

# ORGANIZATIONAL COMMUNICATION CLIMATE IN THE ORGANIZATIONAL CULTURE OF PUBLIC SERVICES (THE DEPARTMENT OF INVESTMENT AND INTEGRATED SERVICES OF ONE DOOR PRINGSEWU REGENCY, LAMPUNG)

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**Abstract :** *A good organizational communication climate requires an in-depth study of each organization. The organization of communication climate plays a role in encouraging members of the organization to devote employees' efforts to their work in organizations where the change of organization system can also have a positive influence on the organizational communication climate. The organizational communication climate is part of an organizational culture that includes values, traditions, norms, which are bound by trust, intimacy, and responsibility. This study aims to understand and express the organizational communication climate in the culture of government public service organizations. This study uses descriptive qualitative method. The research subjects are employees in the Department Of Investment and Integrated Services of One Door Pringsewu Regency. Data collection techniques used in this study are observation, structured interviews, and documentation. Data analysis is conducted by selecting relevant data, exposing it, and drawing conclusions. This study concludes that the existing organizational culture is closely related to the organizational communication climate and the leadership's attitude in managing work, colleagues, which improves service quality.*

**Keywords :** *Organizational Communication, Organizational Culture, Public Services*

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## Introduction

Public services can be defined as all forms of services, both in the form of public goods and public services which in principle are the responsibility and are carried out by government agencies at the central, regional and within the State-Owned Enterprises or Regional-Owned Enterprises, in the context of meeting the needs of the community and in the context of implementing the provisions of the legislation. Therefore, public bureaucracy is obliged and responsible to provide good and professional services (Nuriyanto, 2014). To reinforce the rights and obligations of every citizen and resident, and the realization of state and corporate responsibilities in the administration of public services, legal norms are needed to provide clear regulation. Service is one of the important factors in government that can determine the quality of

services which has a profound effect on people's satisfaction.

Public services are interesting to observe because their activities are in the context of fulfilling the basic needs of citizens of goods or services, and administrative services related to the public interest. The orientation of its activities is public goods and public services so that in the dynamics of life, people who act as consumers will be related to public service activities. Besides, it is important to note that the source of funding for public service activities comes from the community through taxes, so it is natural for the public to expect good and quality services.

The community will feel satisfied if the services obtained are in line with their expectations, otherwise the community will be disappointed if the services felt are below their expectations. Community service can be said to be good (professional) if the

community can easily get service and with a short procedure, low cost, fast time, and almost no complaints given to the service organization.

Public service organizations serve as benchmarks by the public regarding government performance. Good or bad service of the organization is considered as a mirror of the whole government because public service organizations intersect directly with the interests of the community.

According to Armstrong and Baron (Wibowo, 2011: 300), factors that affect performance are:

1. Personal/individual factors, including knowledge, skills, abilities, confidence, motivation, and commitment possessed by each individual.
2. Leadership factors, including quality in providing encouragement, enthusiasm, direction, and support given by managers and team leaders.
3. Team factors, including the quality of support and enthusiasm provided by colleagues in a team, trust in fellow team members, cohesiveness and closeness of team members.
4. System factors, including work systems, work facilities, or infrastructure provided by the organization, organizational processes, and culture of organizational performance.
5. Contextual (situational) factors, including pressures and changes in the external and internal environment.

Organizations can be formed with communication. Without communication, there is no social system or organization. Communication can take place as an integration of the elements that make a system component dynamic. Organizational communication is a dynamic process and involves complex communication techniques, networks, and channels. This not only involves up and down communication, but also managers and employees communicate with each other in various ways at different levels (Ali, 2012).

The organization is an open system, creating communication between one another

to exchange messages with its members. Communication within the organization also functions as the delivery of messages, ideas, and information to get reciprocity to achieve a goal that has been implemented. To be able to create a good organizational communication climate, the organization needs to understand this and understand the conditions of the employees.

Within the organization, the communication climate plays a role in encouraging members of the organization to devote the efforts of the employees towards their work in the organization, in which changes in the organizational work system can also have a positive influence on the organizational communication climate.

The communication climate is different from the organizational climate, in which the communication climate includes perceptions about messages and events related to messages that occur within the organization. The communication climate of an organization influences our way of life. The climate of organizational communication is far more important than communication skills or techniques in creating an effective organization. The climate emerges from and is supported by organizational practices, which include the climate of communication; because it bridges human resource management practices with productivity. They explained that "if an organization implements a new financial incentive plan or participates in decision making, there may be a change in the organizational climate." This climate change might, in turn, affect performance and productivity that organizational climate is a macro, abstract, and combined image of a global phenomenon called organizational communication.

The communication climate within an organization is important because indirectly the organizational communication climate can affect the way of life of people in the organization that is to whom people talk, who is liked, how each person feels, how work activities take place and how the development of people in the organization. In the organizational communication book written

by Pace and Faules (2006), they confirm that a particular communication climate provides guidelines for individual decisions and behavior. Decisions are taken by members of the organization to carry out their work effectively, to bind themselves to the organization, to be honest at work, to seize opportunities in the organization enthusiastically, to support colleagues and other members of the organization, to carry out their tasks creatively, and to offer innovative ideas for improving the organization and its operations are influenced by the communication climate. A negative climate can damage organizational members regarding how they will work and participate in the organization.

A communication climate that is full of brotherhood encourages members of the organization to communicate openly, relaxed, and friendly with other members. Whereas, the negative communication climate makes members not dare to communicate openly and full of brotherhood. Thus, the communication climate plays a central role in encouraging members of the organization to put effort into their work in the organization.

It can be concluded that the organizational communication climate has an important influence on work motivation and employee tenure in the organization. From the description above regarding the organizational communication climate, we can see the important role of organizational communication climate for the life of an organization. Therefore, the organizational communication climate is an important thing that should not be ignored but must be considered by the organization.

Climate Communication will ultimately be very important because communication within an organization can affect the way of life of an organization's employees regarding who is talking, who is liked, how work activities are carried out by employees, how the results of their activities and what is expected, and how to adapt. These things become part of the culture of the organization.

According to G Graham in Siswadi (2012:71), organizational culture is the norm, beliefs, attitudes, and organizational philosophy. Culture is a unique system of values, beliefs, and norms that are shared by members of an organization. Culture is also an important cause of the effectiveness of the organization itself. Culture and organization are interrelated because the culture is formed from a group of people who are in the organization with agreements that need to be addressed and become attitudes in carrying out tasks. In other words, organizational culture will develop along with the tasks and functions in the organization carried out by people in the organization.

Robbins in Sembiring (2012: 41) also argues that organizational culture refers to a system of shared meanings shared by members that distinguish the organization from other organizations. Thus, it can be concluded that organizational culture is a pattern of beliefs and organizational values that are imbued by all members in doing work as an appropriate way to understand, think and feel about related problems so that it will become a value or rule in the organization. The organizational culture was born since the formation of an organization that is believed to be jointly and consistently carried out by all members of the organization. In organizations, of course, many factors influence a person to achieve his goals, while the course of the organization is influenced by the behavior of many individuals who have their respective interests. Therefore, organizational culture is very important since it is a habit that exists in the organization. These habits govern the norms of behavior that must be followed by members of the organization to produce a productive culture. A productive culture is a culture that can make an organization strong and organizational goals can be achieved.

### **Research Methods**

The research method used in this study is a qualitative method. According to Moleong (2011: 6), qualitative research is a kind of research that focuses on

understanding phenomena about what is experienced by research subjects such as behavior, perception, motivation, actions, etc. holistically and describing them in the form of words and language in a special natural context and by utilizing various natural methods. Sugiono (2011: 9) mentions that a qualitative approach is a method based on the philosophy of post-positivism while to examine natural objects, researchers are a key instrument, and data collection techniques are conducted by using triangulation (combined). Data analysis is inductive or qualitative, and the results of the study emphasize meaning rather than generalization.

The subjects in this study are the employees in the Department of Investment and Integrated Services of One Door Pringsewu Regency. Data collection techniques used in this study are interview techniques, observation, and document review. Meanwhile, data analysis techniques use data processing and analysis used in exploring the essence and meaning as truth contained in the research data that is descriptive narrative (Satori, 2009: 221). This technique is applied through three activities. The first is data reduction, which is the process of processing data from the field by selecting and sorting and simplifying data by summarizing the essentials by the focus of the research problem. The second is the data presentation, which is a collection of compiled data and information needed by researchers and provides the possibility of drawing conclusions and taking action. The last one is concluding / verification by checking the information and data obtained to get clear conclusions from the data, so the conclusions obtained are clear in terms of their truth and benefits (Burhan Bungin in Suharsaputra, 2014: 218).

## Results and Discussion

### a. Organizational Communication Climate

The definition of an organizational communication climate is a metaphor to describe a figure of speech for the physical climate. The way people react to aspects of

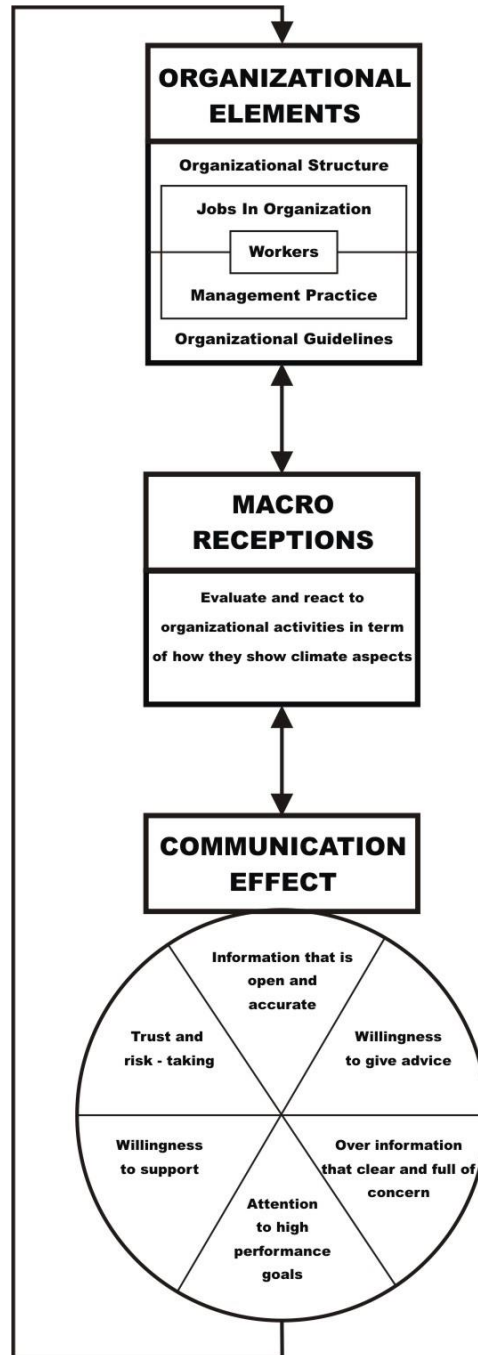
the organization creates a communication climate consisting of perceptions of organizational elements and the influence of these elements on communication. This concept is a communication climate that develops in an organizational context. The communication climate is a combination of perceptions (a macro evaluation) of communication events, human behavior, employee responses to other employees in an organization, expectations, interpersonal conflicts, and opportunities for growth in the organization. The communication climate is different from the organizational climate because the communication climate includes perceptions about messages and events related to messages that occur within the organization. One can get an inaccurate impression of the communication climate of an organization based on short relationships in interpersonal interactions.

According to Silviani (2020: 207), there is a circular relationship between the organizational climate and the communication climate. Communication behavior leads to climate development, including organizational climate. The organizational climate is influenced by various ways of behavior and communication carried out by members of the organization. The communication climate that is full of fraternity encourages members of the organization to communicate openly, relax, and friendly with other members. Meanwhile, a negative climate prevents members from communicating openly and full of brotherhood.

The research conducted by Redding (1972) in Silviani (2020: 207) shows that the communication climate is broader than employees' perceptions of the quality of relationships and communication within the organization, and the level of influence and involvement. There are five important dimensions of the communication climate, namely:

1. Supportiveness, observing that the communication relationship between subordinates and superiors helps

- subordinates build and maintain a feeling of self-worth and importance.
- 2. Participative decision-making
- 3. Trust, trustworthy and can keep secrets
- 4. Openness and candor
- 5. High-performance goals, at what level performance goals are communicated to members of the organization.



**Figure 1.** The parts that interact in the organizational communication climate (Pace, Faules. Organizational Communication. 2013: 150)

According to Pace and Faules (2006), the basic elements of an organization (members, work, practices related to management, structure, and guidelines) are

understood selectively to make evaluations and reactions that show what each of these basic elements means and how well these elements operate for the good of the members

of the organization. An example is a sufficient information, which is an indication for members of an organization about how well the basic elements of the organization function together to provide information to them. An understanding of the adequacy of information guides members of the organization regarding aspects of the organization that are part of the organizational communication climate.

The above perceptions, conditions of work, provision, wages, promotions, relations with colleagues, organizational laws and regulations, decision-making practices, available resources, and ways to motivate the work of members of the organization, form an information agency that establishes the organizational communication climate. The employees at the Department of Investment and Integrated Services of One Door Pringsewu Regency create an organizational communication climate by understanding the rules and positioning themselves according to their positions and authorities, so the good organizational communication climate is created.

The elements in the organization do not directly create an organizational communication climate, but its influence on the organizational communication climate depends on the perceptions of organizational members regarding these values, laws, and regulations. In other words, the elements contained in the organization do not automatically create an organizational communication climate, but it depends on the perceptions of the organizational members regarding the elements of the organization. Organizational communication climate in the Department of Investment and Integrated Services of One Door Pringsewu Regency, as stated earlier, is a communication climate that supports the following characteristics:

1. **Description:** Members of the organization focus their messages on observable events and reduce references to emotional reactions. In the description, there is support and willingness to accept responsibility.

2. **Problem Orientation:** an antidote to the control strategy in an organization. Problem orientation is communicating the desire to work together to find a solution and not dictating the solution but inviting others to jointly set goals and decide how to achieve them.
3. **Spontaneity:** act frankly and "spill the beans" to members of the organization, in which the spontaneous people try to prevent feelings by trying to be honest with others.
4. **Empathy:** a genuine effort to understand the situation from the perspective of others by sharing the feelings of others. Therefore, an introduction to the values, behavior, and opinions of others will strengthen and encourage them to realize that they are not alone.
5. **Similarity:** there is a measure of unconditional respect for others in an organization. There are efforts to reduce differences in strength, intellectual ability, and so on.
6. **Professionalism:** the way people look at the information that is more realistic and tries to change their thinking as well as the situations that require it.

## **b. Organizational Culture**

Tika (2008: 22) says that the word "culture" (culture) was first put forward by an anthropologist named Tylor in 1871. Culture is the complex whole which includes knowledge, belief, art, morals, law, custom, and any other capability and habits acquired by man as a member of society. In sociology, culture is the complex whole including symbols, myths, and rituals that are important in understanding social reality.

Culture is a strong determinant of people's beliefs, attitudes, and behavior, and its influence can be measured through how people's behavior is motivated to respond to their cultural environment, in which there is an organized group of people sharing the same goals, beliefs, and values, and can be measured in terms of its effect on motivation.

Meanwhile, according to Cartwrig in Wibowo (1999: 11), Culture is a pattern of human activity that is systematically passed down from generations through various learning processes to create certain ways of life that are most suitable for their environment.

Some intellectuals and writers have adopted three perspectives relating to culture, as stated by Sulaksono (2019: 4), as follows:

1. Culture is a product of the market context in which the organization operates, pressures, and so on.
2. Culture is a product of the structures and functions that exist in organizations, for example, centralized organizations are different from decentralized organizations.
3. Culture is a product of the attitudes of people in their work. This means the product of psychological agreements between individuals and organizations.

The culture cannot be separated by humans because culture is the creation of human works. According to Suwarto (2009: 2), the characteristics of culture can be identified include:

1. Studying: needed in learning, observation, and experience
2. Sharing each other: groups, families, communities
3. Trans generation: cumulative and from generation to generation
4. Perception of influence: behavior
5. Adaptation: the capacity to change or adapt.

From the opinions of these experts, it can be concluded that culture is a basic assumption of the mind of a group of people in carrying out systematic activities transferred from generation to generation through the learning process to create a life that is suitable for the environment both internal and external.

In modern society, there are a variety of organizations. Formal organizations are organizations that have laws and regulations, deeds of incorporation, and statutes and

bylaws, or organizations with legal entities. Examples of formal organizations are companies, schools/universities, defense and security organizations (police and army), courts, and so on. Non-formal organizations are organizations of the community, such as the social gathering community, family organizations, religious organizations, and so on. Besides, there are profit and non-profit organizations. A profit organization is an organization that aims to make a profit, while a non-profit is an organization that does not aim to make a profit (Suwarto, 2009: 2).

The organization comes from the word "to organize" in English which means to manage or arrange the parts that are fragmented, so it becomes a single entity that can be used to do work in daily activities. The organization can also be called as a place for administrative activities. The examples are Schools, Universities, Departments, Hospitals, Foundations, Companies, and so on.

According to Sutrisno (2010: 1), organizational culture is a set of systems, values, beliefs, assumptions, or norms that have long been applied, agreed, and followed by members of the organization as a guide for behavior and organizational problem-solving. This organizational culture functions as a social tool in uniting members in achieving organizational goals in the form of provisions and values that must be said and carried out by members of the organization. It can also function as a control over the behavior of educators.

The development of organizational culture cannot be separated from the development of human resources because in the development of organizational culture the objects and subjects of culture are humans. The development of human resources has to lead to the development of organizational culture. The development of human resources aims to achieve a strong organizational culture. Some of the benefits of organizational culture are explained in Sutrisno (2010: 28) as follows:

1. Overcoming the role that distinguishes one organization from another

- organization. Each organization has a different role, so it needs to have a strong cultural foundation in the existing systems and activities in the organization.
2. Give rise to a sense of identity for members of the organization. With a strong organizational culture of a sense of identity, this identity will be the hallmark of the organization.
  3. Concerned with shared goals rather than prioritizing individual interests.

4. Maintain organizational stability. The unity of organizational components that are glued together by the same cultural understanding will make the condition of the organization relatively stable.

The formation of organizational culture is expected not only psychological events in a person and emotional stimulation but also after going through rational considerations, and enter the heart into beliefs and commitments, so members hold it consistently for life.

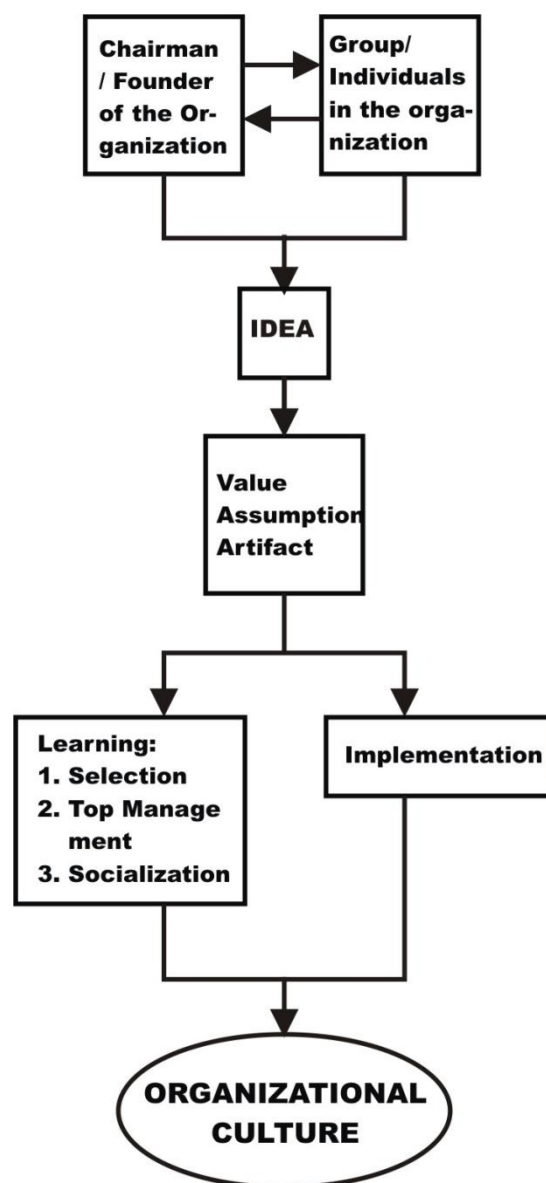


Figure 2. Schema of Organizational Culture Formation. (Tika. *Budaya Organisasi dan Peningkatan Kinerja*, 2008:2)

Based on the definitions of organizational culture, it can be concluded

that culture is the crystallization of values and beliefs and expectations of the members of



the organization both observable and unobservable. In this case, the officials and staff of the Department of Investment and Integrated Services of One Door Pringsewu Regency have the same assumptions, perceptions or views in dealing with various problems and to achieve organizational goals.

**Table 1.** Types of Organizational Culture (Kreitner and Kinicki. Organizational Behavior. 2005: 88-8)

General Type OB	Normative Belief	Characteristics
	Achievement of objectives	Organizations that do this well and value their members in setting and achieving their own goals. The members are expected to be able to set challenging but realistic goals, make plans to achieve these goals and work for them enthusiastically (pursuing standards of perfection)
	Self-actualization	Organizations that value creativity, the quality exceeds quantity, task completion, and individual growth. The members are encouraged to feel the pleasure of their work, develop themselves, and do new and interesting activities.
	Humane appreciation	Organizations that are managed in a participatory and personal centered way. The members are expected to be sportive, constructive, and open to influence when they are facing each other.
	Unity	Organizations that place top priority in interpersonal relationships those are constructive. The members are expected to be friendly, open, and sensitive to the satisfaction of the workgroup (dealing with others friendly)
	Agreement	Organizations that avoid conflict and strengthen interpersonal relationships those are pleasant and visible from the outside. The members must agree to get agreement and be liked by others (associating with others)
	Conventional	Organizations that are controlled conservatively, traditionally, and bureaucratically. The members are expected to always adjust and follow past and applicable policies.
	Dependency	Organizations that are controlled hierarchically and are non-participatory. Centralized decision making causes members to only do what they are told.
	Avoidance	Organizations that fail to reward success but instead punish mistakes. This causes members to exchange responsibilities with others and avoid the possibility of being blamed (waiting for others to act first).
	Opposition	This organization is negative and confrontation is rewarded and highlights shortcomings.
	Power	Non-participatory organizations that are built based on the power inherent in the position of its members. The members believe that they will be valued for carrying out their superiors' orders.
	Competitive	Victory is valued and members are rewarded because of their achievements above others (turning a job into a contest).
	Perfectionist	Organizations in which perfectionists, perseverance, and hard work are valued. Its members feel that they must avoid mistakes (do things perfectly).

From the type of organizational culture above, the Department of Investment and Integrated Services of One Door

Pringsewu Regency is a more passive-defensive type. This is reasonable because other government organizations do prioritize

implementing policies, avoid conflicts, and appear to always maintain good relations with superiors, subordinates, and colleagues.

Organizational culture is a rule that binds everyone who works in a particular organization. Therefore, organizational culture must be managed or directed based on a culture that is aligned and compatible with the organization's vision, mission, and strategy. (Gunadi, 2011: 51). For this reason, improving effective public services is very influential with the existing organizational culture of institutions, so the vision and mission of the institution can be achieved. The role of government in public services is needed by the people to be able to improve the quality of services that are fair and equitable.

In enhancing organizational culture effectively, in the public service, the Department of Investment and Integrated Service of One Door Pringsewu Regency applies organizational culture, which is working hours at 07.30 - 15.30. In addition, in providing services the team also contributes and works based on the Pringsewu District Regulation No.27 of 2017 concerning the Delegation of the Authority for the Issuance of Licensing and Non-Licensing to the Head of the Department of Investment and Integrated Services of One Door. By implementing these regulations the level of employee discipline is very high. The type of licensing given to the community in accordance with what is needed. The licenses granted are Building Construction Permit, Disturbance Permit, Advertising Installation License, Transportation Business Permit, Route License, Public Crowding / Spectacle Permit, Grave Land Use Permit, Printing Business Permit, Government Building Rental Permit, Construction Business Permit, Business Tourism Permit, Siup Permit, TDI Permit, IUI Permit, Business Expansion Permit, and others. In this case, the facilities and infrastructure are also needed to improve public services because they are a factor that influences the smoothness of the process of service activities.

Supporting factors of organizational culture in improving public services within the organization of the Department of Investment and Integrated Services of One Door Pringsewu Regency are comfortable, and good and have a close relationship between employees. This relationship can improve the performance of employee organizations in carrying out their duties and responsibilities so that how successful the work of employees can be known and can also measure the work of each employee in carrying out their respective duties.

The inhibiting factor in improving public services at the Department of Investment and Integrated Services of One Door Pringsewu Regency is the limited human resources. Staff who are civil servants are very limited. However, this can be overcome by the presence of contract workers and voluntary workers whose numbers exceed the civil servants.

### **c. Public Service**

Public Service is every activity carried out by the government to a number of people who have profitable activity and the results are not bound to a physical product (Pasolong, 2010: 128). Public services are activities provided by a person or a group of people based on a system or procedure that has been determined to fulfill the community's and people's interests. In this case, public services must prioritize society's interests because public services have a function to fulfill the people's interests who need services. People will be satisfied if the services provided are very good. Adaptation of services should be in accordance with the needs of the people as service recipients. The user's bargaining position, type, and nature of services are some characteristics in improving the quality of public services (Rulinawaty et al, 2021).

Regarding public service from the Department of Investment and Integrated Service of One Door in Pringsewu Regency, it has fulfilled the principles of service. The principles of organizing public service are the

basic principles that serve as a reference in organizing, reference to work, and guidelines for performance appraisal for each public service agency. As stated in Law Number 25 of 2009 about Public Services, the implementation of public services must be based on several principles, namely:

1. Public interest  
The public service must prioritize the interests of many people in which it does not require certain conditions to access. The public interests must be prioritized over other interests by taking into account the proportion of their importance and respecting other interests.
2. Legal certainty  
The implementation of public service can be completed within a specified period of time. Circumstances where human behavior, whether individuals, groups, or organizations are attached and must be in accordance with the rules of law that have been set.
3. Equality  
The public service does not discriminate against people by not distinguishing ethnicity, race, religion, class, gender, and economic status.
4. Balance of rights and obligations  
The public officers and the people must fulfill the rights and obligations of each party.
5. Professionalism  
It means proficiency and ability to do a job in one field.
6. Participatory  
Encouraging people's participation in the implementation of public service by taking into account the aspirations, needs, and expectations of the people.
7. Equality of treatment or non-discrimination  
The treatment obtained from public officers is equal and not based on the social strata of the people.
8. Openness  
All service processes must be informed openly so that they are easily known and understood by the people whether they are requested or not.

9. Accountability  
Public service must be accounted for in accordance with statutory provisions.
10. Facilities and special treatment for groups  
Facilities obtained by people are the same. There is no special treatment for certain groups.
11. Vulnerable  
Public service is easily influenced by things that cause public mistrust.
12. Timeliness  
The target service time can be completed within the time determined by the service provider unit.
13. Speed, ease and affordability  
Place and location as well as adequate service facilities must be easily accessible by the people and can utilize communication and information technology.

In a commitment to maintain and improve the service quality, the Department of Investment and Integrated Service of One Door in Pringsewu Regency annually measures the quality of service that it has presented through the Community Satisfaction Index which includes;

1. Service procedures, i.e. the ease of the service provided to the community in terms of simplicity of service flow;
2. Service requirements, i.e. technical and administrative requirements needed to obtain services in accordance with the type of service;
3. Clarity of service, i.e. the presence and certainty of the officer providing the service (name, position, authority, and responsibilities);
4. Discipline of service officers, i.e. the sincerity of officers in providing services, especially for the consistency of working time in accordance with applicable regulations;
5. Responsibilities of service personnel, i.e. the clarity of authority and responsibility of officers in the administration and completion of services;
6. The ability of service officers, i.e. the level of expertise and skills possessed by

- officers in providing/completing services to the community;
7. Speed of service, i.e. the target service time can be completed within the time determined by the service provider unit;
  8. Justice in receiving services, i.e. the implementation of services by not distinguishing the groups/status of the community which is served;
  9. Courtesy and friendliness of service, i.e. the attitude and behavior of officers in providing services to the community in a polite and friendly manner as well as being respectful to each other;
  10. Reasonableness of service costs, i.e. the affordability of the community to the number of costs set by the service unit;
  11. Certainty of service costs, i.e. the compatibility between the fees paid and the fees that have been set;
  12. Certainty of the service schedule, i.e. the implementation of service time in accordance with the regulation that has been set;
  13. Environmental comfort, i.e. the condition of service facilities and infrastructure that must be clean, neat, and orderly so that it can provide comfort to the community;
  14. Service security, i.e. the guaranteed level of environmental security of the service provider unit or the means that are used, so that the people feel secure in getting the services.

As an effort to develop human resources, the Department of Investment and Integrated Service of One Door in Pringsewu Regency has carried out public service programs as follows;

1. Staff Effectiveness: Promotes the development and performance of staff and employees through the organization (required knowledge of interpersonal relationships, skills in motivational techniques, ability to recognize other strengths and weaknesses)
2. Policy facilities: Assist elected officials and recognize other community actors, work together, and achieve common

- goals and objectives (required knowledge of group dynamics and political habits in communication, facilitation and consensus-building techniques; ability to include others in identifying issues and the result)
3. Functional as well as Operational and planning expertise
4. Community services: determine community needs and provide responsive, fair services to the community/public (required the ability to interpret public needs and allocate resources, and the knowledge from information collecting techniques)
5. Quality assurance: maintaining high-level consistency of quality in staff work, operational procedures, and permit services (required knowledge of organizational processes, ability to facilitate organizational development, ability to set performance/productivity standards and objectives, and measure the results)
6. Initiative, risk-taker, creativity, and innovation (a component of leadership strategy): Manage an example needed in the organization and community through experimentation, change, creativity in problem-solving, impulse action (required knowledge of personal leadership style, ability to imagine a change, moving perspective, and identifying choices, ability to create an environment that encourages initiative and innovation).
7. Technology literacy (a component of leadership strategy): Demonstrate an understanding of information technology and ensure that it is included appropriately in efforts to improve services, share information, organizational communications, and access to the public (required knowledge of technology selection and its application)
8. Democratic advocacy and community participation: Demonstrate commitment in democratic principles by respecting elected officials, community needs, and

- the decision-making process; educating the community about local governance; and acquiring social, economic, and political history knowledge from the community (required knowledge of democratic principles, political processes, and local government law; abilities in group dynamics, communication and facilitation; the ability to value and work within individual and group differences and following the leader's direction in a democratic process)
9. Differences: Understanding and assessing differences between individuals and fostering these values through organizations and society.
  10. Budgeting: Preparing and administering budget (required knowledge of budgeting and training principles, sources of income, projection techniques, and financial control systems; skills in communicating financial information)
  11. Financial Analysis: interpret financial information to estimate the short-term and long-term fiscal conditions of the community, determine the effective cost of a program, and compare alternative strategies (requiring knowledge of analytical techniques and applying them).
  12. Human Resource Management: Ensuring that policies and procedures for hiring employees, promotion, performance appraisal, and discipline are fair, legal and permanent; ensuring that human resources meet the requirements for achieving program objectives (required knowledge of personnel training and employee relations law, ability to project workforce requirements)
  13. Strategic Plan: Preparing organizations and communities to anticipate some events or circumstances that might be happened in the future (required long-term knowledge and strategy planning techniques, the ability to identify trends, the ability to analyze and facilitate policy choices that can benefit the community in the long term)
  14. Interpersonal Argument and Communication: Facilitating the flow of ideas, information, and understanding between individuals; facilitate the effectiveness of community needs (required interpersonal knowledge and principles of group communication; listening, speaking, and writing techniques; ability to convince without reducing other views)
  15. Presentation Ability: Conveying ideas or information effectiveness to others (required an ability to present techniques and choices; ability to match presentations to the audience)
  16. Media relations: Communicating with the media in a way that increases public understanding of local government and activities and builds positive relationships with the press (required knowledge of media operations and objectives).
  17. Integrity: Demonstrating fairness, honesty, ethics, and legal sensitivity in personal and professional relationships also activities (required knowledge of business and personal ethics, ability to understand issues of ethics and integrity in specific situations).
  18. Personal Development: Demonstrate a commitment to balance life through continuing self-development in an effort to improve personal capacity (including maintaining personal health, living with core values, continuous and developing learning processes, and creating interdependent relationships and respect differences).

## Conclusion

Creating a positive climate and participation in decision making are also important factors to show that the communication at the Department of Investment and Integrated Service of One Door in Pringsewu Regency has been in two-way communication. By involving each member of the organization in decision-making meetings, it also illustrates that the Department of Investment and Integrated Service of One Door in Pringsewu Regency

adheres to the principles of democracy and openness.

Human resources involved in this organization are needed to develop the organization. In this context, the superiors and subordinates must be able to communicate effectively, so they can successfully create a conducive communication climate and achieving job satisfaction in the organization. The supporting factors of organizational culture in improving public service within the Department of Investment and Integrated Service of One Door in Pringsewu Regency are comfortable, good enough, and have a close relationship between employees.

This relationship can improve the performance of employees in carrying out their duties with responsibilities so that the success of each employee in carrying out their respective duties can be used as a measure to assess their performance. The inhibiting factor of organizational culture in improving public service at the Department of Investment and Integrated Service of One Door in Pringsewu Regency is the limited human resources. The number of civil servants is very limited, but it can be overcome by the presence of contract workers and voluntary workers whose numbers exceed the civil servants.

The implication produced in this study is that all employees' success in carrying out their duties both in face-to-face and administrative service processes is strongly influenced by employee commitment. Therefore the commitment of employees as members of the organization must be maintained properly so that all employee responsibilities can be carried out properly. Besides, the implications of the research's results which can be seen from the efforts to improve organizational climate management by the head of the office are that he can make a variety of strategies and breakthroughs in making / conditioning a conducive and comfortable environment to foster a high commitment to the organization so that employees will feel comfortable in the organization.

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