

The Contribution of Service Climate and Service Culture to Service Performance: A Survey on Nadzir in Cirebon Indonesia

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Abstract

Service climate and service culture are crucial aspects in increasing job satisfaction and service performance of Nadzir in Cirebon Regency. As a nadzir (waqf manager or who holds the mandate to maintain and manage waqf assets in accordance with the form and purpose of waqf) in Cirebon Regency, Indonesia. It seems that implementing the waqf service system has not been easy. it requires a high service climate and service culture so that it can have an impact on job satisfaction and service performance. This research aims to analyze the service climate and the service culture of nadzir in Cirebon Regency. This type of research is qualitative with case studies through four key participants. Validity and reliability tests have also been carried out. The triangulation approach is carried out through interviews, documentation, and direct observations in the field. The results prove that the service climate and service culture are important aspects in increasing Nadzir's job satisfaction and service performance of waqf management organizations in Cirebon Regency, Indonesia.

Keywords

Service Climate, Service Culture, Job Satisfaction, Service Performance

1. Introduction

Waqf has the potential to increase the empowerment of the people. When waqf in Indonesia increases, it will indirectly become a social investment. This is because waqf can be used to have economic and strategic value. Waqf can also help to deal with social problems such as unemployment, ignorance, poverty, and improving people's quality of life (Furqon, 2020). The benefits of waqf can also be a financial instrument that has a good goal, namely increasing human welfare (Furqon, 2020; Sulaiman, 2020). Waqf can provide solutions to various economic problems such as social inequality and other economic problems (Republika, 2019; Indonesian Waqf Board, 2019). As it is known that the success of waqf management is also very much determined by the nadzir. If waqf is managed professionally, it will become a potential Islamic institution that functions to fund and develop the people's economy (Kasdi, 2014). It can be emphasized that the progress of the waqf is largely determined by the good and bad management of waqf management. If waqf managers (nadzir) can manage it properly and honestly and transparently, it is expected that they can achieve the desired goal, which is to be more productive and beneficial to the community.

This study is conducted due to the reason that in the management of waqf so far there are still many who use manual business processes and do not optimize the role of modern information systems, especially when collecting data on waqf assets. So far, people who donate waqf to Islamic boarding schools or waqf management organizations have not been served by using a well-managed information system, especially digital-based. Universitas Muhammadiyah Cirebon, in collaboration with the Universitas Islam Indonesia and Universitas Pembangunan Nasional "Veteran" Yogyakarta has created a digital-based waqf service system. This program is funded by the Kedaireka Matching Fund scheme. The Kedaireka Matching Fund Program is a tangible form of support from the Ministry of Education, Culture, Research, and Technology (Kemdikbudristek) of the Republic of Indonesia 2022 for the creation of collaboration and strategic synergy between Higher Education Personnel (college institutions) and the industry. In the implementation of this waqf management system, nadzirs are expected to assist in the successful implementation of the waqf system. The main problem in waqf management is the existence of unproductive assets and the existence of nadzir who has not yet show a professional works (Kasdi, 2014). This is understandable because the nadzir profession cannot be used as a person's main profession and has not been practiced professionally. They are usually only act as volunteers and are not given a salary but because they only work socially. In fact, this condition is not a problem for them because in general they want to do the charity or social work. However, based on observations in the field, it was found that the problems that had been faced so far were the existence of a climate and work culture that was not conducive to supporting them to serve the community, in addition to the minimal support for facilities and infrastructure in improving service performance. Therefore, since the first time the waqf service system was introduced by the team from Universitas Muhammadiyah Cirebon in collaboration with Universitas Islam Indonesia and the Universitas Pembangunan Nasional "Veteran" Yogyakarta, it is expected that it will become an interesting challenge for nadzir and other waqf managers in Indonesia because the implementation of this system makes changes significant role in waqf management in Indonesia, especially in Cirebon and its surroundings.

1.1 Objectives

The purpose of this study is to analyze the contribution of service climate and service culture that can create job satisfaction and superior service performance of nadzir in managing waqf in Cirebon Indonesia. This study is still very

rarely studied by researchers in Indonesia and abroad, especially in the context of implementing the waqf system from the behavioral aspect of waqf managers.

2. Literature Review

2.1 Organization Change: Waqf System Implementation

Many organizations are faced with the fact that implementing a successful organizational change is difficult. The failure of the change program is associated with several factors including; inadequate education and training, employee apathy, inadequate management support, and poor leadership. Besides that, what is no less important is an organizational culture that is not conducive, limited resources, poor communication, poor planning, not focusing on service to customers and the lack of a performance monitoring and measurement system (Mellisa & Elpanso, 2020; Kreitner & Kinicki, 2007; Soetipto, 2007; Holt et al., 2007). The implementation of a change program and its impact depends on the ability of managers to adopt and adapt the principles of a change program within their organization. It should be noted that, something that is well-designed and wise by the manager will be able to better adapt and implement the change program so that it can be implemented well (well-implemented) which will help managers achieve the desired results.

Identification of the factors that contribute to the success of the change will make the leader to develop effective strategies to improve performance as desired (Mellita & Elpanso, 2020; Soetipto, 2007; Kreitner & Kinicki (2007; Holt et al. (2007). Most of the Change-management research is still relatively rare from the perspective of an employee working in a frontline service unit. Organizations are currently faced with the challenge of meeting the challenges of improving external and internal services through changes in the work climate and organizational culture. This aspect is very important in today's society considering society currently very smart and smart in choosing and making decisions to meet their needs. It is hoped that by providing excellent service to the community it will be able to improve performance in the long term. A conducive work climate and organizational culture do require change management skills that are experience of a leader.

Advances in technology, global competition, economic pressures, a complex business environment, and changing customer needs are forcing managers to change their organizational structures and procedures to be competitive. Managers regularly implement organizational change programs such as restructuring, reengineering, downsizing, mergers, acquisitions, and total quality management (TQM) to reduce operational costs, including the waqf system implemented in waqf management. The waqf service system makes waqf management more efficient and effective. This is as explained by Varadaraj & Al Wadi (2021; Aggarwal & Sharon, 2017) that a digitalization-based system can help change the model of an organization, both business and non-business to be able to change conventional functions to become more digital so that it can be done anytime and anywhere. every time and in every place. As a result, this will be able to increase efficiency and effectiveness.

Bain and Company (2013) conducted a survey on 1,208 executives in various countries in 2013 to identify management techniques and tools for organizational change. The use of management techniques and organizational change tools used are: strategic planning, CRM, employee involvement, benchmarking, balanced scorecard, core competencies, outsourcing, change management, supply chain, and vision and mission (Mosadeghrad & Ansarian, 2014). The change model should include two main components that need to be linked and considered, namely; soft (values, concepts, and principles) and hard factors (tools). Likewise, the change model should consider 3 important components; (1) structure, process and culture so that it will have an impact on improving performance in the long term, (2) a successful change program should also focus on strategic and operational issues, (3) should cover 4 levels; individuals, groups, organizations and the environment. In this matter, some managers fail to implement because they do not consider the work climate and organizational culture.

2.2 The Importance of Service Climate and Culture Climate in the Waqf System Implementation

An organizational change that requires service improvement often requires a cultural change (Schneider et al., 2011). The scarcity of research that examines aspects of service climate and service culture in organizations from work-floor units makes researchers interested in studying it further. Based on the available literature, it is assumed that achieving organizational change where climate and culture is significant will require a lot of skills on the part of managers and staff at various hierarchical layers involved. It is often assumed that organizational climate and culture are

organizational properties that are largely invisible or intangible and have a life of their own (Wines & Hamilton, 2009) and are almost impossible to change (Schein, 2011). The behavior of actors in the organization determines most of the outcomes of change. One of the keys to a unit being superior to their competitors' units is the quality of service they offer. Service climate would involve other elements such as: "employees' perceptions of rewarding practices, procedures, and behaviors, support, and expectations related to customer service and customer service quality" (Schneider et al., 1998).

Climate and culture are thus fundamentally interrelated; Organizational employee values and beliefs (part of the culture) influence their affective interpretation of policies, practices, and procedures (climate) (Schneider et al., 2000; 1996). Organizational change is sustainable because it is believed that change occurs both in climate, i.e. how members of the organization feel about their work experience, and culture, i.e. members who believe the organization stands for practices and values (Schneider et al., 2000; 1996). The results of research conducted by Gantsho & Sukdeo (2018) indicated that organizational culture has a significant influence on the level of service quality in the organization. However, the results of different studies found evidence of organizational climate having a higher influence on service performance when compared to using organizational culture variables (Kurnaedi et al., 2020).

The study conducted by Munawaroh et al. (2019) was aimed to find out the implementation of work culture policy development and what factors influence the implementation of work culture at the Ministry of Religion in Indonesia. The results have classified work culture into: (1) integrity, (2) professionalism, (3) innovation, (4) responsibility, and (5) setting an example. Therefore, the organization must use four processes, namely: a). planning, b) identification of values, c) identification of sensitive areas, and d) determination of the main behavior. The factors that influence work culture are: a) communication, b) resources, c) budget, and d) facilities. It is also added by Siregar (2020) that improving organizational culture has an impact on improving the service quality of university staff in Indonesia. In this regard, ethical climate and organizational culture have positive and significant results on strategic service management (Zatna et al, 2022). Alshemmari (2020) even found the results that there was a significant effect of the prevailing organizational culture on the quality of services provided by the Ministry of Industry and Trade in Kuwait. There is a growing interest in the quality of an organizational culture that can provide good service to its customers. An aspect related to job satisfaction is an employee's emotional state that is pleasant or unpleasant towards his work (Gazi et al., 2022). For employees, job satisfaction will create a pleasant feeling at work. Employees with a high level of job satisfaction tend to show a positive attitude towards their work. On the other hand, employees who are dissatisfied with their jobs show negative attitudes towards their jobs (Baeza et al., 2018). Job satisfaction is strongly influenced by the underlying needs. It depends on how far the individual feels that his needs are being met or not being met (Johnson & Rohde, 2022). One of the basic human natures is the need for themselves. With the nature of the fulfillment of these needs, humans will be able to maintain their survival (Narzary & Palo, 2020). Job satisfaction is an interesting problem in the management of the organization/company because it has a big impact on employees and the organization/company. For companies, job satisfaction is useful in increasing productivity, improving employee attitudes, and behavior (Paliga et al., 2022). Aside from the importance of the role of employees in an organization or company, it is also important to pay attention to the factors that affect employee job satisfaction, such as the type of work, wages or salaries received, bonuses or incentives, career development opportunities, health facilities, and so on, so that job satisfaction must created as well as possible, so that work morale, dedication, and employee discipline increase (Mahmoud et al., 2021).

In order to ensure the desired level of external service, the role of internal service employees at all levels of the organization is important (Smith, 2003). The level of satisfaction of these service employees with the activities of change agents is assumed to be related to their ideas about the perceived service level of the unit in which they work. When change agents fail to demonstrate and enable activities to increase the desired level of service orientation, then as a result organizational culture change fails. Work climate and work culture make a significant contribution to job satisfaction and service performance of Nadzir. This means that nadzir should provide good service to the community and their own internal co-workers. They will be judged from the quality aspect of the service that is really felt by the community and colleagues. The service performance scale is stated to be more appropriate in measuring service quality (Muafi, 2021; Muafi et al., 2020; Cronin & Taylor, 1994).

3. Methods

3.1 Research Design

This study is designed using secondary and primary data types. Secondary data on the literature on the implementation of organizational change to identify the factors that can contribute to the successful implementation of the waqf system in Cirebon, West Java. Secondary research can be conducted in three ways: (1) narrative review, (2) systematic review, and (3) meta-analysis. This study uses a narrative approach and a systematic review. Respondents in this study were participants from nadzir who had direct involvement in the waqf system program and acted directly as agents of change in the company. Qualitative analysis is carried out by focusing on interviews with four nadzir who became the key person in this study by describing them qualitatively. The case study used in this research is to analyze one particular object, namely the Abu Bakar Ash Shiddiq Foundation in Cirebon, West Java.

The research team conducted both written interviews and direct interviews with participants at the location, namely at the Islamic Boarding School managed by the Abu Bakar Ash Shiddiq Foundation. This foundation was founded in March 2012 where the Abu Bakar Ash Shiddiq Foundation manages businesses managed by students. In addition, this foundation has a commitment to manage Waqf which has been received from the community even though the management has not been carried out optimally and professionally. Based on the existing vision and mission, the waqf received will be managed in a dynamic Waqf Management system and still pay attention to the current situation and conditions. This study has a very high response rate because it sees the urgency and the issue is very strategic. Validity testing is carried out through reference searches and also consultation with experts. Reliability triangulation is carried out by careful and mindful observation of activities and problems that occur in the field.

4. Data Collection

The primary data is obtained from a questionnaire survey was used as the main method and interviews to collect data. Researchers conducted structured interviews with nadzir and the owner of the foundation as well as the local community/government (Neville, 2014; Yin, 2009). This can be useful because later the results of each informant will mutually correct the results of other informants. The exploration focuses more on the question that must be answered by the participants "what are the contributing factors that can have an impact on their performance in serving the community providing waqf"? (Yin, 2009; Eisenhardt & Eisenhardt, 2018).

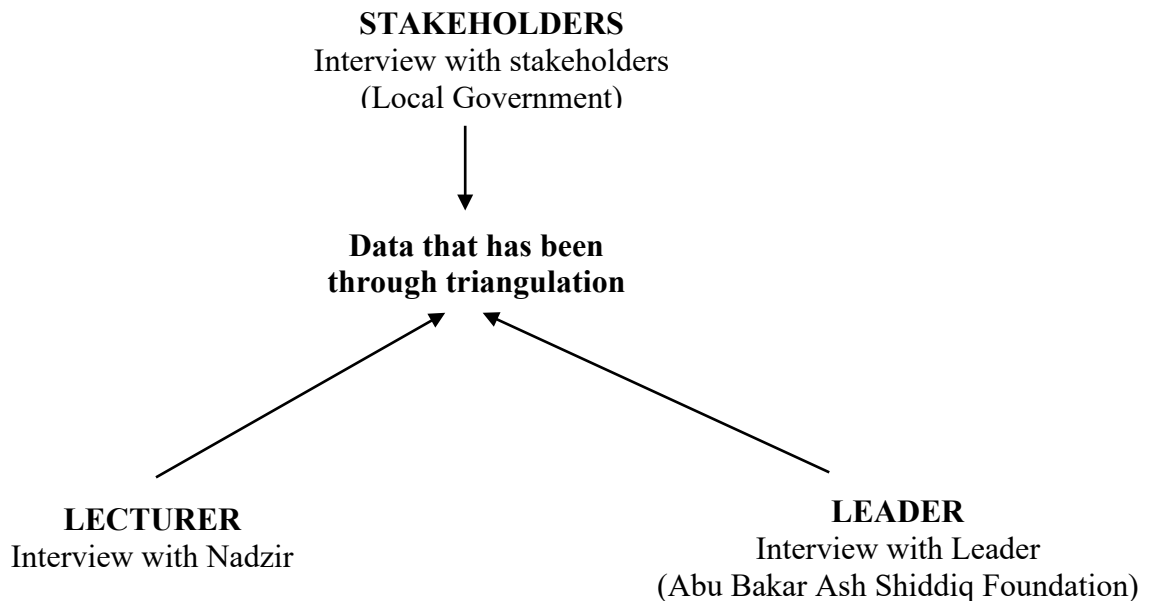


Figure 1. Data Source Triangulation

5. Results and Discussion

This study aims to analyze the contribution of work climate and work culture that is oriented to service, thus able to have an impact on satisfaction and service performance. Currently, the nadzirs have done their work using manual business processes towards digitizing the waqf system. It is hoped that this change can further increase job satisfaction and service performance in the short and long term. This is important considering that when the service performance

is good, the public's trust in the waqf manager will be higher so that the waqf entrusted to the manager can be more productive and useful. Several interviews concluded that the nadzirs were very hopeful and enthusiastic about making changes to their work because it would be easier and more efficient to work efficiently and effectively. More details can be described as in Figure 2.

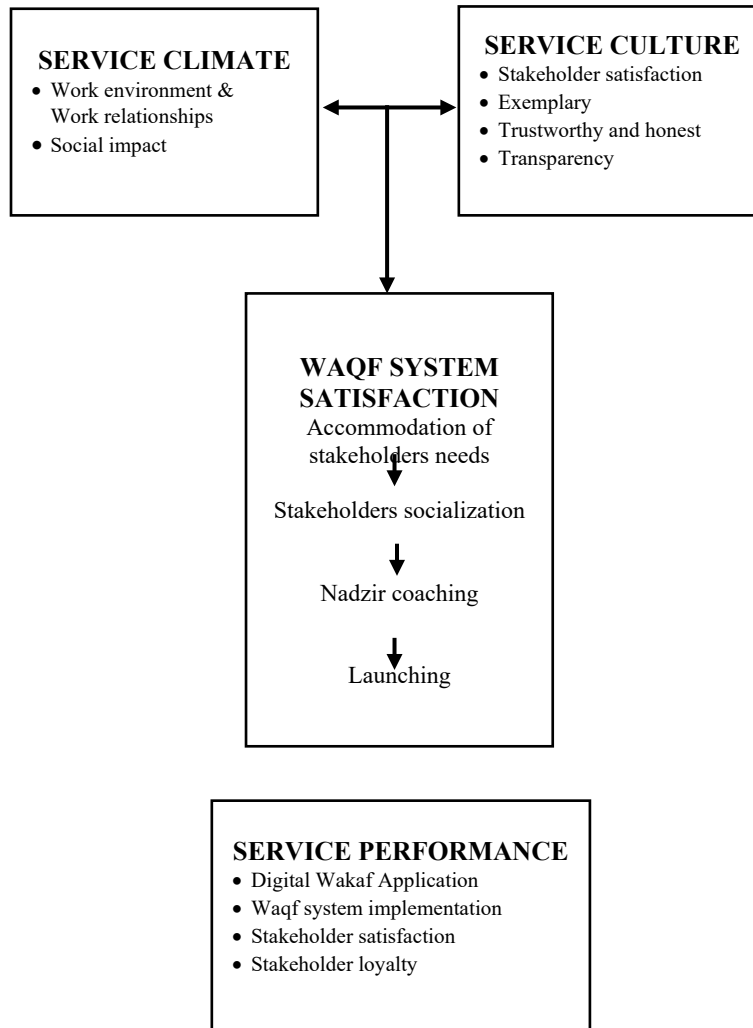


Figure 1. Data Source Triangulation

The interview results with 4 nadzir are shown as follows:

Informant A: Participant 1

“So far, we are still working manually when the waqf giver comes to us to ask for help in registering the waqf, so you can imagine how complicated it is when we record it one by one. Therefore, with this waqf system, we hope that it will be supported by our work culture and work climate that will serve us.”

“The leaders of our foundation are very supportive for us to continue to improve the performance of our services so that the community trusts us. It's just that we need to be supported by strengthening the legality of the waqf we receive in order to avoid slander.”

Informant B: Participant 2

“We actually have a commitment from the beginning to create a work climate that can serve the community well and satisfactorily. Only unfortunately we are constrained by our way of working which is still manual and traditional. We are worried that people will have a negative perception of us.”

“I have a pleasant job satisfaction working as a nadzir because I feel this work is a social work and will provide a reward for our savings in the hereafter.”

Informant C: Participant 3

“At this institution, we realize that our service performance will be very good when we are supported by a work culture that is ready to serve. Especially when our leaders can design the work climate in our place to be more comfortable and conducive. When this happens then we will give a good performance to the community.”

Informant D: Participant 4

“This waqf service system is now very good and accommodates the needs of stakeholders. I have high optimism that this system will be liked by stakeholders since it will be more transparent and clearer. The waqf givers also understand the position and benefits of the property or assets that are waqf.”

As for the conditions and waqf system implementations can be seen in Table 1.

Based on the results of the study, several policies and programs were obtained which are expected to enrich the development of the work climate and work culture in the work environment so that satisfaction and service performance can increase, including:

1. The implementation of the waqf system must be preceded by a commitment from the leaders of the foundation followed by the management under it. The implementation of the service climate and culture can be carried out independently by the waqf manager without having to wait for orders and interventions from the leaders.
2. The work climate and service-oriented work culture must be conditioned sincerely and still adhere to satisfaction, exemplary, trustworthy and honest and transparent. This is necessary to increase stakeholder trust.
3. The institutions can build job satisfaction by providing and implementing a system of rewards and sanctions both financial and non-financial in order to improve service performance optimally.
4. The regulated work culture values should be used as enrichment and crystallization that must be instilled in all managers in building the basic values of the organization, because essentially the excavation of basic values must be carried out with a bottom up and top down pattern. Besides, it must also pay attention to the values that live in the community and the foundation of the organization itself. This is done to create a sense of belonging to the values and have a deep love for his work and encourage a strong commitment to implement.
5. The basic values of the organization that have been set must be realized in the form of concrete actions that can serve as role models for fellow managers by referring to the inherent rules and systems as well as the rules and norms that apply to the community.

Table 1. Framework of Waqf System Implementation and Conditions

Waqf System	Implementation	Condition
Service-oriented work climate	xxxx	High motivation because it strives to create a comfortable work environment and working relationship between managers, high social impact and has an orientation to serve with heart.
Service culture	xxx	The existing work culture has not fully served optimally. This is because it has not been supported by standard and IT-based work systems and rules, so sometimes they are still confused and looking for a systematic work pattern.
Job satisfaction	xx	The job satisfaction is not yet optimal due to the job that still carried out manually and without clear standards operating procedures.

Service experience	xx	The service performance is not yet standard and optimal, but there is a tendency to make an effort to give the best.
Very Good Implementation: xxxx Good Implementation : xxx Enough Implementation : xx		

Table 1 describes the conditions and implementation of the waqf system implementation in Figure 1. The results of the analysis show conditions where there are still some conditions that are not optimal. The work climate has been service-oriented, but the job satisfaction and service performance are still not good. Therefore, the need for policies and programs that can be followed up by the leadership.

6. Conclusion

This research concludes that a work climate and work culture that is service-oriented can increase job satisfaction. In the long term it can make a significant contribution to service performance. This research only uses case studies in certain institutions so that in the future it can expand the scope of research using mixed methods. Likewise, the description of the variables used is still very limited and needs to be explored with open-ended questions.

The managerial implication that can be contributed is that the nadzir are increasingly understanding and supporting the implementation of the waqf system in the future because they are optimistic that the public will be more confident in entrusting their waqf to the institution. The institution remains committed to managing its waqf to be more productive and beneficial for the welfare of the community. Institutions can continue to learn to become ceed centers for digital-based waqf management so that they can become best practices for other waqf management institutions in Indonesia. While the theoretical implications of this research can contribute to theories related to waqf management from the behavioral aspect of waqf managers, especially nadzir.

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Biographies

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Mellisa Fitri Andriyani Muzakir, has taught at the Undergraduate Program in Applied Digital Business, Faculty of Business and Economics, Universitas Islam Indonesia since 2013. Currently pursuing doctoral education in Indonesia. Research interests include financial subjects such as investment, Capital Market, Company Performance. Research published in reputable journals in Indonesia and in national and international proceeding.

Nur Ellyanawati Esty Rahayu, is a lecturer at the Undergraduate Program in Applied Financial Analysis, Faculty of Business and Economics, Universitas Islam Indonesia since 2016. Currently pursuing doctoral education in Doctoral Program in Management, Faculty of Business and Economics, Universitas Islam Indonesia. Research interest include financial subjects such as Financial Industries and Financial Banking. Research published in reputable journals in Indonesia and proceeding in National and International.

Reno Candra Sangaji, is working at present as Lurah in Kalurahan Condongcatur, Kapanewon Depok, Kabupaten Sleman, DIY. Prior to his current position, he spent 12 years serving as Affairs Head of Social and Civic in Kalurahan Condongcatur. He has completed his Master in Governance Science from Sekolah Tinggi Pembangunan Masyarakat Desa "APMD" Yogyakarta, and is currently pursuing Doctoral Degree in Human Resource Management at Universitas Islam Indonesia (UII). His areas of interest include humanity and societal issues and he has been active leading disaster management in his district. He had received many awards such as being the Pioneer for the actualizing of "Desa Bersinar" from National Narcotics Agency (BNN) Indonesia, as a Motivator for Gender Equality from the Regent of Sleman Regency, and is presently working on more research papers on human resource management.

Fatimah Az Zahra is a student in Internatioal Program of Bachelor Program, Department of Management, Universitas Islam Indonesia. Fatimah Az Zahra actively participates in research projects as field assistant and enumerator

Meyna Cints Ratulian is a student of Bachelor Program, Department of Management, Universitas Pembangunan Nasional "Veteran" Yogyakarta. Meyna Cints Ratulian actively participates in research projects as field assistant.

Faizal Fadli is a student of Bachelor Program, Department of Management, Universitas Pembangunan Nasional "Veteran" Yogyakarta. Faizal Fadli actively participates in research projects as field assistant

Muafi Muafi is a Professor at Department of Management, Universitas Islam Indonesia. Muafi started the career as lecturer of Management on 1999. During the time as a lecturer, Muafi worked in the field of Human Resource Management and Strategic Management. Several research grant from the Ministry of Research, Technology, and Higher Education has been successfully obtained as the Chief Researcher such as Dosen Muda (Junior Lecturer) Grant, Bersaing (Competitive) Grant, Fundamental Grant, Kompetensi (Competency) Grant, and Riset Dasar (Basic Research) Grant. Muafi also managed to obtain research findings from the Ministry of Finance's LPDP as the Chief Researcher for the Implementation Grant of 2014.

Mahfuzhoh Fadillah Heryanda is a lecturer at the Undergraduate Program in Nutrition, Faculty of Health Science, University of Muhammadiyah Cirebon since 2021. She completed hers Postgraduated Program from IPB University in 2020. During the time as a lecturer, her area of expertise is in nutrition community.