

ORGANIZATIONAL CLIMATE AND PROFESSIONALISM IN PUBLIC SERVICE

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ARTICLE INFO

Keywords:

Organizational Climate
Professionalism
Employee Performance
Public Service

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ABSTRACT

The provision of adequate public services to the community requires solidity within the organization. Efforts to realize this solidity can be done, among others, by building a good organizational climate and upholding professionalism. This study aims to analyze the effect of organizational climate and professionalism on the performance of sub-district employees in providing public services to the community. The study involved three variables: organizational climate, professionalism, and employee performance. The questionnaire used to collect data was distributed to 39 respondents and processed with the help of SPSS 22. Hypothesis testing was carried out by t-test and F-test to determine the effect between variables, either partially or simultaneously. The influence of organizational climate and professionalism on employee performance is positive either partially or simultaneously, with a contribution of 73.3% overall. Based on research findings, organizational climate and professionalism have been shown to affect employee performance either partially or simultaneously.

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1. INTRODUCTION

Sub-districts have an important position in efforts to empower rural communities (Pattiro, 2016). Law No. 6 of 2014 concerning Villages and Law no. 23 of 2014 concerning Regional Government states that sub-districts must foster village governance and empower village communities in order to create empowered and independent villages. With its important position and role, the sub-district should be able to provide good public services to the community (Manalu & Sinoniat, 2020; Pontoh, Lumolos, & Gosal, 2017). With these relatively heavy responsibilities, sub-districts should have adequate capabilities so that they are able to fulfill their responsibilities in realizing village empowerment and independence (Lette, 2017). However, the ability of the sub-district apparatus is often very limited, for example related to financial coaching and management (Pattiro, 2016), low discipline (Mustafa, 2015), lack of support for facilities and infrastructure (Prabowo, Pananrangi, & Juharni, 2019), or related to technical competence as well as managerial competence (Gunawan, Santoso, & Pratama, 2020). These various limitations are challenges that must be overcome by local governments in order to realize good public services for the community.

Of the various efforts that can be made to improve the quality of public services in the sub-district, improving the quality of human resources is one of the critical points in optimizing the function of the sub-district (Lette, 2017). In this context, the quality of apparatus resources is a supporting factor in the implementation of good public services (Mahd, Rinawat, Susilowati, & Kirom, 2018; Sadat, 2019). Therefore, efforts to improve the performance of the sub-district apparatus need attention because they can have an impact on the implementation of public services (Muizah, Isabella, &

Kencana, 2019; Mustafa, 2015; Rachman, Kurniansyah, Ramdani, & Hapsari, 2021). From the author's pre-observation results at the Cilamaya Wetan Sub-district Office, Karawang Regency, there are still complaints and public dissatisfaction with the services provided by the sub-district apparatus, for example the issuance of documents that are not in accordance with the target time (late), the existence of illegal levies (processing certain documents, such as business license), less friendly when conveying information regarding the management of certain documents. These complaints can also be said to indicate the sub-district apparatus' performance is not optimal and has the potential to create public distrust.

In this study, efforts to improve the performance of the sub-district apparatus can be done by building a supportive organizational climate. Several previous studies have shown the positive influence of organizational climate on performance (Mutonyi, Slåtten, & Lien, 2020; Obeng, Zhu, Azinga, & Quansah, 2021; Putri, Abduh, & Remmang, 2021). The results of Putri, Abduh, and Remmang (2021) research, for example, show that a bad work climate reduces the performance of organizational members. Conversely, a conducive work climate can improve the performance of organizational members, and in turn can play a role in improving the implementation of good public services. In addition to the organizational climate, another factor that influences organizational performance is professionalism (Ajeng, 2020; Ferawati, Darna, & Suhendi, 2020). The better the professionalism of employees, the better their performance in providing services to the community. In addition, the public will also enjoy dealing with employees who have high professionalism. In this study, professionalism can support the implementation of good public services for the whole community (Damaiyanto, Kusuma, & Karim, 2015; Kustianingsih, Karim, & Zulfiani, 2018), including for the community in Cilamaya Wetan Sub-district, Karawang Regency.

From previous studies that underlie this research (Ajeng, 2020; Hanum, 2019; Janis, 2016; Putri et al., 2021), this study has differences with these studies, because the purpose of this study is to analyze the influence of organizational climate and professionalism on the performance of employees in Cilamaya Wetan Sub-district, Karawang Regency.

2. LITERATURE REVIEW

Organizational Climate

Organizational climate is the perception felt by employees regarding the quality of the organization's internal environment that influences employee attitudes and behavior (Lussier, 2002). This influence in turn will affect the performance of employees in the organization (Wirawan, 2007). Studies related to organizational climate gained momentum with research by Litwin and Stringer (1968) which linked the influence of climate to motivation and behavior (Litwin & Stringer, 1968). In its development, Stringer (2002) proposed six dimensions of organizational climate that were different from the previous nine dimensions (Stringer, 2002).

1. Structure. Employee feelings related to order in the organization and have a clear understanding of roles and responsibilities. High structure is when employees feel their work is well defined. In contrast, low structure occurs when employees are confused about who should do certain tasks and who has the authority to make decisions.
2. Standards. A measure used to improve performance and the degree of pride in the organization when employees complete a job well. High standards are when employees are always looking for ways to improve their performance. Low standards reflect lower expectations of performance.
3. Responsibilities. High responsibility indicates that employees get support to solve problems independently. Low responsibility indicates a prohibition against taking risks or trying new approaches.
4. Recognition. Employees feel appreciated if they get an award after completing a task well.
5. Support. Trust and mutual support among work group members. Strong support can be seen when organizational members feel that they are part of a well-functioning team and get help from their superiors when experiencing difficulties. On the other hand, organizational members feel isolated or left out if they feel they do not get enough support.

6. Commitment. Members feel proud of the organization and the degree of loyalty in achieving organizational goals. Strong commitment indicates personal loyalty, while low commitment indicates employee apathy towards the organization.

Professionalism

Professionalism is reliability in completing tasks or work with high quality, on time, carefully, and with procedures that are easy to understand and follow by customers (Siagian, 2016). Professional people are those who can be relied on and trusted because they have expertise, skilled, have knowledge, responsible, diligent, disciplined, and really do their job (Maister, 1998). Professionalism in the context of this research is a reflection of: (1) competence; (2) skills; (3) experience; (4) educational background; and (5) fitness (Atmosoepipto, 2000). In this study, professionalism is a pillar that will place the bureaucracy as an effective machine for the government and become a parameter of the apparatus' skills in the implementation of good public services (Sedarmayanti, 2018). Professionalism is more aimed at the ability of the apparatus in providing good, fair, inclusive service, and not just the suitability of expertise with the place of assignment. Therefore, the apparatus is required to have the ability and expertise to understand the needs of the community.

Performance

Performance is a measure of the quantity and quality of work (tasks) completed by considering the resources used (Mathis & Jackson, 2001). Performance can be said to be good if employees are able to complete their work based on procedures and can be in line with organizational goals. In this study, the goal is to provide good public services. If you look at the functions and work areas of the sub-district which include the fields of government, economy, development, people's welfare, community life development, and other public affairs, performance becomes a very important factor to support these various functions.

3. METHOD

3.1 Hypothesis Development

Organizational Climate on Performance

Organizational climate is one of the important factors in realizing good service to the community (Hanum, 2019; Putri et al., 2021). Organizational climate can affect employee motivation at work (Stringer, 2002) and in turn affect employee performance in the organization (Wirawan, 2007). The implication is that organizations need to pay attention to factors that can affect organizational climate, such as structure, standards, responsibilities, recognition, support and commitment (Stringer, 2002). With the support of a good organizational climate, employee performance can increase so that public services to the community can be carried out properly (Hanum, 2019). Based on this thinking, the first hypothesis (H1) proposed is as follows.

H1: Organizational climate has a positive influence on employee performance

Professionalism on Performance

Professionalism is one of the pillars that makes the bureaucracy more effective in providing public services (Sedarmayanti, 2018). Good public services will give satisfaction to the community, and the community will also be happy in dealing with employees or state apparatus who have high professionalism. This has implications for the need for efforts to build and improve professionalism for employees so that the process of providing public services can be carried out properly (Damaiyanto et al., 2015; Janis, 2016; Kustianingsih et al., 2018). Based on this thinking, the proposed hypothesis (H2) is as follows.

H2: Professionalism has a positive effect on employee performance

Organizational Climate and Professionalism on Performance

Previous studies in this study did not examine the effect of organizational climate and professionalism simultaneously on employee performance (Ajeng, 2020; Hanum, 2019; Janis, 2016; Putri et al., 2021).

H3: Organizational climate and professionalism simultaneously affect employee performance

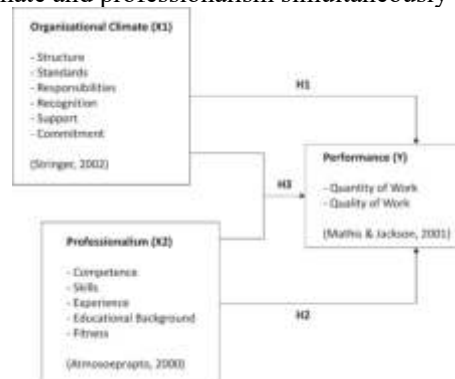


Figure 1. Conceptual Framework

3.2 Analysis Method

This study uses a quantitative approach and survey methods. The study took place at the Cilamaya Wetan Sub-district Office, Karawang Regency from September 2021 to January 2022. The population in this study were all 39 employees at the Cilamaya Wetan Sub-district Office. According to Arikunto (2008), if the subject members in the population only cover 100-150, while data collection uses a questionnaire, the entire population should be taken (Arikunto, 2008). Therefore, the sampling technique used is the total sampling technique. Thus, the number of samples in this study were 39 people, all of whom were employees at the Cilamaya Wetan Sub-district Office, Karawang Regency. Research data collection techniques were carried out through questionnaires, observations and interviews. The variables used in this study are Organizational Climate (X1), Professionalism (X2), and Employee Performance (Y). Organizational Climate Variable (X1) contains six dimensions adapted from Stringer (2002), Professionalism variable (X2) consists of 5 dimensions (Atmosoeparto, 2000), and Employee Performance variable consists of 2 dimensions (Mathis & Jackson, 2001). To measure the variables, the researcher used a Likert scale containing statements with 5 alternative answers with a scale range of 1-5. To test the validity and reliability of the research instrument used SPSS 22.

Table 1. Research Instruments

Variable	Dimension	Indicator
Organizational Climate (X ₁) (Stringer, 2002)	Structure	<ul style="list-style-type: none"> The organizational structure clearly reflects roles, functions and responsibilities
	Standards	<ul style="list-style-type: none"> Employees feel well organized in carrying out their duties There are high standards for improving performance Organizational work standards reflect the degree of pride in doing a good job
	Responsibilities	<ul style="list-style-type: none"> The assigned responsibilities encourage employees to solve problems at work
	Recognition	<ul style="list-style-type: none"> Organizations give rewards if employees can complete tasks well
	Support	<ul style="list-style-type: none"> There is continuous mutual support between members of the working group Employees get help from their superiors if they have difficulties
	Commitment	<ul style="list-style-type: none"> Employees feel proud of the organization and become loyal to the achievement of organizational goals

Professionalism (X ₂) (Atmosoepipto, 2000)	Competence Skills Experience Educational Background Fitness	<ul style="list-style-type: none"> • Strong commitment in employees can increase personal loyalty • Have the appropriate ability with the field of work • The knowledge and abilities possessed are suitable for the field of work • Have skills that are appropriate to the field of work • Have skills to improve service performance • Have experience in accordance with the field of work • The experience possessed is useful in completing service tasks • Have an educational background that is appropriate to the field of work • Educational background provides expertise in the implementation of service tasks • There is a match between ability and field of work • There is a match between skills and areas of work
Performance (Y) (Mathis & Jackson, 2001)	Quantity of Work Quality of Work	<ul style="list-style-type: none"> • Speed • Initiative • Ability • Cooperation • Communication • Error rate • Achieving the target (quantity of work) • Reach the target time • Accuracy • Fulfill the organization's expectations

4. RESULT AND DISCUSSION

4.1 Result Validity and Reliability Test

Based on the validity test, it was found that all the instruments used in this study were valid, where the calculated *r* value was greater than the *r* table value, which was > 0.602 . Based on the reliability test, the results obtained that all the research instruments used were declared reliable. The reliability test shows that the Cronbach's alpha value obtained is > 0.602 , so the instrument is feasible to use in this study.

Normality Test

The normality test aims to measure whether the regression model is normally distributed, close to normal, or abnormal. The normality test was carried out using the Liliefors test with the help of the SPSS 22. The results of the normality test showed that the variable data were normally distributed because the correlation value of significance was less than 0.05.

Linearity Test

The linearity test was conducted to determine whether the two variables used in this study had a linear relationship or not (significantly). Test for Linearity showed results at a significance level of 0.05. The test results show that the significance value for linearity is 0.000. Because the significance is less than 0.005, it can be concluded that there is a linear relationship between variables, both between variables Y and X₁ and between variables Y and X₂.

Heteroscedasticity Test

The results of the heteroscedasticity test also show that there is no heteroscedasticity problem, where the significance value of the independent variable Organizational Climate is 0.433 and the significance value of the Professionalism variable is 0.239. Both values are greater than 0.05.

Simple Linear Regression Analysis

Table 2. Simple Regression Test Results Organizational Climate and Employee Performance
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13,225	3,479		3,802	,001
	Organizational Climate	,749	,100	,777	7,518	,000

a. Dependent Variable: Employee Performance

The table above shows $Y = 13.225 + 0.749X_1$. From the resulting equation, the constant value of 13.225 shows that if the Organizational Climate is 0 then the Employee Performance is positive, namely 13.225. From the table above, it is also shown that if the Organizational Climate increases by 1, then Employee Performance will increase by 0.749. These results also show that organizational climate has a positive relationship to employee performance. Simple Regression Coefficient Test (t-Test). To determine the significance of the independent variable on the dependent variable partially, a t-test was carried out. Based on Table 2, the t_{hitung} value is 3.802, and with 2-sided testing (significance = 0.025) the t_{table} value is 1.995. Because the value of $t_{hitung} > t_{table}$ (3.802 > 1.995), then H_0 is rejected. These results show that organizational climate has a significant effect on employee performance.

Table 3. Simple Regression Test Results Professionalism and Employee Performance
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14,393	3,397		4,238	,001
	Professionalism	,713	,097	,771	7,364	,000

a. Dependent Variable: Employee Performance

The table above shows $Y = 14,393 + 0,713X_2$. From the resulting equation, the constant value of 14,393 shows that if the Professionalism is 0 then the Employee Performance is positive, namely 14,393. From the table above, it is also shown that if the Professionalism increases by 1, then Employee Performance will increase by 0,713. These results also show that professionalism has a positive relationship to employee performance. Simple Regression Coefficient Test (t-Test). To determine the significance of the independent variable on the dependent variable partially, a t-test was carried out. Based on Table 3, the t_{hitung} value is 4,238, and with 2-sided testing (significance = 0.025) the t_{table} value is 1,995. Because the value of $t_{hitung} > t_{table}$ (4,238 > 1,995), then H_0 is rejected. These results show that professionalisme has a significant effect on employee performance.

Multiple Linear Regression Analysis

Table 4. Results of Multiple Regression Test on Organizational Climate and Professionalism on Employee Performance
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		

	B	Std. Error	Beta		
1 (Constant)	8,287	3,127		2,650	,012
Organizational Climate	,465	,107	,482	4,334	,000
Professionalism	,430	,103	,465	4,177	,000

a. Dependent Variable: Employee Performance

The regression equation above can be explained as follows:

1. The constant of 8.287 can be interpreted if the Organizational Climate (X1) and Professionalism (X2) the value is 0, the Employee Performance (Y) the value is 8.287.
2. The value of 0.465 indicates that organizational climate has a positive relationship to employee performance. The better the organizational climate, the better the employee performance will be. This value also shows that if the other independent variables have a fixed value and the Organizational Climate increases by 1%, then Employee Performance has decreased by 0.465.
3. The value of 0.430 indicates a positive relationship between professionalism and employee performance (Y). the better the professionalism, the better the employee performance. This value indicates that if the other independent variables have a fixed value and professionalism has increased by 1%, then employee performance has increased by 0.430.

Coefficient of Determination (R²)

The coefficient of determination aims to determine what percentage of the influence is given simultaneously by the variable Organizational Climate and Professionalism on Employee Performance at the Cilamaya Wetan Sub-district Office.

Table 5. Coefficient of Determination

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,856 ^a	,733	,719	1,24382

a. Predictors: (Constant), PROFESIONALISME, IKLIM ORGANISASI

b. Dependent Variable: KINERJA PEGAWAI

Based on Table 5, the R² number is 0.733 (73.3%) which shows the contribution of Organizational Climate and Professionalism to Employee Performance is 73.3%, while the remaining (16.7%) is influenced by other variables not included in the model used in this research.

F-test

Table 6. F Test Results

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2229,555	2	1114,778	49,537	,000 ^b
	Residual	810,137	36	22,504		
	Total	3039,692	38			

a. Dependent Variable: KINERJA PEGAWAI

b. Predictors: (Constant), PROFESIONALISME, IKLIM ORGANISASI

Based on Table 6, where $f_{hitung} > f_{table}$ ($49.537 > 1,994$), it can be concluded that Ho is rejected. These results indicate that organizational climate and professionalism simultaneously have a significant effect on employee performance at the Cilamaya Wetan Sub-district Office.

4.2 Discussion

The first hypothesis proposed in this study shows that organizational climate has a positive effect on employee performance in providing public services to the community. A good organizational climate, manifested through a solid organizational structure (division of roles, functions,

responsibilities), high work standards, delegation of responsibilities in solving problems at work, rewards, support from colleagues and superiors, and commitment, can improve employee performance. This finding is in accordance with previous studies which stated that the better the organizational climate, which among other things is shown through high work standards, clarity of responsibilities, and proper rewards, the better employee performance will be (Hanum, 2019). Research conducted by Arianti (2015) also indirectly shows how high work standards in providing professional services have a positive effect on employee performance (Arianti, 2015). The second hypothesis proposed also shows the positive effect of professionalism on employee performance. With the ability of employees in accordance with their respective fields of work, and supported by sufficient ability and experience, professional services to the community can be realized. This finding is supported by previous research which suggests that the professionalism of services provided by employees will in turn support the implementation of good public services for the entire community (Damaiyanto et al., 2015; Kustianingsih et al., 2018).

The next finding is how the organizational climate and professionalism simultaneously affect employee performance. This finding indicates that regional (sub-district) organizations that can create a good organizational climate and are guided by professionalism can realize good public service delivery to the community. In this case, the community no longer needs to doubt the capability of the sub-district apparatus in providing public services, because the professionalism of the services applied makes them have the ability to understand the needs of the community. This is also as stated by Sedarmayanti (2018) where professionalism is more aimed at the ability of the apparatus to provide good, fair, and inclusive services.

5. CONCLUSION

This study analyzes the impact of organizational climate and professionalism on employee performance at the sub-district office. The results showed that organizational climate and professionalism had a positive influence either partially or simultaneously on the performance of sub-district office employees. The results of this study provide an overview and can be used as a reference by the head of the sub-district office in formulating rules that can support the realization of a good organizational climate and increase employee professionalism. The variables used in this study were limited to organizational climate and professionalism. Therefore, it is hoped that further research can elaborate on other variables that can affect the performance of sub-district office employees in providing public services.

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