

The Influence of Organizational Climate and Human Resource Management on Employee Performance at the Sukabumi City Social Service

Punjul Saeful Hayat, Lia Muliawaty, Benyamin Harist
Universitas Pasundan, Bandung, Indonesia

ABSTRACT

This research aims to analyze the influence of organizational climate and human resource management on employee performance at the Sukabumi City Social Service. Organizational climate and human resource management are important factors in increasing the productivity and quality of work of employees in the public service sector. The research method used in this research is a survey method by collecting data from Sukabumi City Social Service employees through questionnaires. The data analysis technique used is multiple regression to examine the influence of organizational climate and human resource management on employee performance. The research results show that organizational climate partially has a significant positive influence on employee performance. Apart from that, the arrangement of human resources also partially has a significant positive influence on employee performance. Finally, organizational climate and human resource management simultaneously have a positive and significant influence on employee performance. In this way, the Sukabumi City Social Service can improve the performance of its employees by improving the organizational climate and management of human resources.

Keywords: Organizational Climate, Structuring, Human Resources, Employee Performance

1 Introduction

The process of government change currently underway refers to the concept of good governance (Zhang & Chen, 2015). This new paradigm of good governance, among others, is oriented towards basic principles such as the supremacy of law, bureaucratic professionalism, transparency, accountability and government democracy which refers to effective management based on the functions of planning, organizing, monitoring and leadership (Moento et al, 2019). This view is in line with the objectives of public bureaucratic reform which are implemented in line with the development of Law Number 23 of 2014 concerning Regional Government. This reform emphasizes the importance of steps to increase the efficiency and effectiveness of development implementation by considering interactions between governments, between regional governments, regional potential and diversity, as well as global challenges (Siti Maryam, 2017) .

Achieving targets and work targets is guided by the work pattern above, that the success of an organization is determined by the work capabilities of all sectors involved in the organization, especially human resources which are the main focus of achieving these targets and objectives (Riniwati, 2016) . To achieve organizational targets and goals, it requires optimizing the role of leaders who are always fully alert, mobilizing thought and strength between collaborating energy and thoughts to create a conducive working atmosphere in all sectors at every level of the organization, thereby creating a comfortable organizational climate (Ariani et al, 2020) .

Organizational climate means a conducive working atmosphere and environment in which a relationship of mutual understanding is created between all sectors of the organization, so that a harmonious work environment is created between superiors and subordinates as well as all sectors in the work environment (Runtu, 2018) . Organizational climate also accumulates in the atmosphere of the work environment which consciously or even unconsciously can influence work results, so that organizational climate is seen as a place to develop the characteristics of employees who have the ability to compete in achieving high work performance (Maulani & Mubarok, 2020) . In addition, a healthy organizational climate will encourage an effective, enjoyable work atmosphere and create superior and quality work results. The above view is supported by the results of research conducted by Pasaribu & Indrawati (2016) who conducted research on the influence of organizational climate and

quality of work life on the performance of Bali Province Social Service employees. The results obtained in this research are that organizational climate and quality of work life have a significant effect on employee performance by 32.5%.

The arrangement of human resources will support effective work results and create cooperation between work lines and various organizational activities that run in accordance with the duties and responsibilities of employees in carrying out the tasks that have been assigned to them (Simanpebela, 2021). The arrangement of human resources also encourages employees to work with full dedication and creates social relationships between employees within the organization in carrying out various work activities at any time (Muis et al., 2018). Human resource management is one area of comprehensive management, including planning, organizing, implementing and controlling. Human resource management is also included in one of the functions, namely human resource planning (Setiawan, 2016).

The management of human resources must emphasize discipline in various aspects related to work and be oriented towards the principle of merit in relation to career development more broadly (Chandra, 2017). It is also oriented towards the principle of a culture of shame which must not involve corruption, collusion and nepotism but must be accompanied by adequate improvements in welfare (Sedarmayanti, 2020). The above thinking is supported by the results of research conducted by Rahman & Bakri (2019) who conducted research on the Management Arrangement of State Civil Apparatus (ASN) through Dynamic Governance. The results obtained in this research are that the arrangement of the state civil apparatus will influence employee performance if it is carried out through Dynamic Governance, namely paying attention to local wisdom, paying attention to best practices and changing the mindset of the apparatus (Alim, 2022).

Based on several expert views and research results related to the influence of organizational climate and human resource management, the success of an organization in achieving its targets needs to be supported by equitable and comprehensive work results (Pratama & Pasaribu, 2020; Bianca & Susihono, 2012). On that basis to implement climate variables organization and structuring of human resources effectively and being able to solve employee performance problems in the organization as a whole. An understanding of employee performance is the completion of quality, timely and reliable work that is produced in accordance with predetermined targets (Lasmaya, 2016). The implementation of a job is assessed as meeting appropriate standards, containing quality aspects that are appropriate according to scientific rules and standards. According to Mangkunegara (2000) there are four employee performance factors that serve as standards for evaluating work results, namely: "(1) work quality, (2) work quantity, (3) work reliability and (4) work attitude".

The Sukabumi City Social Service is one of the regional technical institutions which is a supporting element for the duties of the Regional Head in the Social Sector. Referring to the main tasks, functions and work procedures of the Sukabumi City Social Service, with all the problems it faces, it is experiencing difficulties in implementing its various programs. The process of achieving organizational goals in accordance with the main tasks and functions will be smoother, if employee performance runs smoothly in accordance with existing procedures. Employee performance that is less supportive or inappropriate will hinder the achievement of optimizing the targets to be achieved by the Sukabumi City Social Service. Based on field findings, the performance of employees at the Department has not been carried out in accordance with existing regulations, resulting in a lack of optimal work implementation.

Understanding the problem as a result of the initial research presented above, the researcher suspects the need to implement an organizational climate and carry out appropriate organizational arrangements by the Sukabumi City Social Service. Refers to the setting Based on the research and initial observation results, the researcher is interested in conducting a more in-depth and comprehensive study which is expressed in the form of research through writing a dissertation formulating the title: The Influence of Organizational Climate and Human Resource Arrangement on Employee Performance at the Sukabumi City Social Service.

2 Literature Review

Organizational Climate

Davis & Newstrom in Harits (2021) define that "Organizational climate is the human environment in which employees in the organization do their work". This opinion explains the organizational climate which is the environment of employees who carry out work with certain goals. Meanwhile, according to Payne (1990) defines organizational climate as follows: organizational climate is the attitudes, values, norms and feelings that workers commonly have in relation to their organization, mainly resulting from the interaction of organizational structures

with the aim of meeting the needs and abilities of individuals (groups). Viewed from a conceptual point of view, structure is an objective interest seen as an influential factor in the organization (Kadarisman, 2012). Based on the description above, it can be said that organizational climate is a series of characteristics of the work environment that is felt by members of the organization and is considered a force that has a big influence on behavior to interact positively within the organizational environment.

Human Resources Structuring

An understanding of human resource management, of course, cannot be separated from an understanding of human resource management which is the tree of knowledge of human resource management. According to Subekhi & Jauhar (2012), human resource management is stated as follows: Human resource management is one of the areas of general management which includes aspects of planning, organizing, implementing and controlling (Pardede & Mustam, 2017). The arrangement of human resources for the apparatus is included in one of the functions, namely human resource planning. Optimal arrangement of apparatus resources will balance the needs of the apparatus and the demands of the organization on the apparatus so that an increase in the performance and existence of the organization is realized. According to Notoatmodjo (2003): "The main goal of personnel management is actually to increase the contribution of human resources to the organization in order to achieve the productivity of the organization." The meaning of this understanding is that the management of human resources aims to increase human contribution in an institution.

Employee Performance

Sedarmayanti (2009) states the definition of performance as follows: Performance is closely related to productivity issues because it is an indicator in determining how efforts are made to achieve a high level of productivity in an organization. The concept of performance according to Widodo (2011) states that: "performance is carrying out an activity and perfecting it in accordance with one's responsibilities with the results as expected". This understanding is based on the fact that performance is a work result that can be achieved by a person or group of people in an organization in accordance with the authority and responsibility given in order to achieve organizational goals legally without violating the rules and ethics of life. Based on the opinion above, it can be understood that performance can be known and measured if a person or group of employees has criteria or standards of success for measuring performance set by the organization. Performance has a very close relationship with productivity issues because it is an indicator in determining how efforts are made to achieve a high level of productivity in an organization (Budi, 2022). In other words, performance is defined as the achievement of assignments, obligations and *outcomes* resulting from job functions or job activities or activities during a certain period of time. Performance does not only involve quantity or a number of results that can be calculated, but also includes quality or quality of work.

Hypothesis

Based on the problem identification and thinking framework above, the author proposes the following hypothesis:

- 1) The organizational climate determined by the Flexibility conformity dimension, Responsibility dimension, Standards dimension, Reward dimension, Clarity dimension and Team Commitment dimension has a positive effect on employee performance at the Sukabumi City Social Service.
- 2) The arrangement of human resources is determined by the dimensions of implementation of the merit system, the dimensions of planning, implementation and evaluation of the system, education and training, the dimensions of standardization and performance improvement as well as the dimensions of clear and planned career patterns which have a positive effect on employee performance at the Sukabumi City Social Service
- 3) Organizational climate and human resource management have a significant effect on employee performance at the Sukabumi City Social Service.

3 Method

This research was conducted using a quantitative approach. Then, seen from the research level, it is verification because it carries out hypothesis testing. Judging from its form, it is placed in research that is causal or cause-effect relationships. This is aimed at investigating the causal relationship between organizational climate and human resource management in influencing employee performance at the Sukabumi City Social Service. The

population in this research is all employees in the Sukabumi City Social Service along with District and Village employees, Social Workers and Cadets in the Sukabumi City environment. The population in question is 183 members. All members of the population, 183 people, were then used as research respondents in this study, in order to obtain better and more holistic research results. The data collection technique is by questionnaire with the consideration that the problem of Organizational Climate, Human Resource Management and Employee Performance at the Sukabumi City Social Service is a very complex social phenomenon, so to deepen the problems studied, the questionnaire distributed to respondents was not carried out through other parties, but carried out by the researcher himself. The data that has been collected is then analyzed. The data analysis technique used to test the model and hypothesis used is SEM analysis. According to the Structural Equation Model (SEM) it is a statistical technique that is capable of analyzing latent variables, indicator variables and measurement errors directly (Sitinjak and Sugiarto, 2006).

4 Results And Discussion

Results

The results of evaluating the measurement model and structural model of this research and their relationship to the research hypothesis are summarized in the following table

Table 1
Evaluation of the Structural Model and its relationship to the Hypothesis

ariabelLaten	Variabel Observed	Λ (lamda)	γ (gamma)	T-Value	R ²	Kesimpulan
X ₁	X1-1	0.47	-	6.13	-	the right indicator
	X1-2	0.60	-	8.09	-	the right indicator
	X1-3	0.70	-	9.90	-	the right indicator
	X1-4	0.60	-	8.15	-	the right indicator
	X1-5	0.72	-	10.18	-	the right indicator
	X1-6	0.64	-	8.78	-	the right indicator
X ₂	X2-1	0.53	-	6.96	-	the right indicator
	X2-2	0.69	-	9.55	-	the right indicator
	X2-3	0.83	-	11.87	-	the right indicator
	X2-4	0.50	-	6.59	-	the right indicator
X ₁ → Y	-	-	0.42	3.23	-	Positive and Significant Influence (Hypothesis 1 is accepted)
X ₂ → Y	-	-	0.31	2.33	-	Positive and Significant Influence (Hypothesis 2 is accepted)
X ₁ dan X ₂ → Y	-	-	-	-	0.45	Significant Influence of 45% (Hypothesis 3 is accepted)

Source: Data Analysis Results, 2023 .

Organizational climate has a positive effect on employee performance

Hypothesis testing was carried out to determine whether organizational climate has a positive effect on employee performance. The test procedure carried out is as follows:

- H0: $\rho_1 = 0$ Organizational climate has no positive effect on employee performance.
- H1: $\rho_1 \neq 0$ Organizational climate has a positive effect on employee performance.

- Significance level: $\alpha = 0.05$, the t table value is ± 1.96 .
- Acceptance criteria: H_0 is accepted if: $-1.96 < t\text{-value} < 1.96$ and $\lambda < 0.3$; H_1 is accepted if: $t\text{-value} > 1.96$ and $\lambda \geq 0.3$.

From the research results, it was found that the t-value was $3.23 > 1.96$ and $\lambda \geq 0.42$, so H_1 was accepted so it could be said that organizational climate had a positive effect on employee performance .

Human Resource Management has a positive effect on Employee Performance

Hypothesis testing was carried out to determine whether Human Resource Management has a positive effect on Employee Performance. The test procedure carried out is as follows:

- $H_0: \rho_1 = 0$ Human Resource Management does not have a positive effect on Employee Performance.
- $H_1: \rho_1 \neq 0$ Human Resource Management has a positive effect on Employee Performance.
- Significance level: $\alpha = 0.05$, the t table value is ± 1.96
- Acceptance criteria: H_0 is accepted if: $-1.96 < t\text{-value} < 1.96$ and $\lambda < 0.3$; H_1 is accepted if: $t\text{-value} > 1.96$ and $\lambda \geq 0.3$

From the research results, it was found that the t-value was $2.33 > 1.96$ and $\lambda \geq 0.31$, so H_1 was accepted so it could be said that human resource management had a positive effect on employee performance.

Organizational climate and human resource management have a significant effect on employee performance

Hypothesis testing was carried out to determine whether organizational climate and human resource management have a significant effect on employee performance. The test procedure carried out is as follows:

- $H_0: \rho_1 = 0$ Organizational Climate and Human Resources Arrangement do not have a significant effect on Employee Performance.
- $H_1: \rho_1 \neq 0$ Organizational climate and human resource management have a significant effect on employee performance.
- Significance level: $\alpha = 0.05$, the t table value is ± 1.96
- Acceptance criteria: H_0 is accepted if: $-1.96 < t\text{-value} < 1.96$; H_1 is accepted if: $t\text{-value} > 1.96$

From the research results, the Organizational Climate t-value was $3.23 > 1.96$; Human Resource Arrangement $2.33 > 1.96$ then H_1 is accepted. So it can be said that organizational climate and human resource management have a significant effect on employee performance.

5 Discussion

Partial Influence of Organizational Climate on Employee Performance at the Sukabumi City Social Service

Based on table 1 above *The* variable X_1 which is determined by X_{1-1} to Based on these values, the Organizational Climate Variable which consists of the dimensions: *Flexibility Conformity* , *Responsibility* , *Standards* , *Reward* , *Clarity* and *Team Commitment* is stated to have a positive influence on Employee Performance at the Sukabumi City Social Service. Meanwhile, seen from the *T-value analysis* , the value of Organizational Climate on Employee Performance is 3.23. This value shows that the Organizational Climate variable which consists of the dimensions: *Flexibility Conformity* , *Responsibility* , *Standards* , *Reward* , *Clarity* and *Team Commitment* has a significant effect on Employee Performance at the Sukabumi City Social Service .

Based on the review above, it can be stated that the Organizational Climate variable which consists of Six Dimensions has a positive (based on the *standardized solution value*) and significant (based on *the t-value*) effect on Employee Performance at the Sukabumi City Social Service. The results of this research mean that the implementation of Organizational Climate at the Sukabumi City Social Service has been carried out by the Sukabumi City Social Service Leader, thereby providing encouragement for all employees to be able to work fully. for optimal employee performance improvement. The analysis of the research results above has been supported by the results of initial observations that the performance of employees at the Sukabumi City Social Service is based on 4 factors, the results of which are only one factor that is considered positive, namely work attitude, while the factors of work quality, work quantity and work reliability are considered unsatisfactory. However, based on the results of interviews with the head of the Sukabumi City Social Service, it was stated that employees can accept the Organizational

Climate which is related to the attitudes, values, norms and feelings commonly held by workers or employees at the Sukabumi City Social Service, especially regarding the authority exercised by the Head of the Social Service Sukabumi City carried out on its subordinates in accordance with Sukabumi City Regional Regulation Number 7 of 2020 concerning the Establishment of Regional Apparatus related to matters within the authority of the Regional Government in the field of social welfare .

The results of the research above are also in accordance with the opinion of Mahmudi (2007) who states that organizational climate is the condition of the work environment, both material, physical and non-material/non-physical which can influence employee performance. Referring to this opinion regarding the influence of the Organizational Climate in each institution is not the same, depending on the references and policies determined by each institution. Even though they are both in the same institution or in different departments, the organizational climate carried out in government institutions in certain places will be different from the organizational climate carried out in other places .

Discussion of the Partial Influence of Human Resources Arrangement on Employee Performance at the Sukabumi City Social Service

Based on the results of the analysis of the Sub-Structure Model of the Standardized Solution Variable X2 which is determined by X2-1 to Based on these values, the Employee Human Resources Management Variable consists of the Merit system Implementation Dimension, Planning Dimension, system implementation and evaluation, education and training. The dimensions of standardization and performance improvement and the dimensions of clear and planned career patterns are stated to have a positive influence on employee performance at the Sukabumi City Social Service. Meanwhile, seen from the t-value analysis, the value of Employee Human Resource Management on Employee Performance is 2.33. This value shows that the Employee Human Resource Management variable which consists of the Merit System Implementation Dimension, the Planning, System Implementation and Evaluation, Education and Training Dimension, the Standardization and Performance Improvement Dimension and the Clear and Planned Career Pattern Dimension are stated to have a significant influence on Employee Performance in Sukabumi City Social Service.

Referring to the explanation above, it can be stated that the Human Resources Management variable which consists of the Dimension of Merit System Implementation, the Planning, Implementation and Evaluation System, Education and Training Dimension, the Standardization and Performance Improvement Dimension and the Clear and Planned Career Pattern Dimension are stated to have a positive effect. and significant to employee performance at the Sukabumi City Social Service. Thus, the implementation of Employee Human Resources Management at the Sukabumi City Social Service has been carried out by the Sukabumi City Social Service, so as to encourage optimal employee performance. This statement is in accordance with the results of observations and interviews conducted with the Service Secretary, the results of which show that service employees have been able to understand changes in the Employee Human Resources Management policy carried out by the Sukabumi City Social Service .

The above statement is in accordance with the opinion of Rosyida (2021) that Human Resource Management is a systematic and sustainable process to obtain the right quantity, quality, composition and distribution of employees in accordance with organizational needs, so that the organization's vision and mission can be realized into real performance. . This opinion implies that Human Resources Management is related to efforts to improve employee performance within the Sukabumi City Social Service .

Discussion of the Simultaneous Influence of Organizational Climate and Human Resource Arrangement on Employee Performance at the Sukabumi City Social Service

From table 1, it can be seen that the magnitude of the dominant influence has been shown in the SEM calculation results that simultaneously the Organizational Climate variable (X1) and the Human Resource Arrangement variable (X2) have been able to explain the Employee Performance variable (Y) at the Sukabumi City Social Service by 45%. This value shows that simultaneously the variables Organizational Climate and Human Resource Management have a significant effect on Employee Performance at the Sukabumi City Social Service

Listening to the results of the research above, it appears that the magnitude of the influence of Organizational Climate and Human Resource Management on Employee Performance at the Sukabumi City Social Service has shown that these two independent variables are important variables for solving employee performance problems as stated by Harits (2021: 467) that a conducive organizational climate needs to strengthen itself by simultaneously structuring human resources across all sectors of the organization which provides a guarantee for better organizational or employee performance improvement. Meanwhile, Human Resources Arrangement is said by

Rivai et al. (2019) that organizational climate is the condition of the work environment, both material, physical and non-material/non-physical, which can influence employee performance. These two opinions have been proven in this research that the variables Organizational Climate and Human Resource Arrangement greatly influence the performance of employees at the Sukabumi City Social Service .

The theoretical concepts used in Organizational Climate research applied to the Sukabumi City Social Service include the dimensions: *Flexibility conformity* , *Responsibility* , *Standards* , *Reward* , *Clarity* and *Team Commitment* . The *Flexibility conformity* dimension is related to the indicators: Freedom in working, Adaptation to tasks and Initiative in working. The *Responsibility* dimension is related to indicators: Responsibility, Involvement in work and Creativity in work. The *Standards* dimension relates to indicators: Respect for one's superiors, Collaboration in tasks and a conducive working atmosphere. The *Reward* dimension is related to the indicators: Respect for subordinates, Praise for subordinates and Sympathy for subordinates. The *Clarity* dimension is related to indicators: Attention from superiors to subordinates, Trust in subordinates and work targets achieved. The *Team Commitment* dimension is related to: Proud as a worker, sense of belonging to the institution and prioritizing the interests of the task .

The dimensions above have been discussed clearly and in detail in a partial analysis which has clearly shown positive and significant research results relating to research results related to Organizational Climate and its influence on Employee Performance at the Sukabumi City Social Service. Apart from Organizational Climate and other important variables that give rise to effective performance, namely the Human Resource Management variable.

As is known, the aim of Human Resources Management is to carry out fundamental restructuring and redesign of work processes in order to obtain dramatic improvements in achieving performance. Apart from that, the essence of Human Resource Management is a response to change, a strategy for providing experience to change beliefs, attitudes, values and organizational structure, so that it can adapt to technology, markets and new challenges as well as the overall cycle of change. The Human Resources Arrangement carried out at the Sukabumi City Social Service includes dimensions: Dimensions of implementing a merit system consisting of indicators: Rewards as achievements, employee competence and professionalism at work. Dimensions of planning, implementation and evaluation of systems, education and training consisting of indicators: Planning employee recruitment, Assessing work systems and employee education and training. Dimensions of standardization and performance improvement consisting of indicators: Oriented to standard regulations, employee work experience and employee work reliability. Dimensions of a clear and planned career pattern consisting of indicators: Employee work placement, employee work experience and employee work loyalty .

6 Conclusion

Based on the results of research regarding the Influence of Organizational Climate and Human Resource Management on Employee Performance at the Sukabumi City Social Service above, the following conclusions were obtained: 1) Partially, the Organizational Climate variable has had a positive influence on Employee Performance at the Sukabumi City Social Service; 2) Partially, the Human Resources Management variable has had a positive influence on Employee Performance at the Sukabumi City Social Service; 3) Simultaneously, the variables Organizational Climate and Human Resource Management have a positive effect on employee performance at the Sukabumi City Social Service. This means that the organizational climate and human resource management can improve employee performance at the Sukabumi City Social Service.

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