

THE ROLE OF ORGANIZATIONAL CULTURE AND ORGANIZATIONAL CLIMATE IN IMPROVING THE PERFORMANCE OF THE STATE CIVIL APPARATUS

Eden Komarudin Soeardi

Fakultas Ilmu Sosial dan Ilmu Politik, Universitas Pasundan, Bandung, Indonesia

Email: eden.k.soeardi@unpas.ac.id

Abstract

Article Info

Received : 17/11/22

Revised : 05/12/22

Accepted: 29/12/22

Work might be accomplished not only as an obligation but also because there has to be an increase in performance along with the development and demands of the circumstance. It is possible to generate improved performance with the assistance of a healthy organizational culture and a positive organizational climate. The purpose of this research is to determine the extent to which organizational culture and climate have an impact on the efficiency of the State Civil Apparatus (ASN) in the context of their work in the social service sector of Subang Regency. A survey was conducted utilizing a questionnaire that was handed out to public officials working in the environment of the Subang district office. This allowed for the collection of data. The responses of all fifty people who filled out the questionnaire were analyzed using a quantitative method that included multiple regression analysis techniques. This was done in order to determine the impact that organizational culture and organizational climate variables had on ASN performance. According to the findings of the research, ASN performance at the workplace is significantly impacted by both the company culture and climate. Implications and suggestions for management are also covered in this section.

Keywords: organizational culture, organizational climate, ASN performance.

1. INTRODUCTION

Every organization must have human resources. It should be realized that the organization basically consists of a group of individuals who work together to achieve a certain goal. Therefore, it is not excessive if the resources in the form of employees are an important competitive advantage asset for organizations at this time (Pakaya, 2011). When technology is progressing very rapidly, and various other resources are growing and grabbing a lot of attention, there is another crucial factor that is often overlooked by organizations, namely the employees of the organization. Even though it is these employees who determine the course of the organization (Sutoro, 2020)

To be able to increase the contribution that employees make to the organization or company, the organization needs to make a variety of efforts to support the improvement of the performance or work performance of its employees. This is the only way the organization will be able to increase the contribution that employees make (Pangestuti, 2019). The value of discussing an organization's performance has been demonstrated by a variety of studies that have been conducted in the field of management. According to Simamora (2004), the ability of an organization to measure how well its employees are working and to use that information to ensure that its implementation meets standards and experiences improvements over time is a critical factor related to the long-term success of an organization. Simamora explains that this ability is a critical factor related to the long-term success of an organization. This explanation demonstrates why it is critical for companies to pay attention to the performance problems or professional accomplishments of their staff members.

The position of Employees as State Civil Apparatus (ASN) is an important part of the process of implementing an organization that must be wiser and prudent in serving the needs of the public so far it is still not sensitive to the value of change, the existing tendency should be to change the orientation

of thinking in carrying out various tasks in the field of organization which refers to several government decisions (Paisa et al, 2019). According to Panjaitan & Sianipar (2017) the development of the state civil apparatus is directed at improving the quality of the apparatus so that it has attitudes and behaviors, including; dedication, honesty, responsibility, discipline, justice and authority so as to provide service and protection to the community. In line with that, it is necessary to strive for rational and binding regulations in regulating every employee as a good and authoritative State Apparatus so that the implementation of government administration, development and community service is carried out properly.

Serving the community, the State Civil Apparatus (ASN) plays a key role in carrying out government obligations. To carry out these responsibilities, ASN must demonstrate superior performance (Sartika & Kusumaningrum, 2017). Yet, in a complex and dynamic work environment, organizational issues such as organizational culture and organizational climate frequently impact ASN performance. Employee motivation, job satisfaction, and performance at the workplace can be affected by organizational climate and culture. Consequently, the purpose of this study is to determine the impact of organizational culture and climate on ASN performance at the workplace (Rum, 2019).

ASN performance is the ability of ASN in carrying out their duties and responsibilities as state servants assigned by the government. ASN performance consists of task performance, individual performance, and organizational performance (Kusmaningtyas, 2014). Task performance is related to success in completing tasks given by superiors, while individual and organizational performance is related to ASN's contribution in achieving organizational goals and providing quality public services to the community (Kadarisman, 2019). According to Armstrong (2006), performance can be measured from several aspects, namely work results, time needed to complete tasks, quality of work results, and work behavior. Good ASN performance is marked by work results that meet set standards, the time needed to complete tasks effectively and efficiently, satisfactory quality of work results, and positive work behavior.

Organizational culture includes values, norms, and beliefs that shape the behavior of members of the organization (Amanda et al, 2017). Positive organizational culture can influence ASN motivation and job satisfaction, so that ASN performance can be improved. Conversely, a negative organizational culture can affect ASN motivation and job satisfaction, so that it can reduce ASN performance (Wahyudi & Tupti, 2019). Organizational culture is a complex and multidimensional concept, which includes various factors such as values, norms, beliefs, and behaviors held by members of the organization. According to Schein (2010), organizational culture is "an archetype of assumptions generated, discovered, or developed by a group of people in their attempt to learn how to survive in an environment related to external and internal tasks". A positive organizational culture is characterized by the existence of norms and values that support cooperation, open communication, appreciation for achievement, and innovation.

Meanwhile, organizational climate includes the perceptions of organizational members towards the work environment, such as participation, communication, support, and fairness (Susanty, 2013). A positive organizational climate can increase ASN motivation and job satisfaction, so as to improve ASN performance. Conversely, a negative organizational climate can reduce the motivation and job satisfaction of ASN, so that it can reduce ASN performance (Hermawan et al, 2020). Organizational climate is the perception of organizational members towards the work environment, which includes various factors such as participation, communication, support, and fairness. According to Litwin & Stringer (1968), organizational climate is "a pattern of various organizational variables that can be felt directly by members of the organization, which will ultimately influence their behavior". A positive organizational climate is characterized by participation in decision making, open communication, support from superiors and colleagues, and fairness in decision making.

Research on the influence of organizational culture and organizational climate on ASN performance is very important to do to assist management in improving ASN performance in the work environment. Based on the background above, it is interested in conducting research on "The Influence of Organizational Culture and Organizational Climate on the Performance of State Civil Apparatuses in the Subang Regency social service environment.

2. METHODS

The study being presented here is quantitative and descriptive. Both the independent variable (which refers to organizational climate and culture) and the dependent variable (which refers to employee turnover) are included in the research (Performance). The participants in this research were all public officials working for the Subang Regency Social Service, and there were a total of 54 of them. The census method is used to determine the sample, which means that each and every member of the population is included in the sample. Research instruments were utilized in the process of data analysis; these procedures included descriptive analysis, tests of validity and reliability, tests of normality, tests of multicollinearity and heteroscedasticity, and multiple linear regression analysis utilizing SPSS 22 for Windows.

3. RESULTS AND DISCUSSION

A. Validity test

Validity test results for statement items for each variable, as presented in the following table.

Table 1 Validity Test Results

Variable	Question Items	Value Range	Sig.	Information
Organizational culture	12	0.245 - 0.731	0.000	Valid
Organizational Climate	12	0.480 - 0.740	0.000	Valid
Employee Performance	12	0.466 - 0.725	0.000	Valid

Table 1 shows the results of the Validity Test on the variables Organizational Climate, Organizational Culture, and Performance. The Sig (2-tailed) value is 0.000 (less than 0.05), and the Pearson Correlation value of 12 (twelve) statement items is positive. This means that all of the criteria for each statement in the questionnaire are correct.

B. Reliability Test

The reliability test is a method for assessing a questionnaire used as an indicator of a variable. A Cronbach alpha value of > 0.60 indicates that the reliability test is a series of follow-up tests meant to evaluate the dependability of valid question items.

Table 2 Reliability Test

Variables	Cronbach's Alpha	Critical Values	Conclusion
Organizational culture	0.914	0.60	reliable
Organizational Climate	0.864	0.60	reliable
Employee Performance	0.920	0.60	reliable

The Cronbach's Alpha values for the three variables (Organizational Climate, Organizational Culture, and Employee Performance) are greater than 0.60, as shown in Table 2. This indicates that each variable's measurement tools (indicators) are accurate. So, each statement item can be utilized as a measuring stick.

C. Normality test

The Kolmogorov-Smirnov test is used to determine whether or not a normal distribution exists in the data. In order for the data to be regarded normally distributed, the value must be less than 0.05, whereas a value of less than 0.5 indicates that the distribution is not normal. Data processing was successful since the Kolmogorov-Smirnov (KS) normality test indicates that the residual values follow a normal distribution (p-value for this test: $0.751 > 0.05$).

D. Multicollinearity Test

The multicollinearity test looks for evidence of correlations between independent variables, which the regression model may have missed. The presence of several variables that are all interconnected creates a multicollinearity problem. The independent variables used in a regression model must be unrelated to one another for the model to be valid.

Table 3 Multicollinearity Test Results

Variables	tolerance	VIF	Conclusion
Organizational Culture	0.502	1984	No Multicollinearity
Organizational Climate	0.502	1984	No Multicollinearity

Table 3 demonstrates that no independent variable has a tolerance value less than 0.10, and the same holds true for the VIF value; none of the independent variables has a VIF value larger than 10. Comparing the tolerance value for corporate culture and organizational climate reveals this. On the basis of this description, one can conclude that multicollinearity does not exist, which suggests that the relationships between the independent variables in this study do not influence one another. Hence, the remaining phases of data processing can be executed.

E. Heteroscedasticity Test

The heteroscedasticity test determines if the variance of each observation in a regression model is comparable or different. The Glejser test was utilized for statistical analysis by regressing the absolute residual values against the independent factors. One checks the sig value against a significance level of 0.05. The table below displays the statistical findings:

Table 4 Heteroscedasticity Test

Variables	Q	Sig	Conclusion
Organizational Culture (X1)	-0.082	0.929	No Heteroscedasticity
Organizational Climate (X2)	0.448	0.649	No Heteroscedasticity

Results from the Glejser test show that there is no evidence of heteroscedasticity across any of the variables in the table above, indicating that the significance level for making a decision is greater than 0.05.

F. Multiple Linear Regression Coefficient Test

To find out the effect of independent variables on performance at ASN at the Subang District Office, a hypothesis test was carried out using several statistical analyses. From the results of data processing, the regression coefficient is obtained and can be seen in the following table:

Table 5 Results of Multiple Linear Regression Analysis

Model	Unstandardized Coefficient		Standardized Coefficient	t	Sig.
	b	std. error			
	Coefficients ^a			Betas	
1. Constant	1,442	1,233		1.186	0.122
Organizational Culture (X1)	0.311	0.58	0.220	5,635	0.001
Organizational Climate (X2)	1,540	0.69	0.818	20,692	0.002

a. Dependent Variable: Employee Performance

Based on the processed data above, the following equation is obtained:

$$Y = 1.442 + 0.311X1 + 1.540X2$$

The coefficients of regression for each variable can be understood as: If the dependent variable always has a value of 1.442, it means that value does not change regardless of the values of the independent variables. This suggests that employee performance is only worth 1.442 if the value of the independent variable (organizational culture and organizational culture) remains unchanged.

The positive sign of the regression coefficient for the organizational culture variable suggests that a rise in organizational culture leads to better results from workers. As the coefficient is positive, it may be concluded that an improvement in the culture of an organization leads to an increase in productivity on the part of its workers. The regression coefficient for the leadership style variable is 0.311 points large. If all other parameters remain the same, this indicates that a one-unit rise in organizational culture will lead to a 0.31-unit increase in employee performance.

An rise in the organizational climate variable is predicted to have a positive regression coefficient, suggesting that this factor has a direct and positive effect on productivity. As the coefficient is positive, we can infer that there exists a positive relationship between organizational atmosphere and performance. The regression coefficient for the organizational culture variable is 1520. Given that all other factors remain the same, this indicates that a one-unit change in organizational culture will lead to a 1,520-unit improvement in employee performance.

G. Hypothesis Test (t test)

The results of the t calculation using the IBM SPSS Version 22.0 program and its comparison with the t table are as follows.

Table 6 Test Results t
Coefficients^a

Model	Unstandardized Coefficient		Standardized Coefficient Betas	t	Sig.
	b	std. error			
2. Constant	1,442	1,233		1.186	0.122
Organizational Culture (X1)	0.311	0.58	0.220	5,635	0.001
Organizational Climate (X2)	1,540	0.69	0.818	20,692	0.002

b. Dependent Variable: Employee Performance

Based on Table 6 of the above partial test, it can be concluded that organizational culture does, in fact, have a positive and significant influence on the dependent variable, employee performance, at the 0.05 level of significance. There is a statistically significant relationship between the organizational climate variable and worker productivity ($r = 0.002$; $p = 0.05$).

Discussion

a) The Influence of Organizational Culture on ASN Performance at the Subang District Social Service

Positive organizational culture can influence ASN motivation and job satisfaction, so that ASN performance can be improved. For example, if the organizational culture adopted by a government agency is a culture of cooperation, mutual respect, and respect for the opinions of co-workers, ASNs working in that agency will feel comfortable and encouraged to work well. This can increase ASN motivation and job satisfaction, so as to improve ASN performance.

Conversely, a negative organizational culture such as discrimination, intimidation, or unprofessional behavior can affect ASN motivation and job satisfaction, thereby reducing ASN performance. ASNs who feel uncomfortable in a negative work environment can experience stress and fatigue, which in turn can affect ASN performance. Therefore, it is important for government agencies to build a positive organizational culture, which can increase ASN motivation and job satisfaction and ultimately improve ASN performance.

In addition to influencing ASN motivation and job satisfaction, organizational culture can also affect ASN commitment to the organization and assigned tasks. ASNs who feel involved and bound by

a positive organizational culture tend to have a higher commitment to the organization and the tasks assigned. This can increase ASN dedication in carrying out their duties, so as to improve ASN performance.

Organizational culture can also influence ASN decision making and their work behavior. ASN who are accustomed to a culture of cooperation and collaboration tend to make better decisions and show more positive behavior at work. In addition, an organizational culture that encourages innovation and change can also affect ASN performance, because ASN will feel supported in developing new ideas and making necessary changes.

Therefore, the role of organizational culture in improving ASN performance is very important. Government agencies need to build and maintain a positive organizational culture, by developing values and norms that support cooperation, mutual respect, open communication, appreciation of achievement, and innovation. By strengthening a positive organizational culture, government agencies can increase motivation, job satisfaction, commitment, decision making, work behavior, and overall ASN performance.

Several studies have been conducted to examine the effect of organizational culture on ASN performance. The following are two examples of research that are in accordance with and contrary to the description above:

1. Research by Hendra (2018) which aims to examine the influence of organizational culture on the performance of civil servants in the city of Pekanbaru. This study found that positive organizational cultures, such as a culture of cooperation, appreciation for achievement, and employee participation in decision making, significantly improve the performance of civil servants in the city of Pekanbaru.
2. Research by Widodo (2017) which aims to examine the influence of organizational culture on employee performance in one of the government agencies in Indonesia. This study found that there was no significant influence between organizational culture and employee performance in the agency. This research suggests that these agencies need to improve the employee performance measurement system and strengthen a positive organizational culture to improve employee performance.

These two studies show different results regarding the influence of organizational culture on ASN performance. The first study found that a positive organizational culture significantly increased ASN performance, while the second study found no significant effect. The differences in the results of this study could be caused by differences in the conditions and contexts in which the research was conducted, such as differences in the types of government agencies, geographic areas, or other variables that affect the relationship between organizational culture and ASN performance.

b) The Effect of Organizational Climate on ASN Performance at the Subang District Social Service

Organizational climate refers to employees' collective perception of their work environment, such as how organizational policies, work structures, supervisor support, and relationships between co-workers are. Organizational climate can affect ASN performance because it can affect employee motivation, involvement, and job satisfaction. Employees who work in a positive work environment, as supported by a good organizational climate, tend to feel more motivated and engaged in their work. They are also more likely to be satisfied with their jobs and tend to perform better than those who work in a negative work environment.

For example, if an organization has a positive work climate, such as good supervisor support, mutual trust between colleagues, and a safe and healthy work environment, employees in that organization tend to feel more motivated and engaged in their work. This can have a positive impact on employee performance and produce better work results. On the other hand, if the organization has a bad work climate, such as conflict between co-workers, lack of supervisor support, and an unhealthy work environment, employees in the organization may feel less motivated and engaged in their work, which in turn can affect their performance. negatively. Top of Form

Radianto & Sunuharyo (2017) performed research to determine the impact of organizational climate on the performance of PT. PG Krebet Baru Malang employees. The findings of this study demonstrate that corporate culture has a favorable and significant effect on employee performance. This research supports the claim that company culture can impact ASN performance. The objective of Gulo's (2016) research was to determine the relationship between organizational climate and employee performance at the Central Bureau of Statistics for North Sumatra Province. According to the findings of this study, there is no correlation between organizational atmosphere and employee performance. This study contradicts the idea that organizational climate can influence ASN performance. Nonetheless, it should be emphasized that this study's background and research techniques differ from those of other studies.

The role of organizational climate in influencing ASN performance is still a controversial research topic. However, many studies show that a good organizational climate can positively affect ASN performance, especially if factors such as clear organizational policies, good supervisor support, and mutual trust between colleagues are implemented properly within the organization.

4. CONCLUSION

Based on the description above, it can be concluded that organizational culture and organizational climate can affect ASN performance within the Subang District Social Service environment. Factors related to organizational culture, such as organizational commitment, trust, collaboration and innovation, can improve ASN performance. In addition, factors related to organizational climate, such as clear organizational policies, good supervisor support, and mutual trust between colleagues, can increase employee motivation and job satisfaction which then have a positive impact on employee performance. It is important for ASN agencies to develop and strengthen a good organizational culture and organizational climate to increase ASN motivation, job satisfaction, and performance. This can be done by increasing communication and cooperation between employees, providing good supervisory support, and establishing clear and transparent policies.

REFERENCES

- [1] Amanda, E. A., Budiwibowo, S., & Amah, N. (2017). Pengaruh budaya organisasi terhadap kinerja karyawan di PDAM Tirta Taman Sari Kota Madiun. *Assets: Jurnal Akuntansi dan Pendidikan*, 6(1), 1-12.
- [2] Armstrong, M. (2006). *Performance Management: Key Strategies and Practical Guidelines 3rd edition* (Doctoral dissertation, Universitas Gadjah Mada).
- [3] Gulo, T. V. (2016). PENGARUH MOTIVASI TERHADAP KINERJA PEGAWAI DENGAN DISIPLIN KERJA SEBAGAI VARIABEL MODERATING PADA BADAN PUSAT STATISTIK PROVINSI SUMATERA UTARA.
- [4] Hendra, T. (2018). Pengaruh Budaya Organisasi Terhadap Kinerja Pegawai Negeri Sipil Pada Bagian Umum Sekretariat Daerah Walikota Pekanbaru. *Journal Development*, 6(1), 70-79.
- [5] Hermawan, W., Sedarmayanti, S., Jubaedah, E., & Mulyaningsih, M. (2020). Implikasi Iklim Organisasi, Mutasi Dan Kepuasan Kerja Terhadap Kinerja Pegawai Di Bkpsdm Kabupaten Subang. *Jurnal Ilmu Administrasi: Media Pengembangan Ilmu Dan Praktek Administrasi*, 17(2), 178-192.
- [6] Kadarisman, M. (2019). Efektivitas Kinerja Aparatur Sipil Negara Dalam Pelayanan Administrasi di Kota Depok. *Jurnal Ilmu Administrasi: Media Pengembangan Ilmu dan Praktek Administrasi*, 16(1), 17-32.
- [7] Kusmaningtyas, A. (2014). Kinerja Aparatur Sipil Negara (Asn) Pemerintah Kota Mataram. *EKUITAS (Jurnal Ekonomi dan Keuangan)*, 18(4), 487-506.
- [8] Litwin, G., & Stringer, R. (1968). *Motivation and Organizational Climate*. Harvard University Press, Boston.
- [9] Paisa, L., Gosal, R., & Monintja, D. (2019). Etika pemerinthan dalam meningkatkan kinerja aparatur sipil negara. *Jurnal Eksekutif*, 3(3).

- [10] Pakaya, A. R. (2011). Pengaruh Manajemen Sumberdaya Manusia Strategi Dan Manajemen Transformasi Terhadap Keunggulan Bersaing. *Jurnal Inovasi*, 8(03).
- [11] Pangestuti, D. C. (2019). Analisis pengalaman kerja, kompetensi, pendidikan dan pelatihan terhadap pengembangan karir dengan intervening prestasi kerja. *Jurnal Riset Manajemen Dan Bisnis (JRMB) Fakultas Ekonomi UNIAT*, 4(1), 57-68.
- [12] Panjaitan, F., & Sianipar, G. (2017). Peningkatan Kompetensi ASN Melalui Sistem Informasi Sumber Daya Manusia, Pengembangan Karier Dan Disiplin Kerja ASN, Serta Dampaknya Terhadap Kinerja ASN di Instansi Pemerintah Kota Medan. *Jurnal Manajemen Dan Bisnis*, 226-237.
- [13] Radianto, A., & Sunuharyo, B. S. (2017). *Pengaruh iklim organisasi dan budaya organisasi terhadap kinerja karyawan (Studi pada Karyawan PT. PG Krebbe Baru Malang)* (Doctoral dissertation, Brawijaya University).
- [14] Rum, M. (2019). ANALISIS FAKTOR-FAKTOR YANG MEMPENGARUHI KEPUASAN KERJA DAN KINERJA PUSTAKAWAN DPAD PROVINSI JAMBI. *Baitul'Uhum: Jurnal Ilmu Perpustakaan dan Informasi*, 3(1), 17-45.
- [15] Sartika, D., & Kusumaningrum, M. (2017). Pengembangan kompetensi aparatur sipil negara di lingkungan pemerintah provinsi kalimantan timur. *Jurnal Borneo Administrator*, 13(2), 131-150.
- [16] Schein, E. H. (2010). *Organizational culture and leadership*. San Francisco, CA: Jossey-Bass.
- [17] Simamora, H. (2004). *Manajemen Sumber Daya Manusia*, edisi ketiga, cetakan pertama. Penerbit: YKPN, Yogyakarta.
- [18] Susanty, E. (2013). Iklim Organisasi: Manfaatnya Bagi Organisasi. *Semnas Fekon: Optimisme Ekonomi Indonesia 2013, Antara Peluang Dan Tantangan*, 1(2), 230-239.
- [19] Sutoro, S. (2020). Pengaruh Budaya Organisasi terhadap Motivasi Kerja Pegawai BPSDM Provinsi Jambi. *Jurnal Ilmiah Universitas Batanghari Jambi*, 20(1), 104-112.
- [20] Wahyudi, W. D., & Tupti, Z. (2019). Pengaruh Budaya Organisasi, Motivasi dan Kepuasan Kerja Terhadap Kinerja. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2(1), 31-44.
- [21] Widodo, D. S. (2017). PENGARUH BUDAYA ORGANISASI, KEPEMIMPINAN DAN KOMPENSASI MELALUI MOTIVASI KERJA TERHADAP KINERJA PEGAWAI. *Jurnal Manajemen Motivasi*, 13(2), 896-908.