrated public relations strategy and organizational culture into a unified analytical framework for explaining institutional performance, an approach that had rarely been applied in previous studies of Indonesian public institutions. Third, it provided empirical evidence from a local government agency in a developing-country context, thereby enriching the international literature on public-sector organizational performance.

This study aimed to examine the individual and simultaneous effects of public relations strategies and organizational culture on institutional performance. The findings were expected to contribute theoretically to the literature on public-sector management and practically to the development of communication strategies, organizational culture, and institutional performance improvement.

The proposed research model explained the relationships among public relations strategy, organizational culture, and institutional performance. Public relations strategy represented the external organizational mechanism that strengthened stakeholder communication, enhanced public relationships, and fostered a positive institutional image. Organizational culture represented the internal mechanism that promoted discipline, cooperation, commitment, and effective program implementation. Together, these factors were expected to contribute to improved institutional performance by strengthening both external stakeholder engagement and internal organizational effectiveness.

Figure 2 illustrates the proposed research model. Public relations strategy (X_1) and

organizational culture (X_2) were positioned as independent variables hypothesized to influence institutional performance (Y), both individually and simultaneously. Based on the proposed framework, the following hypotheses were formulated: H1: Public relations strategy positively influenced institutional performance; H2: Organizational culture positively influenced institutional performance; H3: Public relations strategy and organizational culture simultaneously influenced institutional performance.

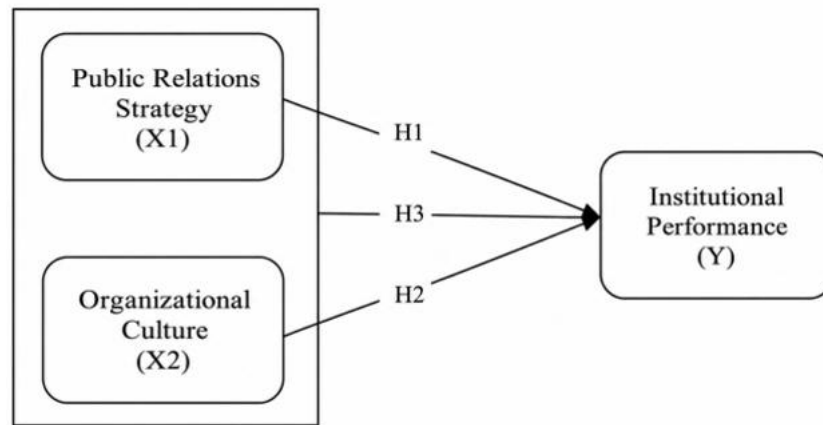


Figure 2. Research Model.

2. Materials and Methods

2.1. Research Design.

This study employs a quantitative causal design. This approach was chosen because the study aims to test the relationships between variables using numerical data and statistical analysis. This design enables researchers to objectively examine the influence of public relations strategies and organizational culture on institutional performance. According to Sugiyono (2022), a quantitative approach is a method used to examine theory through the collection of measurable data, which is then analyzed using statistical procedures [14]. In line with the study's objectives, this approach was used to gather empirical evidence in the field regarding the relationships between independent and dependent variables at the Garut Regency National Narcotics Agency (BNNK). A causal design was employed because the study was not merely intended to describe events but also to elucidate the cause-and-effect relationships among variables. In this study, public relations strategies (X_1) and organizational culture (X_2) are positioned as independent variables, while institutional performance (Y) is positioned as the dependent variable. With this approach, the study aims to explain the extent to which these two organizational factors contribute to the achievement of institutional performance.

2.2. Population and Sample.

The population of this study comprised all employees of the Garut Regency National Narcotics Agency (BNNK), totaling 85 people. Population refers to the entire set of objects or subjects with specific characteristics that are the focus of research. Because the population relatively, this study employed a census (saturated sampling) technique so that all members of the population were included as respondents. The selection of the census technique was chosen to obtain a comprehensive representation of the data and to minimize

the possibility of bias resulting from selecting only a portion of respondents. Thus, all 85 employees of BNNK Garut were involved as research participants.

2.3. Data Sources.

This study utilized two types of data sources: primary data and secondary data. Primary data were obtained directly through the distribution of questionnaires to research participants. The instrument was used to obtain information about employees' perceptions of Public Relations strategies, organizational culture, and institutional performance. Secondary data were obtained from organizational documents, official reports, book, scientific articles, and other reference sources relevant to the study topic. The use of secondary data was intended to strengthen empirical analysis and enrich the theoretical foundation of the research.

2.4. Research Instrument.

The primary instrument used in this study was a questionnaire developed based on the indicators of each research variable. According to Sugiyono (2022), a questionnaire is a data collection method that involves presenting a series of questions or statements to participants to obtain the required information needed [14]. The measurement was carried out using a five-level Likert scale, consisting of Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), and Strongly Agree (5). The questionnaire was developed through a systematic process to ensure validity and reliability. First, items were generated based on theoretical frameworks from the literature. For the Public Relations strategy variable, indicators were adapted from Excellence Theory [15] and four-step PR process [16]. For organizational culture, indicators were derived from Denison and Mishra's model [17] and Cameron and Quinn's Competing Values Framework [18]. For institutional performance, indicators were based on Boyne, Andrews and Esteve [19, 20], and the Indonesian Government Agency Performance Accountability System (SAKIP). Second, content validity was assessed by three experts from public administration and communication studies. Third, face validity was established through a pilot test conducted with 25 respondents (who were not part of the main sample). Based on the pilot test results, items were refined to improve clarity and relevance. The Public Relations strategy variable was measured using indicators including publications, events, sponsorships, media coverage, speeches, social activities, and media identity. Organizational culture was measured based on indicators including innovation, attention to detail, results orientation, individual orientation, team orientation, aggressiveness, and organizational stability. Institutional performance was measured through indicators of productivity, decision-making effectiveness, stakeholder satisfaction, and work coordination.

2.5. Data Processing Procedures.

The collected data were then processed through a series of steps to prepare them for analysis. The first stage was editing, which involves checking the completeness and consistency of participants' responses. The second stage was coding, which involves assigning numerical labels to each response so that they can be processed using statistical software. The next stage was tabulation, which involves organizing the data into a format

that facilitates the analysis process.

2.6. Data Analysis Techniques.

To test the research hypotheses, multiple linear regression analysis was conducted using IBM SPSS Statistics version 25. This technique was used to analyze the impact of public relations strategies and organizational culture on institutional performance, both partially and simultaneously. Prior to hypothesis testing, several assumption tests were performed. The normality test was conducted using the Kolmogorov-Smirnov test. Multicollinearity was assessed using Tolerance and Variance Inflation Factor (VIF) values. Heteroscedasticity was examined using a scatterplot of residuals. Validity was assessed using Pearson product-moment correlation, comparing r -calculated values with r -table values. Reliability was assessed using Cronbach's Alpha, with a minimum acceptable value of 0.60.

2.7. Ethical Considerations.

Ethical approval for this study was obtained from the Universitas Garut Research Ethics Committee (Approval No. 003/UNIGA/FKOM/2025). All participants were provided with an information sheet explaining the purpose of the study, the research procedures, and their rights. Written informed consent was obtained from each participant prior to data collection. Participants were informed of their right to withdraw from the study at any time without penalty. To ensure participant confidentiality and anonymity, no personally identifiable information was collected. All data were stored in encrypted files accessible only to the research team and will be securely destroyed five years after the completion of the study.

3. Results and Discussion

3.1. Validity and Reliability Tests.

Table 1 presents the results of the validity test for all questionnaire items measuring Public Relations strategy (X_1), organizational culture (X_2), and institutional performance (Y). Item validity was evaluated by comparing the calculated correlation coefficient (r -calculated) with the critical r -table value of 0.1796. As shown in Table 1, all questionnaire items produced r -calculated values greater than the critical threshold, indicating that every item met the criterion for validity. The r -calculated values ranged from 0.399 to 0.978. For the Public Relations strategy construct, the values ranged from 0.523 to 0.978, indicating strong correlations between the individual items and the overall construct. The highest correlation was observed for item X1.6 ($r = 0.978$), suggesting that this indicator made the strongest contribution to measuring Public Relations strategy, whereas item X1.8 ($r = 0.523$) showed the lowest, although still acceptable, correlation. For the Organizational Culture construct, the r -calculated values ranged from 0.399 to 0.594. Although several items demonstrated relatively moderate correlations, all values remained above the critical threshold, indicating that each indicator adequately represented the underlying construct. The highest validity coefficient was observed for X2.8 ($r = 0.594$), while X2.7 ($r = 0.399$) exhibited the lowest correlation but still satisfied the minimum validity requirement. Similarly, the Institutional Performance construct demonstrated r -calculated values ranging from 0.486 to 0.818. Item Y3 ($r = 0.818$) showed the strongest association with the construct, whereas Y5 ($r = 0.486$) recorded the lowest coefficient. Nevertheless, all indicators exceeded the required threshold

and were therefore considered valid measures of institutional performance.

Table 1. Validity Test Results.

Item	R table	Rcal	Remarks
X1.1	0,1796	0,589	Valid
X1.2	0,1796	0,840	Valid
X1.3	0,1796	0,542,	Valid
X1.4	0,1796	0,614	Valid
X1.5	0,1796	0,549	Valid
X1.6	0,1796	0,978	Valid
X1.7	0,1796	0,528	Valid
X1.8	0,1796	0,523	Valid
X1.9	0,1796	0,559	Valid
X1.10	0,1796	0,790	Valid
X1.11	0,1796	0,876	Valid
X1.12	0,1796	0,853	Valid
X1.13	0,1796	0,719	Valid
X1.14	0,1796	0,852	Valid
X1.15	0,1796	0,933	Valid
X1.16	0,1796	0,589	Valid
X2.1	0,1796	0,477	Valid
X2.2	0,1796	0,492	Valid
X2.3	0,1796	0,520	Valid
X2.4	0,1796	0,504	Valid
X2.5	0,1796	0,578	Valid
X2.6	0,1796	0,475	Valid
X2.7	0,1796	0,399	Valid
X2.8	0,1796	0,594	Valid
X2.9	0,1796	0,546	Valid
X2.10	0,1796	0,561	Valid
X2.11	0,1796	0,436	Valid
X2.12	0,1796	0,477	Valid
Y1	0,1796	0,543	Valid
Y2	0,1796	0,591	Valid
Y3	0,1796	0,818	Valid
Y4	0,1796	0,570	Valid
Y5	0,1796	0,486	Valid
Y6	0,1796	0,557	Valid
Y7	0,1796	0,681	Valid
Y8	0,1796	0,543	Valid

The reliability test results are presented in Table 2. The Cronbach's Alpha coefficients were 0.970 for Public Relations strategy, 0.955 for organizational culture, and 0.932 for institutional performance. All values substantially exceeded the minimum recommended threshold of 0.60 [14], indicating excellent internal consistency among the measurement items. These findings demonstrated that the questionnaire produced consistent and reliable measurements, suggesting that the instrument was suitable for subsequent hypothesis testing and could provide dependable results if administered under similar research conditions.

Table 2. Reliability Test Results.

Variable	Cronbach Alpha Value	Remarks
Strategi Public Relations (X1)	0,970	Reliable
Organizational Culture (X2)	0,955	Reliable
Institutional Performance (Y)	0,932	Reliable

3.2. Classical Assumption Tests.

3.2.1. Normality Test.

Table 3 presents the results of the Kolmogorov–Smirnov normality test conducted on the standardized regression residuals. The test produced an Asymp. Sig. (2-tailed) value of

0.200, which exceeded the significance level of 0.05. Therefore, the null hypothesis that the residuals follow a normal distribution could not be rejected. The finding indicates that the residuals were normally distributed, suggesting that the regression model satisfied the normality assumption required for multiple linear regression analysis. The normal distribution of residuals implies that the parameter estimates and statistical significance tests generated by the regression model are unbiased and reliable. Consequently, the regression analysis could be continued without requiring any data transformation or corrective procedures.

Table 3. Normality Test Results (Kolmogorov-Smirnov).

	Unstandardized Residual
N	85
Asymp. Sig. (2-tailed)	0,200

3.2.2. Multicollinearity Test.

Table 4 summarizes the results of the multicollinearity test using the Tolerance and Variance Inflation Factor (VIF) statistics. Both independent variables, Public Relations strategy (X_1) and Organizational Culture (X_2), produced identical tolerance values of 0.689 and VIF values of 1.450. These results satisfy the commonly accepted criteria for the absence of multicollinearity, namely tolerance values greater than 0.10 and VIF values below 10.0. The relatively low VIF values indicate that the independent variables were not highly correlated with one another and each variable contributed unique information to the regression model. Therefore, multicollinearity was not considered a concern, and the estimated regression coefficients could be interpreted with confidence.

Tabel 4. Multicollinearity Test Results.

Variable	Tolerance	VIF Value
Strategi Public Relations (X_1)	0,689	1,450
Organizational Culture (X_2)	0,689	1,450

3.2.3. Heteroscedasticity Test.

Figure 3 illustrates the scatterplot of standardized residuals against standardized predicted values, which was used to evaluate the presence of heteroscedasticity. The residual points were randomly dispersed above and below the zero line without forming any systematic pattern, clustering, funnel shape, or wave-like distribution. The random distribution of residuals indicates that the variance of the error terms remained relatively constant across all levels of the predicted values. Accordingly, the regression model satisfied the homoscedasticity assumption, suggesting that heteroscedasticity was not present. The fulfillment of this assumption enhances the reliability and efficiency of the estimated regression coefficients and supports the appropriateness of applying multiple linear regression analysis to the dataset.

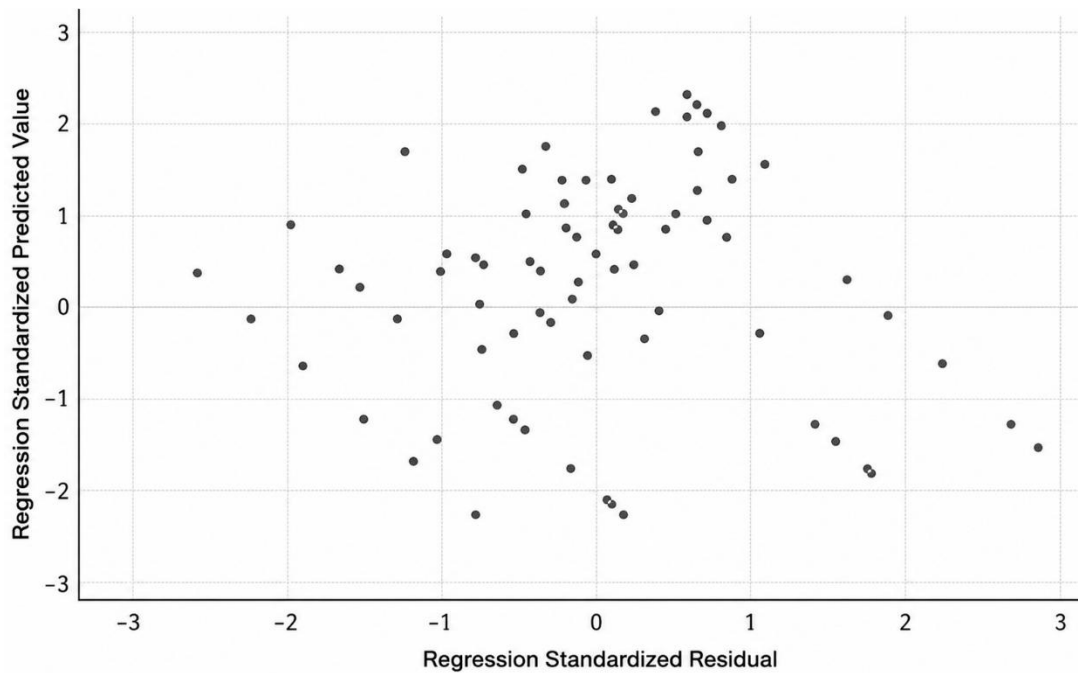


Figure 3. Heteroscedasticity Test.

3.3. Multiple Linear Regression Analysis.

The results of the multiple linear regression analysis are presented in Table 5. The estimated regression equation is expressed as follows:

$$Y = 10.276 + 0.166X_1 + 0.217X_2$$

where Y represents institutional performance, X_1 denotes Public Relations strategy, and X_2 represents organizational culture.

The regression model produced a constant (intercept) of 10.276, indicating the estimated level of institutional performance when both independent variables were assumed to have values of zero. Although this condition may not occur in practice, the intercept serves as the baseline value from which the effects of the independent variables are measured. The regression coefficient for Public Relations strategy ($\beta = 0.166$) indicates that, holding organizational culture constant, a one-unit increase in the Public Relations strategy score was associated with an average increase of 0.166 units in institutional performance. Similarly, the coefficient for Organizational Culture ($\beta = 0.217$) suggests that, after controlling for Public Relations strategy, every one-unit increase in organizational culture was associated with an average increase of 0.217 units in institutional performance. A comparison of the standardized regression coefficients indicates that organizational culture exhibited a stronger positive contribution to institutional performance than Public Relations strategy. This finding suggests that strengthening organizational culture may have a relatively greater influence on improving institutional performance, although both variables contributed positively to the regression model. The statistical significance of these coefficients is examined further through the partial (t) and simultaneous (F) hypothesis tests presented in the following subsections.

3.4. Hypothesis Testing.

3.4.1. Simultaneous Effect Test (F-Test).

Table 5 presents the results of the simultaneous significance (F) test, which was conducted to examine whether Public Relations strategy and organizational culture jointly influenced institutional performance. The analysis produced an F-statistic of 30.158 with a significance value of $p < 0.001$, indicating that the regression model was statistically significant. Because the calculated F-value (30.158) exceeded the critical F-value (3.11) and the significance value was well below the 0.05 threshold, the null hypothesis was rejected. These findings demonstrate that Public Relations strategy and organizational culture collectively exerted a statistically significant effect on institutional performance. The overall significance of the regression model suggests that the combination of both organizational factors provides meaningful explanatory power in predicting institutional performance at the Garut Regency National Narcotics Agency (BNNK). Therefore, the first research hypothesis, which proposed that Public Relations strategy and organizational culture simultaneously influence institutional performance, was supported.

Table 5. F-Test Results (Simultaneous Test).

Model	df	F	Sig.
1 Regression	2	30.158	.000b
Residual	82		
Total	84		

3.4.2. Partial Effect Test (t-Test).

The results of the partial significance test are presented in Table 6. The analysis examined the individual contribution of each independent variable while controlling for the influence of the other variable in the regression model. The Public Relations strategy variable produced an unstandardized regression coefficient (B) of 0.166, with a t-value of 3.730 and a significance level of $p < 0.001$. Since the calculated t-value exceeded the critical value (1.989) and the significance level was below 0.05, Public Relations strategy was found to have a positive and statistically significant effect on institutional performance. This result indicates that improvements in Public Relations strategy were associated with corresponding improvements in institutional performance. Similarly, organizational culture yielded an unstandardized regression coefficient (B) of 0.217, with a t-value of 3.578 and a significance level of $p < 0.001$. The calculated t-value also exceeded the critical value (1.989), confirming that organizational culture had a positive and statistically significant influence on institutional performance. A comparison of the regression coefficients indicates that organizational culture ($B = 0.217$) exhibited a slightly greater contribution to institutional performance than Public Relations strategy ($B = 0.166$). This finding suggests that, although both variables significantly enhanced institutional performance, strengthening organizational culture may generate a relatively greater improvement in organizational outcomes. Overall, the results supported the second and third research hypotheses, confirming that both Public Relations strategy and organizational culture individually contributed to improving institutional performance.

Table 6. T-Test Results (Partial Test).

Model	Beta	t	Sig.
(Constant)	10,276	4,343	
Strategi Public Relation	0,166	3,730	0,000
Organizational Culture	0,217	3,578	0,000

3.4.3. Coefficient of Determination (R^2).

Table 7 presents the coefficient of determination obtained from the multiple linear regression analysis. The model produced an R^2 value of 0.424 and an Adjusted R^2 value of 0.410, indicating that approximately 41.0% of the variation in institutional performance could be explained jointly by Public Relations strategy and organizational culture after adjusting for the number of predictors included in the model. The remaining 59.0% of the variance was attributable to other factors not incorporated into the present study, indicating that institutional performance is a multidimensional construct influenced by a broad range of organizational, managerial, and environmental factors. Although the explanatory power of the model can be considered moderate, the findings demonstrate that Public Relations strategy and organizational culture constitute important determinants of institutional performance within BNNK Garut. The unexplained variance suggests opportunities for future research to investigate additional variables that may contribute to institutional performance. These factors may include leadership effectiveness, employee competence, work motivation, organizational commitment, digital communication capability, budget adequacy, technological infrastructure, inter-agency collaboration, public participation, and the quality of organizational governance. Incorporating these variables into future models may improve the explanatory power of the regression model and provide a more comprehensive understanding of the factors influencing institutional performance in public sector organizations.

Table 7. Coefficient of Determination Coefficient Test Results.

R Square	Adjusted R Square	Std. Error of the Estimate
0,424	0,410	6,428

3.5. Discussion.

The discussion is organized according to the three research hypotheses. Each subsection interprets the empirical findings in relation to the theoretical framework, compares the results with previous studies, and discusses their practical implications for improving institutional performance.

3.5.1. The Influence of Public Relations Strategy on Institutional Performance.

The findings demonstrated that Public Relations strategy had a positive and statistically significant effect on the institutional performance of BNNK Garut, thereby supporting the first research hypothesis (H1). More effective implementation of Public Relations strategies was associated with improved institutional performance. In the context of BNNK Garut, Public Relations serves as a strategic communication mechanism that connects the organization with the community, partner institutions, and other stakeholders. Through planned and systematic communication, the organization can disseminate program

information, strengthen its institutional image, and increase public trust in implementing the P4GN program. Activities such as publications, public education campaigns, media relations, community outreach, and communication innovations enable the organization to reach a broader audience and enhance public acceptance of its programs. Consequently, Public Relations functions not only as a tool for disseminating information but also as a strategic instrument for achieving institutional objectives.

Three theoretical mechanisms explain why Public Relations strategy positively influences institutional performance. First, through legitimacy building, effective communication of program outcomes and institutional commitments enhances public legitimacy, which translates into stronger stakeholder support and greater resource mobilization [21]. Second, through stakeholder engagement, strategic communication strengthens collaboration with stakeholders, creating a continuous feedback mechanism that facilitates program improvement while fostering trust [22]. Third, through information flow, effective Public Relations enables the organization to exchange information with its external environment, thereby improving its ability to respond to evolving community needs [7].

From the perspective of Open Systems Theory, these findings indicate that BNNK Garut operates as an organization that continuously interacts with its external environment. Public Relations serves as an important organizational mechanism for obtaining feedback from stakeholders, managing institutional messages, and generating communication responses that enhance institutional effectiveness. By strengthening relationships with external stakeholders, the organization is better positioned to gain community participation and support for implementing the P4GN program.

The findings of this study are consistent with those of Mujianto (2018), who reported that Public Relations strategies significantly influence organizational image [8]. Although that study was conducted in a business context, the underlying mechanism is equally relevant to public organizations. For BNNK Garut, a positive institutional image contributes to greater public trust, stronger program support, and more effective implementation of organizational activities. Similarly, Gusna et al. found that organizational communication significantly influences organizational performance [9]. These findings emphasize that effective internal and external communication enhances organizational effectiveness by facilitating information exchange, improving stakeholder relationships, and supporting institutional goal achievement.

The results are also consistent with the work of Fenetta and Wijaya, who argued that systematic, planned, and goal-oriented Public Relations strategies contribute to organizational performance by strengthening relationships between organizations and their stakeholders [23]. Overall, these findings suggest that Public Relations strategy represents an essential organizational capability that enhances institutional legitimacy, stakeholder engagement, and organizational effectiveness, thereby contributing directly to improved institutional performance.

3.5.2. The Influence of Organizational Culture on Institutional Performance.

The findings also demonstrated that organizational culture had a positive and statistically significant effect on the institutional performance of BNNK Garut, thereby supporting the second research hypothesis (H2). A strong organizational culture provides employees with shared values, behavioral norms, and work standards that facilitate decision-making,

strengthen teamwork, and enhance organizational commitment. Values such as professionalism, discipline, accountability, teamwork, and results orientation contribute to a productive work environment and support the achievement of institutional objectives.

Applying Schein's three-level model, BNNK Garut's organizational culture operates through artifacts, espoused values, and underlying assumptions [24]. Visible organizational practices, including regular coordination meetings and structured reporting systems, reflect a commitment to transparency and accountability. At the value level, professionalism, teamwork, and results orientation guide organizational behavior, whereas shared assumptions regarding the importance of drug prevention shape employees' daily actions. Furthermore, according to the Competing Values Framework, BNNK Garut exhibits characteristics of a market-oriented culture that emphasizes performance achievement and organizational effectiveness [18]. Such a cultural orientation is appropriate for a government institution responsible for delivering measurable public service outcomes.

Within BNNK Garut, organizational culture serves as an internal foundation that supports implementation of the P4GN program. As a public institution responsible for drug prevention and law enforcement, BNNK Garut requires a responsive, collaborative, and service-oriented organizational culture. Consistent application of these values enables employees to coordinate more effectively, understand their respective responsibilities, and work collectively toward institutional objectives. Institutional performance therefore depends not only on individual competence but also on organizational synergy created through shared values and coordinated work practices.

These findings support Robbins' perspective that organizational culture shapes employee attitudes and behaviors, thereby influencing organizational effectiveness. Likewise, Schein's conceptualization of organizational culture as a system of shared assumptions provides an appropriate explanation for how employees interpret organizational expectations and respond to internal and external challenges.

The present findings are also consistent with previous studies demonstrating that organizational culture positively influences organizational performance [4, 12]. A supportive organizational culture promotes employee commitment, improves productivity, and creates a work environment conducive to achieving institutional objectives. In BNNK Garut, organizational culture functions not merely as an institutional identity but also as a managerial mechanism that guides employee behavior and enhances work effectiveness, service quality, and institutional performance.

3.5.3. The Simultaneous Influence of Public Relations Strategy and Organizational Culture on Institutional Performance.

The findings further demonstrated that Public Relations strategy and organizational culture jointly exerted a positive and statistically significant influence on institutional performance, thereby supporting the third research hypothesis (H3). These findings indicate that institutional performance is influenced not by a single organizational factor but by the interaction between effective external communication and a supportive internal organizational environment.

The significant simultaneous influence of both variables suggests a synergistic relationship. A strong organizational culture provides the foundation for consistent external communication, while effective Public Relations strategies reinforce internal organizational

values by strengthening employee pride, commitment, and organizational identity. Consequently, effective communication improves public perception and stakeholder trust, which further strengthens employee motivation and organizational commitment. This mutually reinforcing relationship creates a virtuous cycle that enhances overall institutional performance.

In the context of BNNK Garut, Public Relations enables the organization to communicate the P4GN program more effectively, increase public awareness, and strengthen community participation. At the same time, organizational culture ensures that employees share common values, work standards, and professional commitments when implementing organizational programs. Together, these complementary factors enhance program effectiveness and facilitate the achievement of institutional objectives.

These findings further support Open Systems Theory, which argues that organizational effectiveness depends on an organization's ability to manage interactions with both its external and internal environments. Public Relations functions as the interface connecting the organization with external stakeholders, whereas organizational culture governs internal organizational processes and employee behavior. Rather than operating independently, these two organizational mechanisms complement one another in improving institutional performance.

The coefficient of determination further indicated that Public Relations strategy and organizational culture jointly explained 41.0% of the variation in institutional performance. Although this represents moderate explanatory power, it also suggests that institutional performance is a multidimensional construct influenced by additional organizational factors not examined in this study. Potential determinants include leadership effectiveness, employee competence, work motivation, organizational commitment, digital communication capability, budget adequacy, technological infrastructure, inter-agency collaboration, public participation, and organizational governance quality. Future studies should incorporate these variables to develop a more comprehensive model of institutional performance in public sector organizations.

Finally, the findings contribute theoretically by extending Open Systems Theory. While the theory conceptualizes organizations as systems consisting of inputs, throughput processes, and outputs, the present study demonstrates that the throughput mechanism (organizational culture) and the external communication mechanism (Public Relations strategy) interact synergistically rather than functioning independently. This interaction suggests that organizational effectiveness is enhanced when strong internal organizational values are integrated with effective stakeholder communication. Consequently, a more comprehensive systems perspective that explicitly incorporates the interaction between organizational culture and strategic communication may provide a better explanation of institutional performance within public sector organizations.

4. Conclusion.

The findings of this study demonstrate that Public Relations strategy has a positive and statistically significant effect on the institutional performance of BNNK Garut, thereby supporting H1. Similarly, organizational culture exerts a positive and statistically significant influence on institutional performance, confirming H2. These results indicate that both variables individually contribute to enhancing organizational performance. Furthermore, the

simultaneous analysis reveals that Public Relations strategy and organizational culture jointly have a significant effect on institutional performance, thereby supporting H3. The regression model produced an Adjusted R^2 value of 0.410, indicating that 41% of the variance in institutional performance was explained by the combined influence of Public Relations strategy and organizational culture, whereas the remaining 59% was attributable to other factors not included in the model. Overall, the findings highlight that effective external communication and a strong organizational culture are complementary organizational capabilities that play significant roles in improving institutional performance at BNNK Garut. Despite these contributions, the study was limited to a single public sector institution and examined only two explanatory variables. Future research should include additional organizational factors, such as leadership, employee competence, digital transformation, organizational commitment, and governance quality, while involving a broader range of public sector organizations to improve the generalizability of the findings. This would provide a more comprehensive understanding of the determinants of institutional performance in public organizations.

Author Contributions

Fitriani Afifah: Conceptualization, methodology, investigation, data curation, formal analysis, writing original draft preparation. Ummu Salamah: Supervision, methodology, validation, writing review and editing. Heri Hendrawan: Supervision, project administration, validation, writing review and editing. All authors have read and approved the final version of the manuscript.

Acknowledgments

The authors would like to express their sincere gratitude to the National Narcotics Agency of Garut Regency (BNNK Garut) for granting permission and providing support during the data collection process. The authors also thank all respondents who voluntarily participated in this study and everyone who contributed, directly or indirectly, to the completion of this research.

Conflict of Interest

The authors declare that there are no conflicts of interest regarding the publication of this paper.

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