

## THE EFFECT OF COOPERATIVE PSYCHOLOGICAL CLIMATE ON PUBLIC SERVICE PERFORMANCE: THE MEDIATING ROLE OF HARMONIOUS PASSION AND ORGANIZATIONAL COMMITMENT

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**Abstract:** This study was intended to analyze the role of the cooperative psychological climate in improving public service performance mediated by harmonious passion and organizational commitment. Using probability sampling, cluster sampling was used to select the samples of 165 employees who work in the public sectors. The results of the path analysis employing software IBM SPSS statistics 23 show a significant positive effect of cooperative psychological climate on harmonious passion and organizational commitment. However, there is no significant effect of the cooperative psychological climate on public service performance. The results also describe that harmonious passion has no significant effect on public service performance. Organizational commitment has a significant negative effect on public service performance. Organizational commitment fully mediate the effect of the cooperative psychological climate on public service performance. However, that is not the case for harmonious passion, which does not mediate the effect. The upshot of this study is that organizations are expected to continue to finalize the concepts of workplace competence, autonomy, and engagement in creating a cooperative climate in the workplace to increase organizational commitment and harmonious passion.

**Keywords:** *harmonious passion, psychological climate, organizational commitment, public service performance*

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### 1. Introduction

A study conducted by International Business Machines (IBM) exhibits the importance of improving a conducive environment in the workplace. The psychological climate is important to encourage employee productivity, increase work passion, and increase employee involvement in work (Cheng et al., 2018; Saufi & Kasim, 2013). Building a positive psychological climate is a support provided for employee comfort in the workplace. A cooperative psychological climate is the perception of a cooperative climate within the organization felt by members of the organization such as in the form of good cooperative relationships with supervisors/managers and colleagues (Ho et al., 2018). The facts show that the perception of the psychological climate consistently has a significant effect in shaping employee attitudes and behavior (Benzer & Horner, 2015), as well as plays a role in connecting individual attributes in perceiving their environment. One has a strong tendency to invest in a job they like and devote their time and energy to that job (Ho et al., 2018; Vallerand, 2008). Thus, the research gap in this study is the effect of a cooperative

psychological climate on public service performance (Kasekende et al., 2015; Uraon & Gupta, 2020).

This study endeavors to explain the effect of the cooperative psychological climate - the psychological perception of employees on their work environment - that plays an important role in encouraging harmonious passion. Harmonious passion refers to how a person balances the choice between doing activities because of a hobby and pleasure or because of the demands of work. Harmonious passion describes how a person is active, fun, and, beneficial for self as well as for the organization. Currently, there are limited studies discussing employee passion. According to Ho et al., (2018), only little studies have explained the results of work passion, other studies are still unclear on how organizations can develop and maintain employee passion. The harmonious passion is a combination of intrinsic and extrinsic motivation. In line with Scales & Quincy Brown (2020), a person with a high level of harmonious passion is less likely to have negative feelings in his work activities and has a focus on work. This study also aims to analyze the mediating role of organizational commitment to bridge the effect of the cooperative psychological climate on public service performance. The key to organizational success is having competent employees who can meet the change of demand (Brzeziński & Bąk, 2015). Employees with a high level of organizational commitment have an important contribution to business performance with competitiveness. In line with previous researches (Arora et al., 2012; Buttner et al., 2010; English et al., 2010; Wu & Chen, 2018), a cooperative psychological climate will increase organizational commitment since cooperative psychology develops optimistic concepts, mutual support, future hopes, as well as inviting members of the organization to have mental resilience. Thus, it creates a work climate where all members of the organization are willing to work and stay in the organization to work harder. A cooperative psychological climate does not only encourage individual harmonious passion, but also provides more energy by increasing organizational commitment, employee engagement, and employee performance in the form of increased employee ability to complete tasks, complex jobs, and problem-solving (Kühnel et al., 2012).

## **2. Literature Review**

### **Harmonious passion**

The concept of harmonious passion was developed from Self Determination Theory (SDT) (Liu et al., 2011; Vallerand, 2008). Deci, Connell, & Ryan (1989) view three basic psychological needs related to competence, autonomy, and the employee's attachment to work. Fulfillment of the three basic psychological needs is very important in encouraging psychological growth such as increased intrinsic motivation, well-being, and integrity. Psychological value is considered as a goal. The individual will move towards the selected and determined goals. In the SDT concept, it is described as competent, autonomous, and independent individual and is described as having proactive behavior. In various studies (Liu et al., 2011; Vallerand, 2008; Vallerand et al., 2003), it is stated that harmonious passion is referred to as autonomous motivation that individuals tend to persist and take initiative in behaviors according to their beliefs that lead to goals or outcomes in accordance with his wish. If what is ordered is against his will, the individual tends to express his dissatisfaction and proactively oppose the status quo.

Another opinion is expressed by Zito & Colombo (2017). According to Zito & Colombo (2017), work passion is defined as the extent to which employees experience intense positive

emotions at work including joy, enthusiasm, and high vitality to have a strong motivation to do work, meaning in the workplace, and a willingness to learn continuously. Referring to this understanding, work passion is formulated with different dimensions, such as work enjoyment, self-motivation, self-identity, and a sense of learning (Seghieri et al., 2015). A study by Permarupan, Mamun, Saufi, & Zainol (2013) reviewed that harmonious passion is a dimension of meaningfulness of work indicated by the employee's high contribution to the organization. Collaboration is indicated by increased cooperation, cohesiveness, and mutual support among employees. Fairness is indicated by not discriminating and acting ethically. The authority to make decisions, recognized feelings, and colleagues and leader appreciation indicates autonomy. Career opportunities are where employees have the opportunity to learn, grow professionally, and develop skills. Relationships with leaders and co-workers, in which employees have an environment where they trust their leaders, the one that tries to form interpersonal relationships with the employees is essential.

### **Cooperative psychological climate**

Early studies related to psychological climate were drawn from the taxonomy of psychological involvement (Ostroff, 1993 in (Benzer & Horner, 2015). The organization is inseparable from the environment around it. The work environment has an impact on employee enthusiasm at the workplace as is indicated by increased productivity, efficiency and effectiveness, creativity, and work innovation (Chandra & Setiawan, 2018). There are differences in the discussion regarding organizational climate and psychological climate (Ho et al., 2018). Organizational climate is an organizational or group attribute that reflects the shared perception of a group of employees towards the organization, making organizational climate distinct from one organization to another. Meanwhile, the psychological climate is an individual attribute that reflects individual interpretations and perceptions of the environment. It is in line with Kahn (1990) view that the psychological climate is the climate that exists in the company and is the cause of whether employees like working wholeheartedly or having psychological barriers to work. The psychological climate is employee's acceptance of their work environment as a comfortable environment as indicated by a supportive and flexible management/leadership style, role clarity, freedom of self-expression, acceptance of employee contributions, and autonomous and challenging work (Benzer & Horner, 2015; Uraon & Gupta, 2020). The cooperative psychological climate is related to the psychological meaning of how individuals describe the positive climate in the organization such as teamwork, willingness to help and support each other, and team responsiveness when needed (Ho et al., 2018).

### **Organizational commitment**

The important role of organizational commitment emphasizes the need to strengthen the emotional attachment of employees to their organization (Kotzé & Nel, 2020). Many studies on organizational commitment and the various factors attaching a person to commit to an organization have not been well defined and conceptualized. Although there are many definitions of organizational commitment and many ways to measure it, the widely known definitions were derived from Porter and colleagues in 1974 and classical texts by (Memari et al., 2013; J. P. Meyer et al., 1991). However, the most widely used common classification is the classification of organizational commitment (Allen & Meyer, 1996; J. P. Meyer et al.,

2015) which consists of affective, continuance, and normative dimensions. The three components should not be seen as mutually exclusive types of commitment, but as components that can coexist. This means that a person's commitment can be based on one, two, or all three domains.

Kalantarkousheh et al. (2014) elucidate that organizational commitment is the identification of individuals and their involvement with the organization. Organizational commitment is the belief of organizational members in accepting of organizational goals and values, as well as a willingness to exert more effort on behalf of the organization, and have a strong desire to remain in the organization. Effective organizational commitment is related to the emotional attachment of employees to the organization. In line with Fernández-Mesa, Llopis, García-Granero, & Olmos-Peñuela (2019), employees who show high organizational commitment have a sense of pride in being part of the organization, a strong desire to achieve organizational goals, and emotional attachment. Sustainable commitment emerges due to the calculation of the economic and social costs of leaving the organization. Sustainable commitment encourages employees to stay in the organization because of the advantages and disadvantages of leaving the organization. Normative commitment is a commitment that encourages employees to remain in the organization because of a strong sense of responsibility to the organization as well as ethical and unethical issues if they have to leave the organization.

### **3. Hypothesis Development**

#### **The effect of harmonious passion on public service performance**

In line with the study conducted by Permarupan et al., (2013), organizations can plan and design the most appropriate approach for all parties involved in the organization. Employees with high work passion will contribute more to organizational growth and be more committed to the organization (English et al., 2010; Wu & Chen, 2018). Empirical analysis has proven that employees with high work passion have a stronger commitment and a lower desire to leave work. In line with Liu, Chen, & Yao (2011), harmonious passion is a good mediator in the workplace. It is more effective than intrinsic and extrinsic motivation. Research by Chummar et al., (2019) show that harmonious passion will improve employee performance through life satisfaction, decreased conflict, and high job enrichment.

H1: The higher the harmonious passion, the higher the public service performance

#### **The effect of organizational commitment on public service performance**

Commitment emerges from the feelings and willingness of employees to make sacrifices to achieve organizational success. Achieving organizational success under intense competition requires employees with a strong commitment and loyalty (Arsezen-Otamis et al., 2015). This is supported by Yeh & Hong (2012) research revealing that there is an effect of organizational commitment on employee performance. A study by Ahmad et al. (2014) proves the effect of organizational commitment on employee performance. In the era of globalization, company costs are increasing due to many factors. Thus, organizations should recover costs by reducing employee turnover. Since hiring new employees requires recruitment and training costs, if employees stay for a long period, the organization can compete due to the competent employee in their fields. Other research literature discusses organizational commitment to employee performance (Memari et al., 2013). The results of

the study describe the significant effect of organizational commitment and employee performance. In a comparative analysis of the three dimensions of organizational commitment of normative, affective, and continuous commitment, they have a significant effect on employee performance. This indicates that employees feel comfortable with their work environment with increasing organizational commitment, encouraging work performance, and improving performance.

H2: The higher the organizational commitment, the higher the public service performance

### **The effect of the cooperative psychological climate on harmonious passion and organizational commitment**

The right organizational climate can create employee passion and this is necessary to see its impact on organizational commitment (Sauji & Kasim, 2013). Motivation can be considered as a person's motive to work in accordance with the desired passion (Peterson, 2007). To support this, the results of Staples and Webster (2008) study show that individual intrinsic motivation is a source of energy for team effectiveness. Salas-vallina & Fernandez-guerrero (2020) state that harmonious passion is a catalyst/driving force for the relationship between human resource practices and innovative behavior. Furthermore, work passion has an effect on individuals and organizations in increasing work performance (Chummar et al., 2019). Pathak & Srivastava (2020) investigated the role of psychological empowerment in increasing work passion. These findings support the introduction of a culture of openness, empowerment increase, a collective culture, and meaningful work. Hence, a hypothesis is formulated:

H3: The better the cooperative psychological climate, the higher the harmonious passion

H4: The better the cooperative psychological climate, the higher the organizational commitment

H5: The better the cooperative psychological climate, the higher the public service performance

### **The mediating effect of the harmonious passion and organizational commitment**

The psychological climate that employees perceive increases attachment to the organization and encourage public service performance. The findings of this study confirm the mediating role of affective commitment in this relationship. The research contributes to improving the psychological climate since it plays an important role in increasing contextual commitment and performance (Uraon & Gupta, 2020). Kasekende et al., (2015) reinforce that a conducive organizational climate increases positive social exchange with a mutually beneficial relationship between employees and the organization and encourages psychological contracts. This is associated with improved performance. In line with Chummar et al., (2019), work passion increases life satisfaction and employee performance. A conducive working climate encourages more enthusiasm in the workplace, which in turn increases life satisfaction, decreases conflict, and improves performance. The harmonious passion is a good mediation of the effect of the work climate on life satisfaction and employee performance. Salas-vallina & Fernandez-guerrero (2020) proffer that harmonious passion is the best mediation to bridge the effect of well-being and innovative work behavior.

H6: The better the cooperative psychological climate, the higher the public service performance as mediated by harmonious passion



H7: The better the cooperative psychological climate, the higher the public service performance as mediated by organizational commitment

#### **4. Method**

##### **Population And Sample**

In this study, the population was the employees in the public service sector. The sample characteristics taken were physicians/nurses in public and private hospitals/healthcare centers, teachers/lecturers, military army/policeman, Indonesian state-owned enterprise (BUMN)/ Indonesian Regionally-Owned Enterprises (BUMD)/private employees, regional/central civil servants in various departments that were directly related to public services. With probability sampling, cluster sampling was used in selecting samples based on the workplace (Hair et al., 2010; Masud, 2004). Questionnaires results from 165 respondents distributed offline and using Google were analyzed.

##### **Variable measurement**

Referring to (J. P. Meyer et al., 1993, 2015) organizational commitment is measured by affective, continuous, and normative commitment. Measurement of cooperative psychological climate according to (Ho et al., 2018; Scales & Quincy Brown, 2020) are psychological climate to reach consensus with members in the organization in achieving common goals, working hand in hand to achieve targets, supporting each other, and giving mutual attention and personal encouragement. Harmonious passion is finding new things in work that make more meaningful work, conformity to the organization in the form of autonomy, competence, and engagement, activities that give employees room to create, as well as less conflict with colleagues (Liu et al., 2011; Vallerand et al., 2003; Zito & Colombo, 2017). Public service performance is measured by quality work, job effectiveness and efficiency, service satisfaction, expected service, and high quality of services (Sillanpää, 2011; Wulandari & Putriyanti, 2020).

##### **Data Analysis**

To analyze the data in this study, path analysis for regression analysis employing IBM SPSS version 23 was carried out.

##### **Respondents' Description**

**Table 1. Descriptions of respondents based on gender \* Age Crosstabulation**  
**Gender \* Age Crosstabulation**

			Age						
			25-30 years old	31-35 years old	36-40 years old	41-45 years old	46-50 years old		
Gender	Male	Count	42	51	24	0	3	120	
		% of Total	25.5%	30.9%	14.5%	0.0%	1.8%	72.7%	
	Female	Count	39	0	1	1	4	45	
		% of Total	23.6%	0.0%	0.6%	0.6%	2.4%	27.3%	
	Total		Count	81	51	25	1	7	165
			% of Total	49.1%	30.9%	15.2%	0.6%	4.2%	100.0%

Source: Processed Data (2021)

Table 1 shows that the number of respondents in the study was 165 with 120 male (72.7%) and 45 female 27.3% respondents. Most of the respondents aged between 31-35 (30.9%) and the least respondents aged 41-45 years (0.6%). Most respondents were male at the age of 31-35 years and the most respondents were female at the age of 25-30 years ( 23.6%).

**Table 2. Respondent description based on work experience \* Occupation Crosstabulation**

			Occupation					Total
			Nurse/physician	Teacher/lecturer	Regional/central civil servant	Military army/policeman	BUMN/BUMD/Private	
experience	1-5 years	Count	17	2	21	49	6	95
		% of Total	10.3%	1.2%	12.7%	29.7%	3.6%	57.6%
	6-10 years	Count	3	2	5	29	5	44
		% of Total	1.8%	1.2%	3.0%	17.6%	3.0%	26.7%
	11-15 years	Count	0	0	1	17	0	18
		% of Total	0.0%	0.0%	0.6%	10.3%	0.0%	10.9%
	16-20 years	Count	0	0	0	0	2	2
		% of Total	0.0%	0.0%	0.0%	0.0%	1.2%	1.2%
	> 20 years	Count	3	1	2	0	0	6
		% of Total	1.8%	0.6%	1.2%	0.0%	0.0%	3.6%
Total		Count	23	5	29	95	13	165
		% of Total	13.9%	3.0%	17.6%	57.6%	7.9%	100.0%

Source: Processed Data (2021)

Table 2 shows that research respondents are those who have experienced between 1 year to more than 20 years. Most respondents are those who have work from 1 to 5 years (57.6%) and work as military army/policeman (57.6%). Most of the nurses/physicians in this study had work experience between 1-5 years. Likewise, the most respondents for regional/central civil servant, military army/policeman, and BUMN/BUMD employees with work experience from 1 to 5 years. Respondents with work experience > 20 years mostly work as nurses/physicians.

## 5. Results

### Validity and Reliability Tests

**Table 3. Results of validity and reliability tests of the variables of cooperative psychological climate, harmonious passion, organizational commitment, and public service performance**

No.	Question Items	Outer Loading	Cronbach's Alpha	Description
1	Cooperative Psychological Climate		0.944	
	CPC1	0.890		Valid and reliable
	CPC2	0.792		Valid and reliable
	CPC3	0.886		Valid and reliable
	CPC4	0.895		Valid and reliable
	CPC5	0.833		Valid and reliable
2	Harmonious Passion		0.953	Valid and reliable
	HP1	0.878		Valid and reliable
	HP2	0.849		Valid and reliable
	HP3	0.897		Valid and reliable
	HP4	0.919		Valid and reliable
3	Organizational Commitment		0.953	Valid and reliable
	OC1	0.890		Valid and reliable
	OC2	0.911		Valid and reliable
	OC3	0.908		Valid and reliable
4	Public Service Performance		0.864	Valid and reliable
	SP1	0.550		Valid and reliable
	SP2	0.676		Valid and reliable



	SP3	0.616		Valid and reliable
	SP4	0.799		Valid and reliable
	SP5	0.798		Valid and reliable

Source: Processed Data (2021)

In Table 3, the validity of the item can be seen by looking at the value in the corrected-item total correlation. All items having a value greater than 0.40 can be said valid (Ghozali, 2011). It was revealed that not all questions were declared valid. It is proven from the outer loading value below 0.40 in the harmonious passion of HP4 and HP5. Hence, they were removed from the analysis. Likewise, in the variable of organizational commitment, the outer loading value of KO4 and KO5 were below 0.40. For all variables, Cronbach's alpha value was more than 0.70. Thus, it is said to be reliable.

### Hypothesis Testing

Hypothesis testing used path analysis. The first stage was to test the effect of the cooperative psychological climate on public service performance, then on the harmonious passion and on organizational commitment. Then, it was testing the effect of harmonious passion and organizational commitment on public service performance. The results of the normality test showed the Kolmogorov Smirnov value of  $> 0.05$ , which means that all data were normally distributed. The multicollinearity test results showed all values between 0-1 and the variance inflation factor (VIF) values of  $< 10$ , which means that there is no multicollinearity in all regression models. The heteroscedasticity test was carried out by looking at the scatterplots showing that the data distribution does not form certain points or patterns, which means that there is no heteroscedasticity in all regression models. ANOVA test or F test obtained the F value with a significance level of  $< 0.05$ . Thus, it can be said that the regression model can be used to predict the relationships of all variables. Judging from the value of R square the testing stage 1 and stage 2 with a high value of R square but the very low value at testing stage 3 and stage 4. The regression results can be seen in table 4.

**Table 4. Hierarchical regression analysis of Cooperative Psychological Climate (CPC) on Organizational Commitment (OC), Harmonious Passion (HP), and Service Performance (SP), and Organizational Commitment (OC), Harmonious Passion (HP) and Service Performance (SP)**

Independent variables	Step 1 (HP)		Step 2 (KO)		Step 3 (SP)		Step 4 (SP)	
	$\beta$	t	$\beta$	t	$\beta$	t	$\beta$	t
Cooperative Psychological Climate	0.655	4.911**	0.602	27.535**	-.080	-1.483	-	-
Harmonious Passion	-	-	-	-	-	-	.170	1.297
Organizational	-	-	-	-	-	-	-.328	-2.189*

Commitment				
	$R^2 = 0.743$ Adjusted R-square = 0.741 $F = 470.370^{**}$	$R^2 = 0.823$ Adjusted R-square = 0.822 $F = 758.190^{**}$	$R^2 = 0.013$ Adjusted R-square = 0.007 $F = 2.200^{**}$	$R^2 = 0.035$ Adjusted R-square = 0.023 $F = 2.920^{**}$

N= 165  $^{**}p^{**} < .01$ ,  $p^{*} < .05$ ,  $p > .05$

H<sub>1</sub>: The result describes that there is an effect of Harmonious Passion on Service Performance with a significant level of 5% (p-value = 0.197), which indicates a positive and insignificant value ( $\beta = 0.170$ ,  $p > 0.05$ ). Thus, H<sub>1</sub> is rejected.

H<sub>2</sub>: To test the effect of Organizational Commitment on Service Performance with a significant level of 5% (p-value = 0.03), it indicates a significant negative value ( $\beta = -0.328$ ,  $p < 0.05$ ). Thus, H<sub>2</sub> is accepted.

H<sub>3</sub>: The result shows that there is an effect of Cooperative Psychological Climate on Harmonious Passion with a significant level of < 1% (p-value = 0.00), which indicates a significant positive value ( $\beta = 0.655$ ,  $p < 0.01$ ). Thus, H<sub>3</sub> is accepted.

H<sub>4</sub>: The result explains that there is an effect of Cooperative Psychological Climate on Organizational Commitment with a significant level of 1% (p-value = 0.00) indicating a significant positive value ( $\beta = 0.602$ ,  $p < 0.01$ ). Thus, H<sub>4</sub> is accepted.

H<sub>5</sub>: To test the effect of a Cooperative Psychological Climate on Service Performance with a significant level of > 5% (p-value = 0.140), which indicates a negative and insignificant value ( $\beta = -0.080$ ,  $p > 0.05$ ). Thus, H<sub>5</sub> is rejected.

## Sobel Test

**Table 5. Mediating Harmonious Passion and Organizational Commitment**

Hypothesis	Mediating Variable	Sobel test statistic	One-tailed probability	Two-tailed probability	Result
H <sub>6</sub>	Cooperative psychological climate → harmonious passion → services performance	1.29542373	0.09758705	0.19517410	No mediation
H <sub>7</sub>	Cooperative psychological climate → organizational commitment → services performance	-2.17971808	0.01463918	0.02927837	Full mediation

## 6. Discussion

The results showed the effect of a cooperative psychological climate in increasing harmonious passion. This is in line with Ho et al. (2018) who explain the importance for organizations to develop a cooperative psychological climate to increase harmonious passion by conducting various policy evaluations to get an idea of how their employees perceive the

organization, supervisors, and colleagues. Employee's perceptions of the organization can meet their psychological needs that drive cooperation and collaboration, as well as improvements. To support the cooperative working environment, selection and recruitment policies that focus not only on technical competencies but also pay attention to their social competencies are also important for leaders to continue to support and strengthen the creation of a cooperative environment with aligned policies such as providing incentives, promotions, and awards to employees who have good interpersonal and cooperative skills.

The results show that there is an effect of the cooperative psychological climate on organizational commitment. Cheng et al., (2018) strengthen the concept of psychological capital such as feeling optimistic, persistent, and achieving goals/targets. Psychological capital is a great value for individuals to withstand adversity and emphasize a positive attitude, put extra effort in the workplace, and have high resilience. A relevant study conducted by Permarupan et al. (2013) presents that a conducive organizational climate results in higher productivity, higher work passion, and more work involvement. The results of a study conducted by D. Meyer & Dunphy (2016) show that the psychological climate increases competence and has an impact on increased performance. A positive work atmosphere indicates the psychological climate. It fosters a belief in the importance of learning new skills, the use of new technology to make work easier and faster, increasing opportunities for learning new skills, the technological adaptability needed by the organization (Benzer & Horner, 2015).

However, the results showed the cooperative psychological climate had no significant effect on the public service performance. In line with the findings of Gyensare, Kumedzro, Sanda, & Boso (2010), the psychological climate is an individual perception of employee work environment that has a strong influence in building negative relationships with affective commitment and the desire to leave work. Employee engagement and affective commitment help minimize employee decisions to leave the organization regardless of how they perceive the leadership style of their direct supervisor. However, the cooperative climate has failed to improve public service performance. The less collectivist culture among employees and the increasing individualistic culture is the reason that the cooperation climate does not have an impact on service performance. In addition, the object of this research is the civil servants/BUMN that the performance appraisal is carried out by direct superiors, which puts more pressure on personal appraisers rather than groups. Consequently, it has an impact on the behavior of employees who emphasize personal targets more than group targets.

Harmonious passion has no significant effect on public service performance. In line with Luu (2019) study, the psychological climate has support for increasing high levels of work engagement since harmonious passion leads to positive cognitive, affective, and behavioral responses (Tomkins et al., 2019). However, the result of this study shows that harmonious passion does not mediate the effect of cooperative climate on employee's service performance. One of the important dimensions of harmonious passion is the high level of authority/autonomy to provide space for employees and emphasize an active perspective in which employees have control over the activities for which they are responsible. However, this study used a case study of government employees/BUMN/BUMD, where civil servants/BUMN using a limited level of authority of bureaucratic structure. The bureaucratic structure has characteristics such as many formal/rigid rules and regulations, centralized authority, a narrow span of control, and command-based decision-making. The results of this

study show that organizational commitment mediates the effect of the psychological climate on service performance. The psychological climate is expected to increase employee adaptability with technological changes and readiness to encounter various changes in skills and knowledge in the workplace that improve service performance in the form of increased service satisfaction, service speed, and service efficiency.

## **7. Conclusion And Recommendation**

### **Conclusion**

- a. The research findings show that there is a positive and significant effect of a cooperative psychological climate on harmonious passion and organizational commitment. The effect of cooperative psychological climate on harmonious passion has the highest coefficient. However, the effect of harmonious passion on public service performance is not significant. The managerial implications in this study are first, to building the SDT concept. It is necessary to strengthen employee competence, autonomy, and engagement by building a cooperative psychological climate especially by creating a responsive work environment, high cohesiveness, mutual support among people in the organization, further encouraging a semi-autonomous work environment considering civil servant/BUMN/military are not possible having full autonomy.
- b. Second, it is important for organizations to create a psychological climate to build an environment that is in line with employee expectations for an adaptive, responsive, and excellent workplace for now and in the future.
- c. The third is to encourage organizational commitment in a sustainable manner by increasing affective commitment such as encouraging pride in the organization, having a vision, mission, and goals that are in line with the organization.

### **Recommendation**

This study investigated employees at various institutions/agencies. In the future, it is necessary to consider conducting research in various organizations, not only on public service. Second, in the testing process, there were two indicators of organizational commitment and two indicators of harmonious passion eliminated in the analysis. In the future, the concept of variable indicators should be prepared to be more appropriate to the research object. Third, further study needs to develop other different variables as antecedents that affect service performance considering that in this study, the variables of harmonious passion and cooperative psychological climate fail to directly affect the public service performance.

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