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The Influence of Strategic Leadership Competencies and Organizational Culture on Public Service Performance with Work Climate as a Moderation Variable in Banten Provincial Government (in Lebak Regency, Pandeglang Regency, Serang Regency)

Dian Sudiantini

Universitas Bina Bangsa, Indonesia

Haryono Umar

Perbanas Institute, Indonesia

Willy Arafah

Universitas Trisakti, Indonesia

Abstract

The research to determine and analyze influence of strategic leadership competencies on performance of public services, influence of organizational culture on performance of public services, influence of the work climate on performance of public services, and work climate moderate influence of strategic leadership competencies on the performance of public services and work climate moderate the influence of Culture Organization of public service performance. Strategic Leadership Competence has a positive and significant effect on Public Service Performance, Organizational Culture has a positive and significant effect on Public Service Performance, Work Climate has a positive and significant effect on Public Service Performance, Moderating effect of Work Climate which is new in this study compared to previous studies not yet can increase influence of Strategic Leadership Competencies on Public Service Performance. This shows that positively improving the effectiveness of Work Climate will not necessarily lead to an increase in the influence of Strategic Leadership Competencies on Public Service Performance. Moderating effects of work Climate which are new in this study compared to previous studies can increase influence of Organizational Culture on Public Service Performance. This shows that positively improving the effectiveness of the Work Climate will result in an increase in the influence of Organizational Culture on Public Service Performance. Results of this study are the Strategic Leadership Competencies and Organizational Culture has a positive and significant effect on Work Climate. Found that Strategic Leadership Competencies and Organizational Culture and Work Climate have a positive and significant

effect on Public Service Performance. In addition to finding a positive and significant direct relationship, the moderating effect of Work Climate which is new in this study compared to previous studies can increase effect of Strategic Leadership Competencies on Public Service Performance. Moderating effect of Work Climate which is new in this study compared to previous studies can increase the influence of Organizational Culture on Public Service Performance.

Keywords: *Strategic Leadership Competencies, Organizational Culture, Public Service Performance, Work Climate*

Introduction

The State Civil Apparatus is a profession for Civil Servants (PNS) and government employees with employment agreements (PPPK) who work in government agencies (Indonesia, 2014). In the Law of the Republic of Indonesia No. 5 of 2014 concerning State Civil Apparatus it is stated that the ASN function is implementing public policy, public service, glue and unifying the nation, measuring for local governments to assess the quality of services provided whether they are in accordance with the service standards set by the Ministry of Administrative Reform and the Civil Service Law. It is possible that the quality of services provided is in accordance with the service standards stipulated by the Act, but it can also be illustrated that the hassles and overwhelms felt by ASN are also very high. So the possibility that arises in Banten Province is 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 is not can serve all levels of society (1) An ASN is required to be disciplined and always serve the interests of the community. ASN with various positions are demanded for the same thing, professional in providing services to the community. This dedication is not only demanded by ASN who interact directly with the community, but all levels of ASN are demanded the same thing. Based on the phenomenon and results of research on the performance of public services, one of the main factors affecting it is the leadership factor (Mansur, 2008; Surjadi, 2009; Suharyo, 2011) and from various existing leadership theories, one of the characteristics of leadership that most closely matches the phenomena that occur in the performance of public services, especially in government bureaucracy is servant leadership. background above, the problems raised in this study are as follows: Is there an influence of strategic leadership competence on public service performance, does organizational culture affect public service performance, does work climate affect the performance of public services, does work climate moderate the influence of competence strategic leadership on public service performance, Does the work climate moderate the influence of Organizational Culture on public service performance.

Literature References

Conceptually the performance of public services is influenced by organizational culture. Research conducted by Jufrien and Radiman (2010) regarding organizational culture and public services has positive and significant results. In addition there are also other studies by getting the same results (Senggo et al, 2015), strategic leadership and public services there are factors supporting the performance of collaborative apparatus (hernita Hardiyanti, 2015) Work climate theory as a management strategy in a work environment consisting of planning, organization, direction, and supervision where managers must be able to influence staff in order to work together to achieve organizational goals, provide satisfaction and increase employee productivity, service quality moderating has variables related to independent variables where communication is very superior service quality (mahmoud abdulai Charles Blankson Tran Trang, 2017) in this research it was also stated according to other researchers that among the variables hypothesized orientation was hypothesized team orientation, stability.

Transactional leadership, decentralized, formalized and top management support had an influence on Organizational commitment, according to (Pauluo et al, 2018) argues that the independent variable of organizational culture shows how integrity and learning from cultures that seem to be antithetical to a set of organizational and individual values to balance cultural paradoxes and manage culture effectively, culture intensive to knowledge has an effect strengthening the relationship between employee knowledge and creativity processes has variable public service performance variables that greatly affect (Hsieh & wang, 2016) in the study (Ching - Chan Cheng, 2018) that strategic leadership influences the performance of public services he argues that the development of ten strategic improving based on four competitive qualities for the hotel industry reference. This study, quoting from a journal that discusses strategic leadership competence as an independent variable, the journal states that the variables that influence the formation of competitive advantage in the service of education services in the study the author conveys the strategic definition of hit et al (2010). People are in different parts of a company and use strategic management processes to help the company achieve its vision and mission. Regardless of their position in the company, successful strategic leaders are able to determine, commit to maintain their team and are committed to helping the company create added value for all stakeholders. Based on several theoretical studies, the work competence in this study is the ability possessed by employees in the form of talents, knowledge, skills, professionals, who are specific and have the motives that support themselves in completing work. Operationally to measure employee work competency variables using five dimensions, namely performance standards, employee knowledge, professional skills, ability development, responsibility and effectiveness.

Methodology

This research is a survey research by testing the hypothesis of the influence of strategic leadership competency variables and organizational culture on public service performance with work climate as a moderating variable. The object of this research is in Banten provincial government taken from 3 districts (Lebak district, Pandeglang district, Serang Regency) . All ASN employees in the 3 districts. According to certain criteria in accordance with the research objectives (Hair, Celsi, Money, Samouel, 2015) Government that plays a role in service quality in Public Service activities, Strategic Leadership Competency variables. (3) Independent variables Organizational Culture measured with 5 dimensions with 15 statements (4). The moderating variable in this researcher is the work climate measured by 6 dimensions with a total statement of 35 (5). The performance of public services is measured by 5 dimensions with a total of 21 statements (6). The four variables use a 5-point Likert scale, namely 1 (Strongly Disagree), 2 (Disagree), 3 (Neutral), 4 (Agree), 5 (Strongly Agree). Data collection is done by surveying questionnaires (hardcopy) and also through online media. The questionnaire is made through the google website, which is a google form site that can be in the form of a questionnaire link, where the questionnaire link is easily distributed by sending it via e-mail, or through social media applications such as Line, Whatsapp, etc. Data analysis methods. The method used in this research is to use the Partial Least Square (PLS) approach, by testing the mathematical model as follows:

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

$$KKP_{mod} = b1 KKS + b2 BO + b3 IK * KKS + e2 \quad (2)$$

$$KKP_{mod2} = b1 KKS + b2 BO + b3 IK * BO + e3 \quad (3)$$

H1: Strategic leadership influences the performance of public services.

One's leadership in an organization is very influential. Rustam Effendi's research (2009) states that there is a strong relationship between leadership and public service performance. The study was conducted on ASN in the District of North Kotabumi. The results obtained indicate the amount of influence of 90.2% and the remaining 9.8% is influenced by other factors.

H2: *Organizational culture has a positive effect on the performance of public services*

Organizational culture has a major influence on a company about how the company runs its operations. This certainly has an impact on its employees. Likewise, Asn works and serves the community. Organizational culture within the institution where ASN works certainly affects the culture of ASN in working and serving the community. This is in line with research conducted by Jufrizen and Radiman (2010) who conducted research in several government hospitals in Medan. From the results of his research it was found that organizational culture is closely related to the performance of public services where ASNs are very obedient to the rules and culture that already existed when the ASNs entered into the institution.

H3: *Work climate has a positive effect on the performance of public services*

This study raises the working climate in the Banten provincial personnel service which is taken in only 3 districts, the work climate which affects the smooth running performance but the employees are not optimal as well. The working climate for public services is to improve but how to improve the work climate of leadership must be able to create comfortable work procedures so that total workers serve the community.

H4: *The influence of the work climate moderates the relationship of Strategic Leadership competencies to Public Service Performance*

Research that is still very rare between the work climate and Public Service Performance. Moreover, research that positions the work climate variable as a moderating variable has not been found by researchers, so this is a consideration that researchers incorporate into the next hypothesis.

H5: *The influence of the work climate moderate the relationship of Organizational Culture on Public Service Performance*

Work climate research is still very rare especially when associated with Public Service Performance and Organizational Culture. Work climate as a moderating variable is difficult to find in previous studies. Therefore the next hypothesis.

Result and Discussion

Results of this study are in accordance with the table below.

Results of Calculation of Strategic Leadership Competencies and Organizational Culture Against Public Service Performance Moderated by Work Climate

Variable	Description	T Statistics	Conclusion
Competencies Strategic Leadership	Moderated by work climate	t = 0.676	Reject
Organizational Culture	Moderated by work climate	t = 2.454	Accept

Summary

Based on the results of hypothesis testing as follows, Strategic Leadership Competence has a positive and significant effect on Public Service Performance. Organizational Culture has a positive and significant effect on Public Service Performance. Work Climate has a positive and significant effect on Public Service Performance. Moderating effect of the Work Climate which is new in this study compared to previous research has 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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