



Improving Performance of Karawang Civil Servant (ASN) West Java Province

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ABSTRACT

This research aims to examine and obtain the empirical evidence of organizational climate influence and organizational commitment to the performance of ASN Government in Karawang Regency West Java Province, either partially or simultaneously. The population in this research is the civil servant (ASN) in the Government Environment Karawang Regency regional. The research method was used in this research is descriptive survey method and explanatory survey with sample size using rule 1:5 for amount 200 respondents, and data analysis method used is structural equation modeling. Based on the results of the research, the findings as follows: Organizational climate and organizational commitment, partially or simultaneously, have a positive and significant influence on the performance of civil servant with the influence of 55% meanwhile the remaining 45% influenced by other factors, but partially the most dominant organizational climate influential on the performance of civil servants. The results also show that the most dominant dimension in measuring organizational climate are on support and reward. While the dimension of continuous commitment is the dominant dimension in measuring organizational commitment and reliability (reliability) is the most dominant dimension in measuring the performance of civil servants.

Keywords: Organizational Climate, Organizational Commitment, ASN' Performance

JEL Classification: J0

1. INTRODUCTION

Indonesia is one of the fourth most populous countries in the world after China, India and USA. It indicates a great potential in human resource development, especially if the quality of Indonesian human resources is increasing, thus contributing significantly to the progress of Indonesia development. Human Resources of Indonesian is abundant and be the basic capital of national development in all fields, therefore the Indonesian government, since the new orde (orba), has pioneered the increase of human resources productivity, that is by improving the performance of human resources itself. The launching of this program is based on the idea that productivity determines the formation of national growth rate index as well as the most sensitive indicator of economic process and as the main benchmark of economic progress of a nation.

Remembering that the human factor is another driver of resources in increasing productivity, the main challenge in development is the development the quality of human resources with high

performance in every sector of development. This challenge demands a change of management attitude towards the workforce, if all labor is seen as short-term costs (short capitals) then for now it is considered a long-term investment whose existence is absolutely necessary for the smooth activity of the organization.

Then in againts of the era of globalization, the splendor of efforts to improve human resources, emerged various cases and issues that indicate symptoms of quality decline. Abuse of position, discipline descent, and various other irregularities such as the recruitment process of Regional government officials who are often considered not objective, non-transparent career ladder, proliferation of corruption, collusion and Nepotism, so that normatively regarded as a dishonest behavior, this is sticking to the surface through news from various media as the public consumption.

Law No. 32/2004 on Regional Government Article 129, which reads: Article (2) the management of the regional civil servants as referred to in article (1) includes the establishment of formation, procurement, appointment, transfer, dismissal,

retirement stipulation, salary, welfare, rights and obligations, legal standing, competence development, and number control. In view of the provisions that contained in Article 129 of Law No. 32/2004 regarding Regional Government, it is clear and has a strong legal basis, as a guide in governance and service to the community, that the Regional Government has the authority to pursue welfare policies for regional ASN that has duty and working in the environment of Regional Government in various forms.

Thus, with the issuance of the Law on Regional Government regulations relating to the formation, procurement, appointment, transfer, dismissal, retirement stipulation, salary, allowances, welfare, rights and obligations, legal status, competence development all of which constitute the form of government support to civil servant, such things should be able to improve the performance of the Karawang regency West Java province Government, but in fact the performance of Regional Government tends to decline. This is based on the results of the Government Institution Accountability Performance Report (LAKIP) of Karawang Regency Government of West Java Province in 2016 with reference to the rating level of LAKIP from the Ministry of Administrative Reform and Bureaucracy Reform (PANRB) which shows the accountability performance of the Karawang Regency government institutions into the category less good (D) and slightly less good (C) reached 25.52%, good enough category (CC) of 44.23%, while the categorized well up to satisfactory (B, A and AA) only reached 30.25%. Moreover, the low achievement of agency performance in Karawang regency Government of West Java province is also seen by the low value of achievement of agency performance based on the average assessment of agencies at the level of West Java Province is below 80%.

Mahmood and Samsaa (2014. p. 86) in his research stated that employee performance is the most important factor in organizational success. Therefore, there is a need to adopt an effective HR strategy that aims to improve employee performance and create high performance culture in any organization based on human resource practices. Based on these statements, the low Accountability Performance of Government Institutions Karawang Regency tend to be caused by the low performance of the ASN. The low ASN performance of Regional Karawang Regency indicated on the results of employee appraisal conducted periodically. Based on employee performance appraisal data at each Government Institution Karawang regency during the period of two consecutive years (2015-2016) with an assessment of employee performance that refers to the provisions of PP. No. 10/1979 on the performance appraisal of the state civil servant (ASN) which generally shows a decrease in ASN performance which reaches almost 5% on the value with very good classification, as well as the decrease in the classification of either close to 3.20%. Then the low performance of civil servant in Government Institutions Karawang regency is also indicated by the low level of time discipline, absence of timeliness and attendance. It is shown based on attendance data (2017) showing high levels of ASN delays in some agencies reaching 15.55% by 2015 and increasing to 18.35% by 2016 and sufficiently high alpha absence during the period 2013-2016.

According to Imran and Haque (2012. p. 1455) one of the results of his research states that shows the positive and significant impact of organizational climate on employee performance. Based on these statements, the low performance of civil servants in Government Institutions Karawang Regency tend to be caused by the lack of good climate organization in Government Agencies Karawang Regency. This is indicated by not conducive the workplaces such as lack of mutual trust among the ASN, the policies and regulations have not been able to be implemented consistently in facing of employee problems resulting in horizontal jealousy at the level of civil servant, promotion of positions that is not implemented normatively, and with the emergence of some the vertical conflict between the ASN and the structural officials in Karawang Regency government and horizontal conflict between the ASN.

Mguqulwa (2008. p. 72) based on the results of his research that organizational commitment has a close relationship with the performance of employees, stronger organizational commitment so getting increase the performance of employees. Then based on the research results Memari et al. (2013. p. 164) stated that there is a positive relationship between organizational commitment and employee performance. Based on the statement of the results of the research, the low performance of civil servant in the Karawang Regency Government tend to be caused by the low commitment of the organization. This is indicated based on the results of direct survey of researcher (2017) on some employees indicating that the level of pride as civil servant in Karawang Regency which only reached 42.50%, the level of emotional ties on the organization (40.00%), the level of work dedication of employees at the organization (35.50%), as well as confidence level over employee identity (45.00%).

2. THEORETICAL BACKGROUND

2.1. Climate Organization

Wirawan (2008. p. 122) defines the organizational climate as the perception of organizational members (individually and in groups) and those who are constantly in touch with the organization about what or is happening within the organization's internal environment on a regular basis, affecting organizational attitudes and behaviors and performance of organizational members which then determines the performance of the organization. Lussier (2005. p. 486) says that the organizational climate is the perception of employees about the quality of the internal environment of the organization that is relatively perceived by members of the organization that will then affect their behavior. Then Lussier (2005. p. 487) says that the organizational climate includes:

1. Structure, is the level of coercion perceived by employees because of the rules and procedures are structured or arranged. Organizational goals, levels of responsibility, organizational values. It is important for employees to know that what is really expected of them and they can make the right contribution to the organization.
2. Responsibility is the level of supervision imposed by the organization and felt by the employees where quality and form of supervision, direction and guidance received from superiors to subordinates.
3. Support, related to support to employees in performing the duties of the organization. Matters related to support and

relationships among colleagues are a feeling of mutual help between leaders and employees, more emphasis on mutual support between superiors and subordinates.

4. Warmth, related to the level of employee satisfaction associated with organizational integrity. Feelings of a friendly work atmosphere and more emphasis on hospitality or friendship conditions in an informal group, as well as good relationships among colleagues, an emphasis on the influence of friendship and informal social groups.
5. Organizational identity and loyalty, relates to a sense of pride in the organization's existence and loyalty demonstrated during its workspan. Degree of loyalty to the achievement of organizational goals.
6. Risk, associated with employees is given space to perform or take risks in performing the task as a challenge.

2.2. Organizational Commitment

Ivancevich et al. (2007. p. 234) defines organizational commitment is a feeling of identification, involvement and loyalty that employees express to the company. This view requires that commitment an emotional attitude of one's self that binds itself to the company. In this understanding, the employee is no longer concerned with external factors, where he will attach himself to the organization as a person who is proud of his status as a member of the organization. Therefore, we often see many people who feel proud of the institution and always uphold the good of the institution. While McShane and dan Van Glinow (2010. p. 119) define organizational commitment as the most powerful influence, in which people identify the demand and are highly motivated to implement it, even when the source of motivation is no longer present. Organizational commitment also refers to the emotional ties of a regional government to be identified and involvement in a particular organization.

Mathis and Jackson (2011. p. 122) argues that organizational commitment is the level to which an employee is confident and accepts organizational goals and wishes to stay with the organization. With the commitment of a regional government, then he will have an attitude of loyalty is also eager to achieve organizational goals well. Mowday, Porter and Steers (2013. p. 19) defines organizational commitment as a tendency for a person to remain true to the organization (survive) and work to achieve organizational goals. In this view, commitment leads to an emotional act of a person who attaches himself to an organization aimed at feeling proud and must be faithful to the organization. Robbins and Judge (2013. p. 54-55), proposed organizational commitment to three indicators: Mathis and Jackson (2011. p. 122) argued that organizational commitment is the level to which an employee is confident and accepts organizational goals and wishes to stay with the organization. With the commitment of a regional government, then he will have an attitude of loyalty is also eager to achieve organizational goals well. Mowday, Porter and Steers (2013. p. 19) defines organizational commitment as a tendency for a person to remain true to the organization (survive) and work to achieve organizational goals. In this view, commitment leads to an emotional act of a person who attaches himself to an organization aimed at feeling proud and must be faithful to the

organization. Robbins and Judge (2013. p. 54-55), expressed organizational commitment to three indicators:

1. Affective commitment, emotional feelings for the organization and beliefs in its values.
2. Continuance commitment, the perceived economic value of staying with an organization when compared with leaving the organization.
3. Normative commitment, commitment to stay with the organization for moral or ethical reasons.

2.3. Performance of ASN

Armstrong (2010. p. 247) defines performance as a management that involves systemic action to improve the organization, team and individual performance, thus creating the basis for developing organizational and individual capabilities. Gibson et al. (2012. p. 374) defines performance as a result of work related to organizational goals such as quality, efficiency, and other effectiveness criteria. While Colquitt et al. (2013. p. 37) declare performance as a set of values of employee behaviors that contribute both positively and negatively to the goals of the organization it embraces).

Rich and Crawford (2010. p. 619) define performance as the whole value for an organization from a set of employee behaviors that contribute either directly or indirectly to organizational goals. While, Bernadian et al. in Sedarmayanti (2007. p. 260) performance is defined as a record of the outcomes generated from a particular activity, over a period of time as well. Performance is related to the work performed by a person or group of people within an organization, in accordance with their respective powers and responsibilities.

Gomes (2003. p. 39) states employee performance as a production record on a specific job function or activity over a period of time. So, the performance is the level of success achieved by employees in doing a work activity with reference to the task that must be done. While Mathis and Jackson (2010. p. 156) states that the performance of employees basically, what do or not to do by employees. Employee performance that affects their contribution to the organization. Improved performance for both individuals and groups to be the center of attention in an effort to improve organizational performance.

According Mangkunegara (2007. p. 9) states that employee performance is the work of quality and quantity achieved by an employee in performing their duties in accordance with the responsibilities given to these employees. Mangkunegara (2007. p. 75) states about the four factors of employee performance as a performance appraisal standard as follow:

1. Quality of work, which includes accuracy, precision, skill and cleanliness.
2. Quantity of work, including routine and non-routine or extra output.
3. Reliability, or unreliable, ie whether or not to follow instructions, abilities, initiative, caution and craft.
4. Attitudes that include the attitude of other employees, work and cooperation to the organization.

3. METHODOLOGY

The object of research which is independent variable in this research is organizational climate and organizational commitment, while the dependent variable is performance of civil servant. The nature of this research is descriptive and verificative, so data collection technique implemented in this research is field data collection technique, the research method used is descriptive survey method and explanatory survey. The unit of analysis in this research is the civil servant (ASN) in the Regional Karawang Regency Government West Java Province. The time horizon in this research is cross-sectional, where the research is conducted simultaneously.

To get perception data of respondent's responses related to research variables, then each variable was arranged some dimensions, which then operationalized to the indicators. The operational research variables are as follows:

1. Organizational climate was sized by using 6 dimensions with 15 indicators.
2. Organizational commitment was sized by using 3 dimensions with 11 indicators.
3. The performance of civil servant was sized by using 4 dimensions with 14 indicators

In this research, population size is the civil servant (ASN) in the Regional Karawang Regency Government West Java Province. In this research there are 3 variables so that required minimum sample size of 200 ASN. By considering the presence of data outliers (Hair et al., 2010. p. 303) and the principle that the larger of sample size is better. So, the minimum size of the sample size in this research using a ratio of 1:5 as much 5 respondents for each parameter in the research (Hair et al., 2010. p. 605). This research has 40 parameter (indicators) hence obtained minimum sample size are 200 responden.

Method sampling was used in this research is by using probability sampling. Then the probability sampling method used in sampling is by proportionate random sampling technique.

The analysis method and hypothesis test in this research, in accordance with the purpose of research is to size the influence of independent variables (organizational climate and organizational commitment) to the dependent variable (performance of civil servant). The approach in modeling and the solution technique is by using structural equation model (SEM) method and with data processing analysis tools using Lisrel 8.80 application program. In the SEM analysis method, statistics on which estimates are tested individually using t-test. By the output of the t-value statistical path diagram, Lisrel confirms the complete t-test result with a test error rate set at 5%. Besides individually, SEM also tests the proposed model as a whole, i.e., through the goodness of fit statistics.

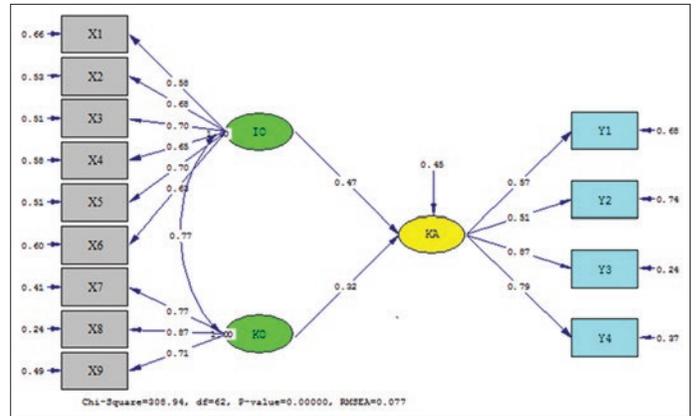
4. RESULTS

Based on Table 1, there are six conformity index models obtained having good fit model index: (GFI, RMSEA, NFI, NNFI, IFI

and CFI). While the two conformity indexes of the model are below good size of conformity, but are still within the marginal fit: AGFI, and RFI. Marginal fit is a condition of suitability of the sizerment model under absolute fit, or incremental fit, but can still be continued on further analysis, as it is close to the criterion of good fit size (Hair et al., 2010. p. 623). Thus, it can be continued on the next analysis.

A full model of the SEM equation using LISREL 8.80 program derives two models, the standardized model and the t-values model, each model as shown in Figures 1 and 2.

Figure 1: Structural equation model basic model



Source: Processing results with LISREL 8.80

Figure 2: Structural equation model basic model (t-model).

Information: IO: Organization climate, KO: Organisationsation commitment, KA: ASN performance

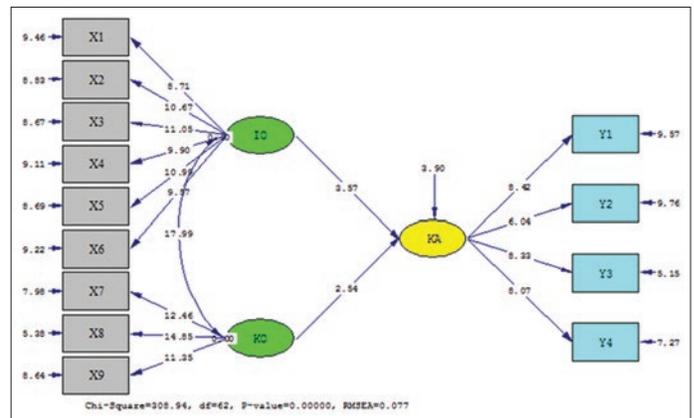


Table 1: Model conformity test

Indicator	Expected size	Estimation result	Conclusion
GOF			
Absolute fit size			
GFI	GFI>0.90	0.92	Good fit
RMSEA	RMSEA<0.08	0.077	Good fit
Incremental fit size			
NNFI	NNFI>0.90	0.91	Good fit
NFI	NFI>0.90	0.91	Good fit
AGFI	AGFI>0.90	0.83	Marginal fit
RFI	RFI>0.90	0.88	Marginal fit
IFI	IFI>0.90	0.93	Good fit
CFI	CFI>0.90	0.93	Good fit

Source: Processing Results with LISREL 8.80

Figures 1 and 2 show that all the manifests (dimensions) have standardized loading factor ≥ 0.50 and the value of $|t_{\text{critical}}| \geq 1.96$ or $|t_{\text{critical}}| \geq 1.96$ (at $\alpha = 0.05$) (Wijanto, 2008), then all latent variable manifestes (exogenous and endogenous) are significant, in other words it can be said that manifests are meaningful and significant in forming latent variables. So that all the manifests in this research can be analyzed further, because it can form the latent variable.

Based on Figures 1 and 2 and the structural equation model (Tables 2 and 3) above, the hypothesis testing is as follow in the Table 4.

Table 2: Structural equation model

Structural Equations		
KP = 0.47*IO + 0.32*KO, Errorvar.= 0.45 , R² = 0.55		
(0.13)	(0.13)	(0.11)
3.57	2.54	3.90
Correlation Matrix of Independent Variables		
	IO	KO
IO	1.00	
KO	0.77	1.00
	(0.04)	
	17.99	

Source: Processing results with LISREL 8.80

Table 3: Covariance matrix of latent variables

Covariance Matrix of Latent Variables			
	KP	IO	KO
KP	1.00		
IO	0.72	1.00	
KO	0.68	0.77	1.00

Source: Processing results with LISREL 8.80

Table 4: Hypothesis testing

Hypothesis	Koef. Line/R2	tvalue/Fvalue	Tcriteria/Fcriteria	Statistic conclusion
H1 The organization climate affects the performance of the civil servant	0.47	3.57	1.96	H0 is rejected and H1 accepted, that the organization climate affects the performance of the civil servant
H2 Organizational commitment affects the performance of the civil servant	0.32	2.54	1.96	H0 is rejected and H2 accepted, that organizational commitment affects the performance of the civil servant
H3 Organizational climate and organizational commitment simultaneously affect the performance of the civil servant	0.55	224.28	3.84	H0 rejected and H4 accepted, that climate organization and organizational commitment simultaneously affect the performance of civil servant

Source: Data processing result, 2017 (LISREL 8.80, tcritis=1,96; Fcritis=3.84)

5. DISCUSSION

From the results of the hypothesis test above, then the direct and indirect influence of organizational climate and organizational commitment to the performance of civil servant in the Regional Karawang Regency Government West Java Province are as follow in Table 5.

5.1. Direct and Indirect Influence of Organization Climate on Performance of Civil Servant

The direct effect of organizational climate on the performance of civil servant is 0.2209, while the indirect effect of organizational climate on civil servant performance through organizational commitment is 0.1158. This shows that organizational climate can improve the performance of civil servant either directly or indirectly through organizational commitment, but direct influence is more dominant. So that the performance of civil servant in the Regional Karawang Regency Government of West Java Province will be more increased if the organization climate in Karawang Regency government can be improved.

5.2. Direct and indirect influence of Organizational Commitment on the Performance of Civil Servant

The direct influence of organizational commitment to civil servant performance is 0.1024, while indirect influence of organizational commitment to civil servant performance through organization climate is 0.1158. This shows that organizational commitment can improve the performance of civil servant either directly or indirectly through organizational climate, but indirect influence is more dominant. So that the performance of civil servant in the Regional Government of Karawang Regency West Java province will be increased if the commitment of the organization owned by the Regional Government of Karawang Regency can be upgraded with the support of good organizational climate.

So based on hypotheses testing the above, the findings of this research is to improve the performance of civil servant in the Regional Government Regency Karawang West Java Province, especially on the dimensions of reliability of ASN will be improved if the Regional Karawang Regency Government West Java province can improve the organizational climate especially on the dimensions of support and reward, and supported by increasing organizational commitment in the Regional Government

Table 5: Direct and indirect effect on managers performance

Effects	Direct (L)	Indirect (TL)	Conclusion
Organization climate →ASN performance	$(0.47)^2=0.2209$	$(0.47 \times 0.77 \times 0.32)=0.1158$	L>TL
Organisazation commitment → ASN performance	$(0.32)^2=0.1024$	$(0.47 \times 0.77 \times 0.32)=0.1158$	L<TL

Source: Data processing result, 2017

Environment Karawang regency, especially on the dimension of continuous commitment.

6. CONCUSION

1. Organization climate partially have a positive and significant impact on the performance of civil servant, it means that the improvement of organizational climate will result in increased performance of state civil servant in the Regional Government Environment Karawang Regency West Java Province. The most dominant dimension in forming organizational climate variables is the dimension of support and warmth dimension, while the most dominant dimension in forming the performance variable of civil servant is the dimension of reliability.
2. Organizational commitment partially positively and significantly influence the performance of civil servant of the state, it means that the increase of organizational commitment will result in increased performance of civil servant in the Regional Government Environment Karawang Regency West Java province. The most dominant dimension in forming organizational commitment variables is the dimension of continuous commitment, while the most dominant dimension in forming the performance variable of the civil servant is the dimension of reliability.
3. Organizational climate and organizational commitment simultaneously have a positive and significant influence on the performance of civil servant in the Regional Government Environment of Karawang Regency West Java Province with determination coefficient value (R^2) of 55%, it shows that 55% variable performance of state civil servant able explained simultaneously by organizational climate variables and organizational commitment. Improvment leadership, organizational culture and competence will lead to increased motivation work. Organizational climate variables, especially in the dimensions of support and warmth dimension is partially the most dominant variable in improving the performance of civil servant, especially in the dimension of reliability.

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