

# Analysis of the Roles of Organizational Climate in Northern Dullah Island, Sub-District of Tual City, Maluku Province, Indonesia

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**Abstract-**The demand for a better Government's public service performance always persists. In reality, it is far from perfect, including the public services delivery at the Northern Dullah District Office of Tual Islands City. The effect of organizational climate greatly determines the service performance of a public organization. Good organizational climate predicts the level of public service performance. This research is qualitative descriptive research aimed to analyze and explain the role of organizational climate to improve the performance of public services in the Northern Dullah District Office of Tual Islands City. The research data was collected through observation and questionnaire. The results show that the public service performance of the Northern Dullah District Office of Tual Islands City is yet to be satisfactory especially in the dimension of service responsiveness, reliability and efficiency. These are caused by the unsatisfactory organizational climate especially in the dimension of challenging, interesting and enjoyable work.

**Index Terms-** Public Service Performance, Organizational Climate.

## 1 INTRODUCTION

Public service performance-based in the principal and a standard of a good service is a necessity for the recipients of the public service. In general, public service performance by the local government officials is still far from satisfactory due to service discriminations, unreliable service, slow service and low community satisfaction (Siagian, 1996; Mulyadi et.al, 2016; Mukarom & Laksana, 2016).

Therefore, government officials are required to improve the quality of public service performance (Supriyono, 2001). The improvement of Public service performance is done through the creation of a better organizational climate for each individual and group (Mulyadi et al., 2016). The role of organizational climate such as the contribution of staffs' perception of the good working environment greatly determines the achievement of the service performance of a public organization. When every leader of the organization conducted a better organizational climate then it can be predicted that better working conditions will ensue and improvement of staff's service performance in an organization will be observed as well. Therefore, each leader must be able to create a better organizational climate which is shown through the practice of motivation, support, trust, security, discipline, and responsibility between each member of the organization (Darojat, 2015).

Organization climate is an atmosphere created by the leader of an organization that uplifts the enthusiasm of the organization staff in working towards the planned performance indicators. The core of organizational climate is trust between each member of the organization therefore, good performance will be achieved (Triatna, 2015). Miner (1988) shows that a manager who works in an open organization atmos-

phere saw the result of better work compared to the manager who works in a closed organizational climate. Organizational climate effects work motivation, performance, and satisfaction (Davis, 1981). Both conducive and conducive organizational climate affect the public service performance of an organization and this also include the Sub-District office.

The observation at the Office of Northern Dullah Is-lands Sub-District of Tual City found several unsatisfactory performance quality symptoms such as 1) Delayed service time for public services such as the finalization of people's administrative rights for example certificate of residence, land sale and purchase certificate and business permit, 2) Unfriendly and unprofessional attitude of certain staffs toward the people who came to the district office, and 3) unsatisfactory feedback from the people who came to use the services.

The contribution/the role of organizational climate is also observed to be unsatisfactory for example the atmosphere of unequal trust and support among the staff as well as lack of security, discipline and responsibility. Therefore, this study on Public service performance and the factors of organizational climate are deemed necessary to acquire a complete picture of the reality in public service through the following focus: 1) How is the public service performance of the Office of Northern Dullah Islands Sub-District of Tual City?, 2) How is role of organizational climate in the improvement of Public service performance in the Office of Northern Dullah Islands Sub-District of Tual City?

## 2 LITERATURE REVIEW

### Performance

Performance is a term in public administration and management that acquires a different highlight from the expert. Performance is prescribed as 'achievement, accomplishment, result, proof (LAN, 1992; Keban 2008). However, performance is not only the result of work but the process of work in itself. Performance is about doing the work and the direct result of the work. Performance is what is done and how it is done. Performance is work achievement that strong ties to the organization's strategic goals, consumer satisfaction and economic contribution (Armstrong & Baron, 1998).

Performance is understood to be the efficient and effective use of resources to achieve the goals (Berman, 2006). According to Gibson, Ivancevich, and Donnely (1997), performance is the rate of success in completing tasks and the ability to achieve the set objectives. Parallel to that Rivai dan Basri (2005) stated that performance is the result or success rate of a person as a whole for a certain period of time in doing the work compared to the many probabilities such as word standard, target or predetermined set of criteria.

Bernadin & Russel (1993) defined performance as a note on the outcome or final product achieved after work or activity is conducted in a certain period of time. The definition of performance refers to the series of results accomplished by staff for a certain period of time excluding the personal characteristic assessment. Keban (2008) stated that even though the above opinion emphasizes performance as output produced in a function or activity in a certain period of time, but in general performance is understood to be a degree of accomplishment. Performance is a managerial assessment instrument to assess the level of someone's responsibility and accountability in performing the work (Whittaker, 1997). Generally, criteria to assess performance include quality, quantity, punctuality, cost-saving, independence or autonomy in work (working without supervision) and cooperation (Bernadin & Russel, 1993). According to Schuler et al., (2006), performance is measured through work quantity, work quality, cooperation, knowledge of work, work independency, attendance and punctuality, knowledge of organization's policy and goals, initiative and healthy ideas contribution, supervision and technical ability (Kramar, et al., 1997).

In Indonesia, government official performance is emphasized of the completion of work as established through the 8 aspects of performance such as loyalty, accomplishment, obedience, commitment, honesty, cooperation, and leadership. This is a result of a classical democratic paradigm that emphasizes behavior. Along the line of the spirit of Public service performance in recent times, performance measurement is seen through many aspects or processes and results achieved by each employee of an organization.

### **Public Service**

Public service according to Kurniawan (2005) is providing service to the people who need the organization's service according to the basic rules and procedures (Mukarom & Lak-sana, 2016). Sinambela (2008) defines public service as all the activity conducted by the government to people that brings benefit and profit as a whole and offer satisfaction alt-hough

the result is not tied to the physical product. According to Ahmad et al., (2010), public service is a service or offering to the people such as the use of public facilities, service and non-service products, performed by a public organization, in this case, the government. The recipient of the public service is an individual/group of people and/or legal entities with rights and responsibilities towards public service.

According to the bill of law Number 25 of 2009 about public service, public service is an activity or a series of activities aimed to meet the need of service according to the law and regulation for each citizen and residence on goods, serve and/or administrative service provided by the public service provider.

### **Public Service Division**

Public service strongly ties to the effort of providing public goods or public services. Moenir (1995) divides public services in to 3 kinds: a) verbal services, providing explanation or information to those who need it, b) written service, in the form of written direction, sketch/marking, general letters and certificates, and decree, etc and service with actions, c) services in the form of actions such as speed, politeness, punctuality and friendliness in providing the services to those who need it.

Government public services are divided into 1) Administrative services such as providing various kinds of documents such as ID cards, land ownership certificate, birth certificate, death certificate, vehicle ownership certificate, driving license, building permits, etc. 2) Service of goods: services that provide different kinds/types of goods to the public such as telephone network, electricity availability, and clean water. 3) services such as basic and higher education, health, transportation, postal, etc (Mahmudi, 2015).

Public service according to Mulyadi (2016) Gedeona, dan Afandi (2016), can be classified into 4 types, 1) Administrative Service; services that provide official documents for the public, 2) Services of goods: services that provides different kinds of goods needed by the public, 3) Services as needed by the public, and 4) Regulative service: services through law enforcement and regulation and public policy that regulates all aspects in the society.

### **Public Service Performance**

Public service performance is one of the most determining dimensions of public administration (Keban, 2008) that are interesting to be studied. Performance has a causal relationship between an employee that synergized with competence or ability (Wirawan, 2009). Wirawan sees performance as a result or proof of work or achievement. Dynamically Supriyanto (2009), perceived performance as a process of how the work is done to achieve the result prescribed by the organization. Performance is when whole elements and process integrated into an organization which in it includes individual

characteristics, employee behavior, etc in the process to achieve the goals. Performance by Keban (2008) can be measured through the person, such as the result achieved by the individual (Individual Performance), group (group Performance), Institution (Institution Performance) and by the program or policy (program/policy Performance)

The quality of public service relies on every effort to help/provide all manner of business by the government employee with the aim to meet the need and expectations of the public (Mukarom & Laksana, 2016). Quality public services have the following characteristics: 1) anti-bureaucratic, 2) service distribution, and 3) decentralization and orientation to clients (Sinambela, 2006). Quality public service according to Osborne and Gaebler (1995) and Bloom (1981) as cited in Pasolong (2008), have the following characteristics: a) nonprocedural (bureaucratic), b) distributed and decentralization and c) oriented to clients/customers. Heterogeneity in Pasolong (2008), sees the quality public services as a) service user/client/customer has a heterogeneous needs, b) customers with the same service needs may have different priorities, c) performance is varied from one procedure to another, even from time to time.

Gibson dan Ivancevich (2002) stated that the measurement of internal performance is imperative. However, it means nothing when customers are not satisfied with the service provided. The effort to improve the internal performance must aim to meet the needs of the service user, therefore, external party satisfaction is obtained. Therefore, according to Mahmudi (2015), Mukarom & Laksana (2016), Mulyadi et al., (2016), a qualified public service performance standard must be obeyed by the provider and/or user of service such as: a) service procedure: formalized by both provider and receiver or service including complaints, b) Timely Conduct; established since the time the request occurred to the time of the completion, including complaints, c) service fee; details of price/fee is stated in the service process, d) Service product; the product of services will be received as per rules and regulation, e) facilities and infrastructure: the availability of facilities and infrastructures by the service provider, and f) Competency of the service provider staff: this must be emphasized based on the knowledge, skills, attitude, and behaviors needed for the position and job.

### **Public Service Performance Dimension**

Public service performance based on Fitzimmons (Sedarmayanti, 2000), is seen from 5 dimensions: a) Reliability: the ability to accurately give the kinds of service as promised to the public, b) responsiveness: the realization/willingness to help and give speedy service to the public, c) Assurance: the knowledge, politeness, self-confidence of government and the respect for the public, d) Empathy: the willingness to approach and protect as well as trying to find out the needs of

the public, e) Tangibility: the appearance of the staff dan other physical facilities such as tools to support the services.

Kumorotomo's (1996) opinion adapted by Dwiyanto (2006), employs several criteria to measure public service performance: Transparency, responsiveness, service efficiency, service effectiveness, and service fairness. According to Robin, there are seven performance indicators that oriented the in-service process: responsiveness, responsibility, accountability, adaptiveness, sustainability, openness/transparency and empathy (Ma'rifah, 2005). Meanwhile, Mukarom & Laksana (2016), stated that 5 performance-oriented measurements on service results are: Effectiveness, productivity, efficiency, satisfaction, and fairness.

### **Organization Climate Concept**

Organization climate is a working atmosphere established by the leader of an organization that encourages each of the staff to perform better. Triatna (2015) stated that climate is a working condition experienced by each individual in the organization, especially the relationship between individuals in the organization, either staff to the leader or among the staffs. Therefore, employee performance in an organization is affected by the organization's climate. Steers (1985) stated that organizational climate can be seen from 2 points of view: 1) perceptions of each member of the organization, and 2) the relationship between activities in the organization and managerial behavior.

The study in organization climate is urgent and mist is conducted in a public organization. Owen (1991) stated that "Organizational climate is the study of perceptions that individuals have of various aspects of the environment in the organization". This means that studying the organizational climate can be done by looking into the data of individual perceptions in an organization. According to John (2006), the organization climate uses a set of characteristics that distinguished an organization with another and influence the behavior of different people in the organization. Timpe (1992) defines that organization climate is a set of environmental quality/practice measured based on the collective perspective in the organizations that live and thrive in the environment and that are able to build motivation and behavior.

Wirawan (2007), stated that organization climate in the quality of organization internal environment that relatively going on and experienced by all members in the organization, effecting their behavior and can be described as a set of characteristic/organizational nature. Nawawi (2006), perceived organization climate/work atmosphere as a perception of all members of the organization towards the internal environment condition, thus influence their behavior in working to achieve the expected performance indicator.

### **The Nature of Organziation Climate**

Miner (1988) research as mentioned in Soetopo (2010), mentioned that manager (and employee) who work in an open organization climate shows a better working performance compared to the manager working in a closed organization climate. Open organization climate better support the manager and employee to achieve the planned performance indicator in an organization. On the contrary, a closed organization climate cannot support the achievement of the expected performance indicators. Davis (1981) mentioned 4 types of organization climate with the characteristic such as 1) Closed, 2) Semi-Closed, 3) Open, and 4) Semi Opened.

Halpin (1971) had identified a continuum of organization climate based in the study using Organizational Climate Descriptions Questionnaire (OCDQ), with 6 organization climate classification: 1) Open climate, a situation where each of the workers enjoys the working atmosphere, work together well and there is openness in communication, 2) Autonomous climate, situation where there are freedom and creative opportunity. Therefore, each worker has the opportunity to satisfy their needs, 3) The controlled climate, situation marked by the emphasis on achievement in meeting the satisfaction of the social need. Everyone is working hard but lacking the internal relationship, 4) The familiar climate, is where there is a high sense of mutual respect and cooperation between leaders and staff, 5) The paternal climate, where there is a control by the leader to the staff, and 6) The closed climate, situation marked by the low satisfaction and low achievement on tasks as well as lacking in meeting the social need of the staff. A leader is not open to the staff.

Halpin concluded that there are 3 organization climate classification: 1) Open Climate, 2) Familiar Climate, 3) Autonomous and Paternal Climate. Finally, he classified the organization climate into two. They are the Open Climate dan Closed Climate. These two classifications are not a discreet choice but more as a continuum of an open to close climate.

### **The Role of Organization Climate**

Organization climate according to Soetopo (2010) is a factor that directly influences the effectiveness/performance of an organization. Organization climate that provides a supportive or unsupportive condition in order to achieve the expected performance relies on the characteristic of the organization itself. In a particular, organization, organization climate becomes the main aspect that affects the effectiveness/performance of the organization (Triatna, 2015). Organization climate is important to bridge the practices of human resources management with productivity, which generally act as an intermediate factor between aspects of working system with different organization effectiveness measurements such as productivity, quality, satisfaction and vitality (Darodjat, 2015).

Organization climate/Working climate does not grow by itself. It has to be created and shaped by the leader of each organization. Nawawi (2006), emphasized that Organization climate/Working climate is shaped by the leader, which means that leaders should create a conducive atmosphere and positive perception of each staff in the effort to achieve the organization's objectives. Owen (1991) discover that, when the relationship between leaders and staffs is constructive (for example leader trust, respect and is loved by the staffs), then leaders will find it easier to give influence and exercise authority compared to situation when the relationship between leader and staff is not constructive (such as unfavorable leader and leader with lack of trust towards the staffs). A leader who oriented in human relationships tend to support the open climate (giving trust, respecting) compared to task-oriented leaders.

Organization climate depends on the leadership style of a manager (Ditjen, Dikti 1981). Stupak (1998) emphasizes the function of the leader to create the atmosphere and climate where the staff can develop. In short, organization climate influences the performance of an organization. Lynn and partners (Hill & Lynn 2004, Lynn, Heinrich & Hill, 2000; Lynn, Heinrich & Hill, 2001) theorized that output/outcome of individual level or organizational level is a form of performance effected by various of factors including environmental factors.

Therefore, each leader must pay attention to the role and influence of supporting factors or inhibitory factors of organizational climate and employee performance. Davis (1981), defines it into 1) social system where social and psychological characteristic is shown by the value, belief and value system that develop in working environment interaction in a behavior of an organization, 2) physical/natural environment such as the size, space, building area, shape and design of the building and technology used which affect the working situation as well as interaction in the behavior of an organization, 3) organization structure and system in the form of Standard Operasional Procedure (SOP), program activity, details of main tasks, function in the practice of process dimension which shaped the interaction pattern, organization communication patterns, and 4) social environment that is the consequence of human interaction as individuals and organization subject which have different characters such as motivations, work satisfaction and morality.

### **Dimension of the Role of Organization Climate**

Conducive organization climate is an important factor to be concerned by a leader where he/she must strive to create through every way/aspect. Siagian (1978), stated that the responsibility of a leader is to give good treatment to the staff in a way that it created a good working environment and good organization climate: 1) Good working condition, 2) involvement and sense of belonging in the decision-making process, 3) humane disciplinary actions, 4) leader loyalty to the staff, 5)

fairness in payroll system, 6) opportunity for promotion and development in an organization, 7) Leader's empathy towards staffs personal grievances, 8) assurance of fair treatment, 9) provision of interesting and challenging task.

Organization/work climate or Quality of Work Life (QWL) must be well managed and conducive. An effective leader is being able to develop a conducive organization climate. Leadership to bring effectiveness to the organization through organization climate is conducted through a conducive work relationship Nawawi (2006). The aspects of working life performance quality in an organization are: 1) Good supervision, 2) Enjoyable task, 3) challenging task, 4) Interesting task, 5) good working condition, 6) Competitive payroll/incentive (Nawawi, 2006). Therefore, organization climate, in essence, is the result of the perception and attitude of each member of an organization towards the working environment and situation through the many characteristics.

### 3 METHOD

The research is conducted at the Office of Northern Dullah Island Sub-District of Tual City, Maluku Province, Indonesia. Survey approach and descriptive statistics are used to analyzed and explain the data on the quality of public service as well as the role of organizational climate without the mean to make general assumptions. The population of the research is the 21.547 population of Northern Dullah Island Sub-District with 5.766 Households (HH).

The sample is obtained randomly as much as 20% from the number of Household, therefore research respondents are 57 respondents. The research data are collected through observation techniques and questionnaires. The research has one dependent variable: public service performance and one independent variable: organization climate role. Public service performance in this context means a process and result of administrative service by the staff individually to meet the need of the people as seen through seven dimensions (R2P2ETE2): a) Reliability of the service, b) Responsiveness of the service, c) Assurance of the service, d) Empathy of the service, e) Transparency of the service, f) Efficiency of the service, and g) Effectiveness of the service.

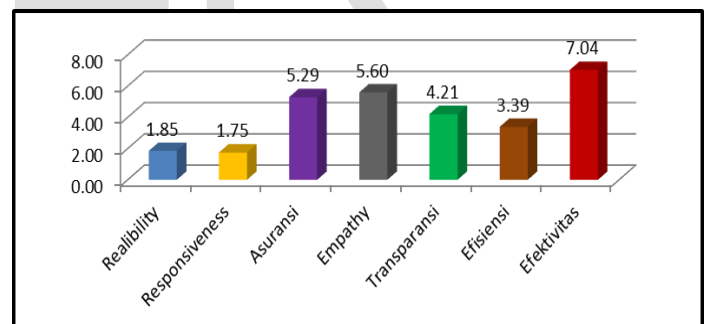
The role of organizational climate is understood to be a series of contribution between the perceptions and attitude of the staffs towards the organization working atmosphere which encourage work ethics and ability to perform the task/duty accordingly. There are six dimensions in these aspects): a) Fair discipline, b) Fun Tasks, c) Challenging Task, d) Interesting Task, e) assurance of fair treatment, and f) fair payment.

The result of data collected then analyzed by using a destructive statistic technique, and finally concluded both numerically (counting the average and deviation standard), and graphically as well (by table and graphic), for getting a little

picture of that data. So, it can be easier to read and to find out its meaning.

### 4 RESULT AND DISCUSSION

The analysis of public service performance focused on the process and result of administrative service provision by the officials to the people. The dimension characteristics are: a) Reliability of the service, b) Responsiveness of the service, c) Assurance of the service, d) Empathy of the service, e) Transparency of the service, f) Efficiency of the service, and g) Effectiveness of the service. Reliability of the service: providing accurate and correct service to the people. Responsiveness of the service: awareness and willingness of the officials to provide an effective and speedy service. Assurance of the service: there are knowledge, understanding, politeness, the self-confidence of the government officials as well as respect for the people they serve. The empathy of the service: the willingness of the government to make approach, to protect and to make an effort to understand the need and expectations of the people and then meet it. Transparency of the service: operate on the basis of openness where information on requirements, time, price/fee, etc. are accessible and understandable to people who need to use the service. The efficiency of the service: service is given in the most easy, accessible, efficient, fast, cheapest way possible. Effectiveness of the service punctuality, precision, accuracy, cost-effective and quality service to the people who use the service. Therefore, 33 items of questionnaires have been distributed to obtain data about public service performance in the research location. The result of data analysis can be seen in the chart below:



**Chart 1 Public Service Performance**

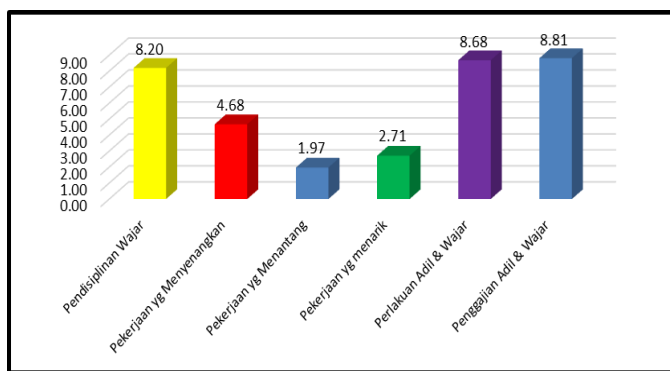
Source: Processed Questionnaire, 2019

From data results of the public service performance in the above chart, the most significant dimension is the Effectiveness of service (7.04%), followed by Empathy in service at 5,60%, then Assurance in service at 5.29%. Dimension with a lower percentage is the Transparency of the service at only 4.21%, Efficiency in service 3.39%, Reliability in service at 1.85% and Responsiveness in service at 1.75%.

Then the study calculated the highest public service performance variable from the questionnaire items and multiply it by 4. Four is the highest score for each option. The interval is determined by subtracting the highest score with the number

of statement items from the 57 respondents' feedback on public service performance, to a total of 33 respondents or 57.89% who answers very high (interval 100-132), 24 respondents or 42.11% who answers High (interval 67-99). Meanwhile, the research recorded no answer in the medium (interval 34-66) and low (interval 1-33) category. This data represents public service performance that is not yet satisfactory in the office of Northern Dullah Island Sub-District of Tual City, especially in several service process performance such as responsiveness, reliability and service transparency. Thus, it affected the performance indicators that are in the low measure especially in the Efficiency of service.

Analysis on the role of organizational climate is focused on a series of contribution from the perception and attitude of staffs towards the organization and working atmosphere in encouraging work ethics and ability to perform the task/duty accordingly through 6 dimensions and measurements: Reasonable discipline: obeying the rules and regulations in the workplace, official duty, work hours, staff recrimination (moderate to severe). Enjoyable Task: creating an atmosphere where staffs eagerly accept and do the tasks, where the task felt rewarding and ability improving. Challenging Task: giving encouragement and challenges which motivate each staff to achieve. Interesting task: being positive and able to perform the task/duty according to the interest and talents. Fair and reasonable treatment: attention and treatment are given fairly and equally among the member of the organization. Fair and reasonable payment: provision of fair and punctual payment and adhere to the monthly minimal need, positional allowance, holiday allowance, health benefits, etc. Based on the above dimensions, 25 items questions have been distributed to obtain the data on the role of organizational climate. The analysis result of the data can be observed in the following chart.



**Chart 2 The Role of Organization Climate**

Source: Processed Questionnaire, 2019

Data on the role of organizational climate in chart 1.2 above shows a more significant dimension are Fair and reasonable treatment with 8.81% and fair and reasonable payment 8,20%. Least significant dimensions are challenging

tasks at 1.97% and interesting tasks at 2.71% and the enjoyable tasks at 4.68%. Then the study calculated the highest role of organization climate variable from the questionnaire items and multiply it by 4. Four is the highest score for each option. The interval is determined by subtracting the highest score with the number of statement items from the feedback of 57 respondents, 37 respondents or 64.97% answers Very High (interval 67-100), 20 respondents or 35.09% answers High (interval 51-75), no respondents choose the answer for Medium (interval 26-50) and low (interval 1-25), therefore the percentage is 0%. This data analysis result provides a picture that the role of organizational climate in the office of Northern Dullah Island Sub-District of Tual City is not yet satisfactory for example in the dimension of challenging, interesting and enjoyable tasks. Meanwhile, the dimension that has been satisfactory is fair and reasonable payment, supervision and working condition.

The data analysis result shows that in the public service performance analysis, only the Effectiveness of service dimension is indicated to be in good condition. Meanwhile, other dimensions are not yet in its maximum condition such as reliability of service, the responsiveness of service, transparency of service and efficiency of service. The only dimension indicated in the good condition is the effectiveness of service to the people. This supports the opinion of Mulyadi et.al (2016), Mukarom and Laksana (2016), Dwiyanto (2014), and Rosidi & Fajriani (2013), that quality of public service performance is generally not performing significantly well, is still far below the expected standard or is still in poor condition. On the other hand, the role of organizational climate is also not satisfactory especially in the dimension of the creation of an enjoyable, challenging and interesting task. The result of this research supports the study of Arsyansah dan Kusumaputri, and the opinion of Triatna, Waluyo, Mulyadi et al., Nawawi, and Darodjat. Arsyansah and Kusumaputri (2013) stated that there is a positive relationship between organizational climate with the work-life quality of staff in an organization. Tiatna (2015), mentioned that not all organizations have a conducive climate for the improvement of performance/work quality.

Moreover, Waluyo (2007) stated that creating an organizational climate that is achievement-oriented and that is encouraging individual achievements can be done when supported with the clarity of roles as well as the ability of the individuals in the organization. Mulyadi et al., (2016) suggested that for a service provider organization to achieve the qualified objectives, there needs to be an organizational climate that supports each individual and groups to work responsibly and to always contribute and to continue the skills and knowledge improvement process. Meanwhile, Nawawi's (2006) opinion on the establishment of Work-Life Quality is an important factor to consider to ensure the work satisfaction of the staff. This

is because a working climate that is developed positively, enjoyable, challenging and interesting can encourage the member of the organization/staff to continue doing their public service work and reach the expected performance. Triatna (2015) also stated that the work/organization climate can be shaped and created by the leader. The leader can create a supportive/unsupportive condition in the process of achieving the performance of an organization. Darodjat (2015) emphasizes that to overcome the bad situation/problem/performance issue/staff quality, managers must create a good organizational climate, such as the practice of motivating/supporting each other, trust, security, discipline and responsibility. When these kinds of organizational climate are practiced, in turn, it will establish a good organizational culture.

The implication of this research stated that the service process performance influences the performance of public service results. Both benefited from the contribution and influence of several dimensions and factors in the organization climate.

## 5 CONCLUSION

Public service performance in relation to administrative service in the office of Northern Dulla Island Sub-District of Tual City has not yet reached the maximum performance, especially in the dimensions of reliability of service, the responsiveness of service, transparency of service and efficiency of service. The role of organizational climate for the improvement of public service performance in this research is also indicated as unsatisfactory, in particular in the dimension of the creation of challenging, enjoyable and interesting work/task climate.

In the future, the improvement of public service quality should be focused on the reliability of, the responsiveness of, transparency of, and efficiency of service. This can be achieved through the optimization of the roles of organizational climate most importantly, the creation of challenging, enjoyable and interesting work/task climate for every office of the service provider.

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