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MODEL OF EMPLOYEE PERFORMANCE : THE EMPIRICAL STUDY AT CIVIL SERVANTS IN GOVERNMENT OF WEST JAVA PROVINCE

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Abstract: *The purpose of this research is to analyze and get empirical evidence of organizational culture, organizational climate influence, and leadership style on organizational commitment and its implication the civil servants performance in local government, West Java Province partially and or jointly. The population of government civil servant in this research amounted 6314 people. Research method used in this research is descriptive survey methods and survey explanatory with sample size use the regulation 1 : 5 of 200 respondents, and data analysis methods that used was SEM (Structural Equation Modeling). Research results showed that organizational culture, or ganizational climate and leadership style partially and jointly have positive and significant impact on organizational commitment with influence of 55 percent while the rest of 45% was contributed by other factors, but partially organizational culture most dominant have an effect on to organizational commitment. Organizational culture, organizational climate and organizational commitment partially and jointly have positive and significant impact to the performance officials' of 80% while 20% the rest was contributed by other factors, but partially organizational commitment partially most dominant influence to the employee performance.*

Keywords: *Organizational culture, Organizational climate, Leadership style, Organizational commitment, Employee performance.*

1. INTRODUCTION

Indonesia is the one of country that has the fourth number most people in the world after China, India, and USA. That indicates there is a great potential human resource development, especially if the quality of human resources' increased, so it will give a significant support for the progress Indonesia's development. Indonesian human resources is abundant and is the basis of national development in all fields, therefore

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the Indonesian government since the new order has pioneered an increase in the productivity of human resources, namely by increasing the performance of human resources itself. The launching of the program is based on the idea that productivity determines the formation of a national growth rate of the index as well as the most sensitive indicator of economizing process and as a primary gauge of economic progress of a nation.

Remember that human factor is a prime mover for a total resources to others in improving productivity, which also become a challenge in Long-term Development Second Stage (PJPT II) is human resource development that was qualified to have a high level of performance in every sector development and have the horizon perspective intellectual in that area. The Challenge this requires a change in management attitude to labor, if all labor are seen as short-term costs (short capitals) but for now seen as long-term investment whose existence is required for smooth such organizations. Along with the development of technology and economy, the role people not only limited as supervisor labor that comes from physical strength, but the more important is that can use the horizon thinkin to plan and productive activities.

Then in the face globalization era, his splendor effort to improve its human resources, various cases and issues that indicate symptoms experienced quality. Abuse of position, a decrease in discipline, and various other irregularities such as the recruitment of civil servant officer (PNS) which is not an end, the career path of non-transparent, the proliferation of corruption and collusion, so normatively considered improper behavior, it sticks through the surface of news from various so that the mass media consumption.

Many experts are trying to unravel reasons why civil servants have poor performance. The average of the opinions of experts lead to the theory of Maslow's needs, which concludes that a person would do or not do something very dependent on needs (needs), if someone felt the need and can fulfill their needs by doing an activity, it will perform the activity with all the potential it has. However, if an activity does not significantly affect the life, it tends not to be done. If the theory is applied to civil servants, less will be able to respond why civil servants have poor performance, which in turn affects the performance of the government.

Law No. 32 of 2004 on local government article 129, which reads: Paragraph (2) Civil Service management area as referred to in paragraph (1) shall include the determination of formation, procurement, appointment, transfer, dismissal, the determination of retired, salary, benefits, welfare, rights and obligation, legal standing, competence development, and control number. According to the provisions contained in Article 129 of Law No. 32 Year 2004 on Regional Government, it showed clearly and has a strong legal foundation, as guidance in governance and service to society, that the regional government has the authority to pursue the policy of welfare for civil servants who were on duty and work in the Local Government's environment and exist various forms.

So with the issuance of regulations local government act relating to the formation, procurement, appointment, transfer, dismissal, the determination of pension, salary, benefits, welfare, rights and obligations, legal position, the development of competencies that everything is a form of government support to employees, it should be government performance of government able to improve the performance of local government in all sector, but in fact the performance tends to decline. Based on the accountability report on the result government performance region government (LAKIP) government West Java Province in 2013 by referring to high assessment LAKIP from the Ministry of State Apparatus and Bureaucratic Reform " *Kementerian Aparatur Negara dan Reformasi Birokrasi*" (PANRB (<http://www.menpan.go.id>)) shows that performance accountability of government entered the category less good (D) and is quite good (C) reached 38.24%, were categorized as good enough (CC) was 38.24%, while the category as well to satisfy (B, A and AA) only reached 23.53%. In addition, the low performance achievement institutions in government can be seen also from the performance achievement of the low institutions based on average assessment institutions in West Java Province that was under 80.

Mahmood, Iqbal and Samsaa (2014 : 86) in the research said that

"Employee Performance is most important factor in an organization success therefore, there is need to adopt effective human resources strategies that aim to improve employee performance and creates the culture of high performance in any organization based on human resource practices".

That employee performance is most important factors in the successful organization. Thus, there is a need to adopt a strategy human resources that effective which aims to improve performance and create the culture high-performance in the organization resources practices anything based on human beings. Based on that claim, the low accountability performance of government tends to be caused by the low of employee performance. The low of employee performance of government that is indicated in employee assessment that carried out periodically (Per year). Based on the employee performance data evaluation in each government of government institution during the time period two consecutive years (2011-2012) with employee performance evaluation that refer to the government regulation No. 10 The year 1979 employee work achievement assessment of a Civil Servant) that is generally showing a high performance at the end of 2010 - 2011 rose by 2.41% and 2011 - 2012 experienced a decrease in the amount of 3.90% and at the end of 2012- 2013 experienced a decrease in the amount of 1% in values with classification is very good, then at the end of 2010-2011 rose by 3.72%, while at the end of 2011- 2012 was down 5.19 %, and at the end of 2012- 2013, experienced significantly by 9.11% with types of good value. Then the low performance of civil servants in government also indicated by the low level discipline time, attendance rate of punctuality and attendance of employees. This is shown based on observation result directly researchers (2013) showing a high level of employee delay in some employers' institutions, which reached 15.55% in 2010 and increased reached 18.35% in 2011 and absence high enough without explanation (alpha) during the period of 2010-2013.

Mguqulwa (2008:72) put forward based on the result Applicants that the commitment organizations have been closely intertwined with close ties to employee performance, the strong commitment of the organization, the employee's performance is increasing. Then based on the research results Memari, Mahdieh and Barati (2013: 164) menyatakan that *"the results revealed a positive relationship between organizational commitment and employees' job performance"*. Based on these results statement, the poor performance of employees in government tends to be caused by low levels of organizational commitment. It is indicated based on the observation of the researcher (2013) on several employees who indicate that the level of pride as a civil servant in government which only reached by 37.50%, the level of emotional attachment to the organization 35.00%, the level of dedication to work employees in the organization 30%, and the level of confidence in the identity of employees 27.50%.

Meanwhile Manetje and Martin (2009:87) proposed a finding from his research that a good organizational culture can enhance the organizational commitment strong so as to improve organizational performance. Regarding on the statement above, the low employee performance of civil servants in government still tend to be caused also by the lack of organizational culture in the of government. Lack of organizational culture in government institutions shown by direct observation (2013) is characterized by a lack of passion and spirit of employees in completing work tasks, delay work habits, work time used to talk about things that have nothing to do with work , low employee initiatives in the works that seem to always wait for instructions from superiors, employee invention egoism in doing the job, the employee is less commendable behavior to be an employee, a lack of understanding of the values of the organization and the majority of employees only "status" as employees not as a government employee's job responsibilities in serving the community.

According to Imran Rabia *et. all.* (2012:1455) based on the result of research that *"The results reveal positive and significant impact of transformational leadership and organizational climate on employee performance". That shows a positive and significant transformational and climate organization to performance"*.

Based on that statement, the low performance of civil servants in government institutions tend to be caused by a lack of organizational climate. This is indicated by not conducive workplaces such as lack of mutual trust among employees , policies and regulations have not been able to be implemented consistently in dealing with employee issues that arise jealousy horizontal aperture level civil servants, promotion are not implemented normative, as well as with the emergence of some vertical conflict between employees with structural officials in government and horizontal conflicts among employees, to strike the employees become a solution to distribute their aspirations.

Paracha Umer *et. all.* (2012:1) based on the research states

"that transactional and transformational both are significantly positive associated with Employee performance however transactional leadership was more significant then transformational".

ParachaUmer *et al.* research results showed that both transactional and transformational significantly positively related to employee performance but significant transactional leadership is more than transformational. Based on the research results statement impositions Rabia Imran *et. all.* (2012; 1455) and ParachaUmer *et. all.* (2012: 1), the low performance of civil servants in government institutions tend to be caused by the relatively low level of leadership style in government, this is indicated by the number of employees are less understanding of the tasks given leadership, lack of providing guidance, lack of encouragement and motivation to all members / employees in achieving goals, leadership more priority to formal relationships without regard to the informal aspects, so the communication relations seem stiff, lack of attention from leader to employees who become subordinates, lack of confidence from leader to its employees, decision-making is always dominated by the understanding unilaterally from the head without going through the process of coordination previously, do not make subordinates as partners in achieving the organization's objectives.

The purpose of this study in this research is to identify and analyze the influence of organizational culture, organizational climate, and leadership style on organizational commitment also it's implication on employee performance of civil servants (PNS) in government.

2. LITERATURE REVIEW

Organizational Culture

Arnold (2005:625) states that

"that organizational culture is the distinctive norms, beliefs, principles and ways of behaving that combine to give each organization its distinct character".

That organizational culture is a typical norms, beliefs, principles and ways of behaving that combine to give each character a different organization. Harrison (2003: 11) states that organizational culture is *"distinctive constellation of beliefs, values, work styles, and relationships that distinguish one organization from another"*. That organizational culture is a typical constellation of beliefs, values, work styles, and relationships that distinguish one from another organization. In other words, cultural organizations including the nature of the organization that provides a particular climate. Hellriegel *et al.* (2004:365) states that elements of culture and their relationships in an organization creates a unique pattern that is part of the organization, creating a culture of the organization. Some elements of organizational culture according Hellriegel *et al.* consists of a bureaucratic culture, the local culture (clan culture) and adhocracy culture.

Bureaucratic culture is a kind of organizational culture that respects the rules, hierarchical coordination, formalization and standard operating procedures, with long-term problems into efficiency, predictability and stability. Local culture (clan culture) is the attribute of the type of organization is tradition, loyalty, teamwork,

personal commitment and self-management. Organizations focus on their attention internally, but their formal control flexible. Adhocracy culture is a form of culture that is characterized by high levels of risk taking, dynamism and creativity.

Organizational Climate

Simamora (2004:81) states that the organizational climate is the internal environment or organizational psychology. Organizational climate affect human resources practices and policies adopted by members of the organization. Lussier (2005: 486) says that the organizational climate on employee perceptions regarding the quality of the organization's internal environment is relatively perceived by members of the organization which in turn affects their behavior. Then Lussier (2005: 487) took a point that organizational climate include:

1. Structure; the level of perceived coercion of employees because of the rules and procedures are structured. Organizational objectives, level of responsibility, the values of the organization.
2. Responsibility; an organization's level of supervision imposed and perceived by the employees. Where the quality and form of supervision, direction and guidance received from superiors to subordinates
3. Support; related to the support for employees in performing organizational tasks. Matters relating to the support and relationships among co-workers are feeling is mutual help between management and employees, with more emphasis on the need of mutual support between superiors and subordinates.
4. Warmth; with regard to the level of employee satisfaction with regard to relationships within the organization. Feelings toward a friendly working atmosphere and more emphasis on hospitality or friendship conditions in informal groups, as well as good relationships between colleagues, the emphasis on the influence of friendship and informal social groups.
5. Organizational identity and loyalty; a sense of pride associated with the existence of the organization and the loyalty shown during his tenure. Degree of loyalty towards the achievement of organizational goals.
6. Risk; related to employees given the space to do or take risks in carrying out the task as a challenge

Leadership Style

Bass and Avolio (1994) in Munandar (2001) define style of his leadership so far in two types, namely style transformational and transactional leadership style. Style Transformational is interaction between the leader and the employees are marked by the influence of employees become to change on someone with who think that they are capable and insightful work achievement and trying to reach a high and high

quality. Transactional leadership style is leadership that emphasizes on transaction or exchanges between leaders, colleagues and his subordinates. This Exchange is based on a discussion between leader with the related parties to determine what is needed and how specification conditions and wages/ gifts if subordinate conditions for a fixed term.

Yukl (1989:204) in Ahmad and Gelaidan (2011:3-4) states that

Transformational leadership has been defined as "the process of influencing major changes in the attitudes and assumptions of organization members and building commitment for the organization's mission or objectives. Transactional leadership is expected to be associated with employee commitment to organizational change".

Transformational leadership has been defined as a process that affects a major change in attitudes and assumptions members of the organization and to build the organization's commitment to achieve the goals of the organization, while the transactional leadership is expected to be associated with employee commitment to organizational change.

Organizational Commitment

Gibson *et al.* (2012: 182) stated commitment as a sense of identification, loyalty, and engagement disclosed by an employee of the organization.

This understanding states that the commitment is most hiring on the values of the organization (identification), engagement (involvement) psychologically and loyalty (loyalty). This means that employee commitment to the organization has three aspects, are;

1. identification of which has materialized in the form of trust employees to the organization;
2. loyalty it show positive attitudes and behavior in the organization, employees will possess souls who still defended his organization, seeks to improve achievement, and have confidence that is sure to help realize the goals of the organization;
3. involvement it will cause a sense of belonging for the employees of the organization.

Allen and Grisaffe (2001) in Jha (2011:266), organizational commitment describe the psychological state that characterizes the employee relationship with the organization for which they work and which has implications for their decision to remain with the organization. Mayer and Allen (1991) in Jha (201: 266) has identified three types of organizational commitment, namely affective commitment, continuous commitment and normative commitment.

Employee Performance

According to Gomes (2003:39) as the employee's performance record production results in a specific job function or activity during a specific time period. So performance is the level of success achieved by the employee in doing what one work activities with reference to the tasks to be performed. Furthermore Mangkunagara (2009:9) states that the employee's performance is the result of the quality and quantity of work achieved by someone employees in carrying out their duties in accordance with the responsibilities given to the employee.

According to Gomes (2003:45) put forward some type performance as follows:

1. Quantity of work describes the amount of work that is obtained in a specified time period.
2. Quality of work is quality of work achieved under the terms of suitability and readiness.
3. Job knowledge is the breadth of knowledge and skills on the job.
4. Creativeness is the authenticity of the ideas raised and actions to complete the job.
5. Cooperative is the willingness to cooperate with others (fellow members of the organization).
6. Dependability is awareness and trustworthy in terms of attendance and completion of work.
7. Initiative is the passion to perform new tasks in enlarging its responsibilities.
8. Personal qualities is relating to the personality, leadership, hospitality, and personal integrity.

Conceptual Framework

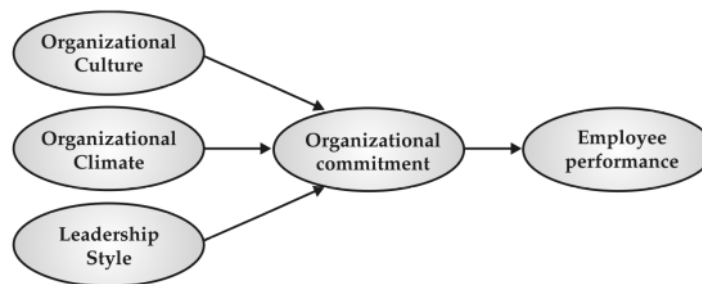


Figure 1: Framework and Research Hypotheses

3. METHODS

The kind of this research is descriptive and verification, the research method used is descriptive survey method and explanatory survey. Type of investigation in this study is causality. The unit of analysis in this study is the staff of government of government in West Java Province. Time horizon in this study is cross-sectional, for example information from the majority population (the sample) were collected directly from the location empirically, with the aim to know the opinion of the majority population of the object being studied.

Operational definitions of variables are intended to clarify the variables to be studied, which consists of:

1. Cultural Organization (ξ_1) as independent variables.
2. Organizational Climate (ξ_2) as independent variables.
3. Leadership Style (ξ_3) as independent variables.
4. Organizational Commitment (η_1) as variable between.
5. Employee Performance (η_2) as the dependent variable .

Data Source in this research is the source of secondary data from documentation or report that available in relevant institutions. The primary data in the form of organizational culture, organizational climate, leadership style, organizational commitment, and employee performance sourced from staff of government, West Java Province.

In this study, the object of analysis is the level of SKPD accountability with the value accountability *C* and *D* (more less good and less good), while the population (the unit of analysis) are civil servants in government which is consists of four groups (category I, II, III and IV) which amounts are 1685 employees. The sample size was determined by taking into account the analytical techniques used to test the hypothesis that structural equation models (structural equation model/SEM). In connection with the rule of thumb in the SEM, Hair *et al.*. (2006: 605) states there is no single criterion for determining the size of the sample (sample size) in SEM, but keep in mind the ratio of the sample to the parameters (indicators) in order to achieve a ratio of 1: 5. Based on the rule of thumb in the SEM, so this study used a ratio of 1: 5. This study has 40 parameters (indicators), the minimum sample size is 200 respondents to the selection of the sample population used proportionate stratified random sampling technique.

The analysis method used in this research is the analysis of SEM (Structural Equation Modeling) using processing *software 8:51* lisrel. In analysis methods of SEM, statistical estimation individually tested using a *t* test. Through output path diagram *t-value* statistics, *t*-test results confirm lisrel process complete the test error rate set at 5%. Not only individual test, SEM also test the proposed model as a whole system, for example through conformance test model as known *Goodness of Fit Statistics*.

4. RESULT AND DISCUSSION

Based on The table 1 above, there are three index explained fitness model has a suitability index (good fit), are: RMSEA, IFI and CFI. While five index compliance model, which is under the suitability size good, but still within the scope of the marginal (marginal fit), there are GFI, NNFI, NFI, AGFI and RFI. Marginal fit is the condition of the suitability of the measurement model under the criterion of absolute fit, as well as incremental fit, but still can be passed on further analysis, because it is close to the size criteria for a good fit (Hair, Andersen, Tatham, and Black, 2006:623). Thus it can be continued in the subsequent analysis.

Table 1
The Suitability Test Model

GOF Indicators	The Expected Size	Estimation Result	Conclusion
<i>Size Absolute Fit</i>			
GFI	GFI > 0.90	0,85	Marginal Fit
RMSEA	RMSEA < 0.08	0,078	Good Fit
<i>Size Incremental Fit</i>			
NNFI	NNFI > 0.90	0,89	Marginal Fit
NFI	NFI > 0.90	0,85	Marginal Fit
AGFI	AGFI > 0.90	0,81	Marginal Fit
NECESSITY	NECESSITY > 0.90	0,82	Marginal Fit
IFI	IFI > 0.90	0,90	Good Fit
CFI	CFI > 0.90	0,90	Good Fit

Source: Result processing with LISREL 51 8.

Table 2
Hypothesis Testing

Hypothesis	Variables	Standardize Coefficient	t _{count} /F _{count}	Statistic conclusion
H1	Organizational culture → Organizational commitment	0.32	3.57	Significant
H2	Organizational climate → Organizational commitment	0.22	2.21	Significant
H3	Leadership style → Organizational commitment	0.30	2.66	Significant
H4	Organizational commitment → Employee performance	0.39	4.14	Significant

Source: Data Processing, 2014 (LISREL 8.51, t_{critical} = 1.96; F_{critical} = 3.84)

According test results show that the direct variable of organizational culture, organizational climate and leadership styles affect the organizational commitment variable with a contribution of 55%. Then organizational culture variable, organizational climate and leadership style directly affects employee performance variable with a contribution of 31.95%. But with through organizational commitment, organizational culture variables, organizational climate and leadership styles affect the performance of employees with a contribution of 80%. This explanation guarded organizational commitment is a partial mediating variable of organizational culture, organizational climate and leadership style on employee performance.

So based on the test results and description, the findings from this study is to improve the employee performance in the government, especially on the dependability element (Y6) is to increase organizational commitment, especially on the elements of normative commitment (Y3), where organizational commitment will increase if the government of able to improve organizational culture, especially the adhocracy cultural elements (X3) and supported by the improvement in the leadership style especially on leadership transformational style elements and improve the organizational climate, especially in the support element (X6).

5. CONCLUSION

For the conclusion of this research are:

1. Organizational culture partial effect on organizational commitment to the civil servant in government, with the most dominant organizational culture elements is adhocracy culture, and weak element is bureaucratic culture.
2. Organizational climate partial effect on organizational commitment to the civil servant in government, with the most dominant elements of organizational climate is on the support element and the weak element is responsibility.
3. Leadership style partial effect on organizational commitment to the civil servant in government, with the dominant elements of leadership style is the transformational elements, and weak on transactional elements.
4. Organizational commitment is partially effect on the employee performance of civil servants in government, with the most dominant elements of organizational commitment is the normative elements, and the weak is element continuously, while the organizational commitment is a variable that mediates variable employee performance.

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