

# Empirical Testing of Climate Work as Moderating at Regional Public Service

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**Abstract**—This study aims to examine the influence of strategic leadership competencies, organizational culture and work climate on the performance of public services, and the work climate moderates the strategic leadership competencies and organizational culture on the performance of public services. The study was conducted with a survey method and hypothesis testing using Partial Least Square (PLS), with respondents as many as 210 civil servants in the regencies of Lebak, Pandeglang, and Serang in Banten Province. The results of the test proved that Strategic Leadership Competence, Organizational Culture and work climate had a positive effect and significant on Public Service Performance. In addition, the moderating effect of work climate plays a significant role between Strategic Leadership Competencies and organizational culture on Public Service Performance which is new in this study.

**Keywords**—strategic leadership competencies, organizational culture, public service performance, work climate

## I. INTRODUCTION

The State Civil Servants is a profession for civil servants and government employees with work agreements that work in government agencies Law of the Republic of Indonesia No. 5 of 2014 states that the function of the State Civil Servants is implementing public policies, public servants, adhesives and national unifying. As well as a measure for local governments to assess the quality of services provided whether it is in accordance with the service standards set by the regulation.

The Banten Province region has a population of around 12 million, only served by around 97 thousand civil servants when it is related to that the ratio of civil servants to the population served is 0.8 percent. This figure is the smallest of all the ratio of civil servants to residents in each province in Indonesia [1].

So whether the quality of services provided is in accordance with service standards but cannot serve all levels of society or the quality of services is not up to standard for services that can serve all levels of society or even unable to reach service quality standards and cannot serve all levels of the people of Banten Province.

Based on the phenomenon and the results of research on the performance of public services, one of the main factors that influence it was the leadership factor [2]. And from the various leadership theories that are available, one of the leadership characteristics that most closely matches the phenomena that occur in the performance of public services, especially in local government bureaucracy is whether there is an influence of strategic leadership competence, organizational culture and work climate on the performance of public services, and whether the climate work moderates the influence of strategic leadership competencies and organizational culture on the performance of public services.

## II. LITERATURE REVIEW

Conceptually the performance of public services is influenced by organizational culture. Research conducted by [3] regarding organizational culture and public services had positive and significant results. In addition there were also other studies by getting the same results [4], strategic leadership and public services, there were factors that support the performance of civil servants' teamwork [5].

Work climate theory, as a management strategy in a work environment consisting of planning, organizing, directing, and supervising where managers must be able to influence staff in order to work together to achieve organizational goals, provide satisfaction and improve employee work productivity and service quality, has related variables with an independent variable where the communication of service quality was very superior [6].

Other study found out that among the hypothesized variables are team orientation, stability. Transactional leadership, decentralization, formalization and top management support have an influence on organizational commitment [7]. According to Hair et al. [8] suggested that the independent variables of organizational culture show how integrity and learning from culture which seems to be the opposite of a set of organizational and individual values to balance the cultural paradox and manage culture effectively, an intensive culture of knowledge has a reinforcing effect on the relationship between

the knowledge process and employee creativity having a highly influential public service performance variable.

Likewise, research was presented by Cheng [9] that strategic leadership influences the performance of public services, he argued that the development of ten strategic improvements was based on four competitive qualities.

**III. METHODS**

The research design that carried out was through a survey by testing the hypothesis of the influence of strategic leadership competency variables, and organizational culture on the performance of public services with work climate as a moderating variable. The object of this study was civil servants in Banten Province government taken from three districts (Kabupaten Lebak, Pandeglang, and Serang) based on certain criteria from the research objectives [10]. Questionnaire was created with Google Form, where the questionnaire link was distributed by sending it through e-mail, or social media applications such as Line, Whatsapp, etc. The data analysis method used in this study was Partial Least Square (PLS) approach, by testing the mathematical model as follows:

$$KKP = b1 KKS + b2 BO + b3 IK + e1 \quad (1)$$

$$KKPmod = b1 KKS + b2 BO + b3 IK *KKS + e2 \quad (2)$$

$$KKPmod2 = b1 KKS + b2 BO + b3 IK *BO + e3 \quad (3)$$

**IV. RESULTS AND DISCUSSION**

Based on the results show in table 1, it is known that Strategic Leadership Competence directly influences the Performance of Public Services with t-value was 2,332 (t-value > 1.96) which means Strategic Leadership Competence had a significant effect on Public Service Performance of 0.255. It is concluded that the more respondents felt that they had the ability to consult with work teams; the ability to adjust and appreciate differences of opinion; and the ability to understand and deal with work problems; then the more respondents felt as civil servants had served with non-discriminatory (distinguish between) with each other; civil servants perform services quickly and precisely; and the their expertise in using tools in the service process was very smooth, and there was no suspension of work in serving the community and there was teamwork.

TABLE I. HYPOTHESIS TEST DIRECT EFFECT

Path	Beta	T Statistic	Findings
Strategic Leadership Competencies → Public Service Performance	0.255	2.332	Passed
Organizational culture → Public Service Performance	0.260	3.382	Passed
Work Climate → Public Service Performance	0.234	3.611	Passed

Furthermore, Organizational Culture had a direct effect on Public Service Performance with t-value of 3,382 (t-value > 1.96) was 0.260. It is concluded that more respondents felt that they had seriousness in participating in training; provide

opportunities to attend education and training; and predictable environment; then the more respondents feel the officer serves with no discrimination (differentiate between); officers perform services quickly and precisely; and the expertise of officers in using tools in the service process. Public Services with t-value of 3,611 (t-value > 1.96) was 0.234. It is concluded that the more respondents felt that in this agency was always maintained so that there were no unnecessary procedures; in this workplace, there were unnecessary regulations; and I know clearly the work targets set by the workplace; then the more respondents felt the civil servants serves with no discrimination (differentiate between); civil servants perform services quickly and precisely; and the expertise of civil servants in using tools in the service process is very important.

TABLE II. THE RESULTS OF STRATEGIC LEADERSHIP COMPETENCIES AND ORGANIZATIONAL CULTURE ON PUBLIC SERVICE PERFORMANCE MODERATED BY WORK CLIMATE

Variable	Moderate Variable	T Statistics	Findings
Strategic Leadership Competencies	Work Climate	t = 0.676	Failed
Organizational Culture	Work Climate	t = 2.454	Passed

The influence of Strategic Leadership Competencies on Public Service Performance moderated by the Work Climate was 0.676 (t-value < 1.96) (table 2). It means that the higher / positive Work Climate does not necessarily strengthen the influence of Strategic Leadership Competencies on Public Service Performance. It is concluded that more respondents felt that in this institution there were always unnecessary procedures; in this workplace, there were unnecessary regulations; and I know clearly the work targets set by the agency; it is not necessarily to strengthen the ability to have consultations with teamwork.

The influence of Organizational Culture on Public Service Performance moderated by the Work Climate was 2,454 (t-value > 1.96) which means that hypothesis 5 was accepted. It means that the higher / positive Work Climate will further strengthen the influence of Organizational Culture on Public Service Performance. It is concluded that more respondents felt that in this institution they are always guarded so that there are no unnecessary procedures; in this institution, there were unnecessary regulations; and know clearly the work targets set by the institution; it will further strengthen the State civil servants in serving, have seriousness in participating the training; provide opportunities to attend education and training; and predictable environment; so in the end the civil servants served well.

**V. CONCLUSIONS**

Based on the results of hypothesis testing as follows: (1) Strategic Leadership Competence had a positive and significant effect on Public Service Performance; (2) Organizational Culture had a positive and significant effect on Public Service Performance; (3) Work Climate had a positive and significant effect on Public Service Performance; (4) Moderating effect of

Work Climate which was new in this study compared to previous research had not been able to increase the effect of Strategic Leadership Competencies on Public Service Performance. This shows that positively improving the effectiveness of the Work Climate will not necessarily result in an increase in the influence of Strategic Leadership Competencies on Public Service Performance.

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