



The effect of organizational climate on employee performance with organizational commitment as a mediation

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Abstract

The purpose of this study is to analyze and explain the influence of organizational climate on employee performance by testing organizational commitment as a mediation. Research respondents are civil servants who work at the “Sekretariat daerah Kota Pasuruan”, Indonesia. A total of 84 units of analysis became the sample of this study. The analysis technique is descriptive, and linear regression to confirm a structural equation model that is built. The quantitative approach was chosen to explain the influence between research variables. Collecting data using a questionnaire. The results of this study found that the organizational climate can create employee commitment to complete work on time according to the assigned tasks and work according to rules and norms so that it has an impact on increasing employee performance.

Keywords: organizational climate, organizational commitment, employee performance

Introduction

“Sekretariat Daerah” is an organization of regional apparatus led by the Sekretaris “Daerah” and is located under and responsible to the Regional Leader (in Indonesia is called “Walikota”). This can be seen from several developments since the implementation of Government Regulation No. 18/2016, the “Sekretariat Daerah” has returned to its duties concerning policy formulation and coordination of Regional Offices. As regulated in Peraturan Walikota Pasuruan Number 58 of 2019 has the main task of assisting the Walikota in formulating policies and administrative coordination on the implementation of the tasks of Regional Apparatus and administrative services. Employees are required to be more professional in carrying out their duties and understand the main tasks and functions to support program activities.

The position of the “Sekretariat Daerah” as part of the regional apparatus of the city government and the central administration of the regional government, coordinating the preparation of government policies, development, and public services makes the “Sekretariat Daerah” a very strategic regional work unit. With the very strategic position of the “Sekretariat Daerah”, efforts to improve the performance of the “Sekretariat Daerah” are important to implement, namely how the “Sekretariat Daerah” can explore the potential of its resources to provide services and fulfill community needs. This potential needs to be studied so that the region can develop it optimally and become the basic capital for the regional government in carrying out its activities, besides that the region can also find out various issues that need to be anticipated and pursued a solution. to time and regulations, committed, maintain a good attitude and appearance, and have an organizational spirit. To improve the performance of its employees, it is necessary to investigate what factors can affect them. Performance factors according to Timpe (1992:31) ^[25] consist of internal factors and external factors. Internal factors are factors

associated with a person's nature. For example, a person's performance is good because he is high and someone is a hard worker type, while someone has poor performance because the person has a low ability and the person does not have the effort to improve his ability. External factors are factors that affect a person's performance from the environment. Such as the behavior, attitudes, and actions of co-workers, subordinates or leaders, work facilities, and organizational climate. Internal factors and external factors are types of attributions that affect a person's performance. Regarding the phenomenon of employee performance, researchers are interested in conducting research and want to prove whether a good work organizational climate will result in increased performance. The “Sekretariat Daerah” consists of 9 (nine) Sections according to government affairs that are handled and directly under the coordination of the Walikota, causing potential conflicts between fellow employees which result in a harmonious work environment. Therefore, with a supporting theory, it deserves to be studied quantitatively.

The results of Saidah and Lestari's research (2017) prove that an increase in organizational commitment and organizational climate will lead to an increase in employee performance. Research by Suarningsih *et al* (2013) ^[22] shows that organizational climate has a significant positive effect on both organizational commitment and employee performance. Organizational commitment has a positive significant effect on employee performance. There is an indirect effect of organizational climate on employee performance through organizational commitment.

According to Luthan (2006) ^[7], organizational commitment is a strong desire to remain as a member of a particular organization, a desire to strive following the wishes of the organization, as well as certain beliefs and acceptance of organizational values and goals. In other words, it is an attitude that reflects employee loyalty to the organization and a continuous process in which members of the

organization express their concern for the organization and its success and continuous progress. Meyer and Allen (1991) [10] reveal 3 (three) components of organizational commitment, namely affective, continuance, and normative commitment. The results of Thoyib's research (2013) [22] show that organizational commitment influences employee performance.

Based on a study on the relationship between organizational climate and employee performance and organizational commitment, the organizational climate is fundamental in controlling work at a high level of mobility. Therefore, is it true that the organizational climate by considering organizational commitment is a good human resource management strategy to improve employee performance? In this study, build a structural equation model to answer the problem to be studied. Paying attention to the phenomenon that occurs that the performance targets of the "Sekretariat Daerah" employees are influenced by the organizational climate through organizational commitment, which means that the better the organizational climate can improve employee performance to complete work quickly and precisely so that the work plan targets are achieved as expected.

Literature Review

Employee Performance

According to Mangkunegara (2005) [8] performance is the result of work both in quality and quantity achieved by an employee in carrying out tasks following the responsibilities given to him. Meanwhile, Rivai (2005) [13] explains that performance is defined as the willingness of a person or group of people to carry out an activity and perfect it according to their responsibilities with the expected results. According to Dharma (2004) [2] performance reflects the extent to which the employee's success in carrying out or completing the work tasks assigned to him, and almost all performance measurement methods consider the quantity of work, namely the amount to be completed, the quality of work, namely the quality produced, and timeliness. i.e. all work is produced according to schedule. Performance factors according to Timpe (1992) [25] consist of internal factors and external factors. Internal factors are factors associated with a person's nature. For example, a person's performance is good because he is high and someone is a hard worker type, while someone has poor performance because the person has a low ability and the person does not have the effort to improve his ability. External factors are factors that affect a person's performance from the environment. Such as the behavior, attitudes, and actions of co-workers, subordinates or leaders, work facilities, and organizational climate. Internal factors and external factors are types of attributions that affect a person's performance.

Organizational Climate

According to Stoner (1996) [21], organizational climate is a trait or characteristic that is relatively fixed in the internal environment of the organization and which distinguishes it from other organizations. While the characteristics of the organizational climate are generated by the behavior and policies of the organization, felt by members of the organization, can be used to interpret the organization, and as a source of pressure to direct activities. According to Robbins (1996) [14], organizational climate is a trait or characteristic that is relatively fixed in the internal environment of the organization and which distinguishes it from other organizations. While the characteristics of the organizational climate are generated by the behavior and policies of the organization, felt by members of the organization, can be used to interpret the organization, and as a source of pressure to direct activities. The concept of organizational climate for leaders and individuals in the organization has 4 (four) basic indicators, namely: organizational structure, responsibility, harmony, and conflict.

Organizational Commitment

Organizational commitment according to Robbin (1996) [14] is a condition in which an employee favors a particular organization and its goals and desires to maintain membership in the organization. So high job involvement means siding with an individual's particular job, while high organizational commitment means siding with the organization that recruited the individual. According to Mathis and Jackson (2012) [9], organizational commitment is the degree to which employees believe and accept organizational goals, and desire to stay with the organization. Meanwhile, according to Luthan (2006) [7] organizational commitment is a strong desire to remain as a member of a particular organization, a desire to strive to follow the wishes of the organization, as well as certain beliefs and acceptance of organizational values and goals. In other words, it is an attitude that reflects employee loyalty to the organization and a continuous process in which members of the organization express their concern for the organization and its success and continuous progress. Meyer and Allen (1991) [10] reveal 3 (three) components of organizational commitment, namely affective, continuance, and normative commitment.

Research Concept Framework

Figure 1. This explains that organizational commitment as a mediation between organizational climate and employee performance and explains the impact of direct influence between organizational climate and employee performance.

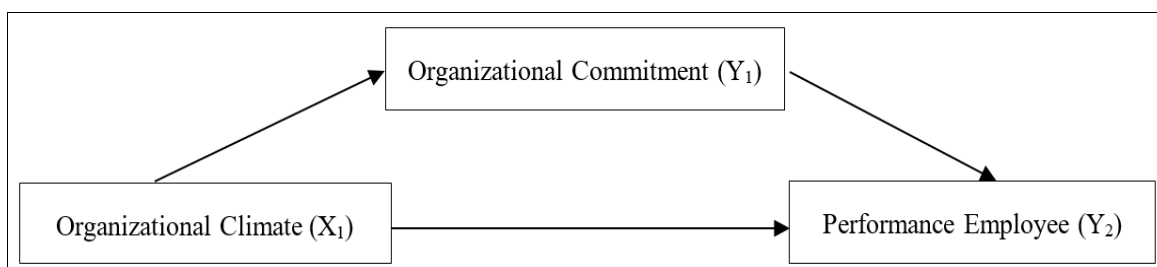


Fig 1: Structural Equation Modeling

Research methods

1. Research Design

This research design is quantitative with two research hypotheses. Description analysis is used to explain the description of each variable studied and multiple linear regression analysis is used to determine the effect between the variables tested. Questionnaires were used to collect primary data. Respondents only chose five answers according to the Likert scale on choice 1, which is strongly disagree, 2 disagrees, 3 is neutral, 4 agrees and 5 strongly agrees.

2. Population and Sample

The research was conducted in the period from December 21, 2020, to December 30, 2020. The research respondents were all civil servants at the “Sekretariat Daerah” of Pasuruan City as many as 107 people. The Slovin formula is used to determine the sample so that a sample of 84 respondents who are civil servants is obtained from a population of 107 employees. The sampling technique used is simple random sampling with the consideration that all employees have the same opportunity to answer the research questionnaire.

3. Variables and Indicators

Organizational climate is measured by four indicators, namely structure, responsibility, harmony, and conflict. Organizational commitment is measured by 2 indicators, namely affective commitment, and normative commitment. Meanwhile, employee performance is measured by three indicators, namely the quantity of work, quality of work, and timeliness. The structure of variables, indicators, and the number of research instruments is presented in Table 1.

Table 1: Variables, indicators, and research instruments

Variables and Indicators	Number of instruments
Organizational Climate (X ₁)	
Structure (X _{1.1})	2
Responsible (X _{1.2})	2
Harmony (X _{1.3})	2
Conflict (X _{1.4})	2
Organizational Commitment (Y ₁)	
Affective Commitment (Y _{1.1})	2
Normative Commitment (Y _{1.2})	2
Employee Performance (Y ₂)	
Quantity of work (Y _{2.1})	2
Quality of work (Y _{2.2})	2
Punctuality (Y _{2.3})	2
Total	18

Research Results

1. Respondent Profile

The “Sekretariat Daerah” of Pasuruan City is a regional apparatus organization that assists the regional leader in formulating policies and administrative coordination on the implementation of regional apparatus duties and administrative services. Researchers measure respondents' perceptions of organizational climate and organizational commitment as intervening variables on employee performance. The data collected were 84 questionnaire units. Respondent profiles are presented in Table 2.

Table 2: Profile of Respondents

Age	%	Level of education	%
25 – 35	23,8	Postgraduated	14,3
36 – 46	56,0	Bachelor	51,2
47 – 58	20,2	Diploma 3	7,1
Gender	%	Diploma 4	2,4
Male	59,5	High school	23,8
Female	40,5	Junior high school	1,2

There are more male respondents than females. After all, the demands of work require more activities with high mobility outside the office building, especially controlling the maintenance of the Regional Leader/deputy Regional Leader official house, Regional Leader’s office, and parks in the city government office complex, for ages more in the productive age range and more undergraduate/S1 education levels, which means more employees occupy structural positions because they have to formulate Regional Leader policies.

2. Analysis Results Description

Analysis of data processing using the SPSS (Statistical Package for Social Science) program. There are three variables, 9 indicators, and a total of 18 items. The results of the validity and reliability testing for 18 items proved valid from the probability of each instrument not exceeding the 5% error rate, meaning that the respondent understood the meaning of the measurements in the questionnaire (see Appendix). The results of the research instrument reliability test showed a good level of reliability as evidenced by the Cronbach alpha value not exceeding the r table value (0.235). The results of the descriptive analysis for each research variable, indicator, and 18 research instruments are presented in the appendix.

The description of respondents' perceptions can be analyzed from the average value generated by the indicators and instrument items. The indicator that best describes the organizational climate is that respondents tend to strongly agree that I am responsible for the work given. The indicator that best describes organizational commitment is showing that respondents tend to strongly agree about organizational commitment formed by normative commitment with the indicator that I am responsible for the work assigned/delegated. The indicator that best describes employee performance, respondents tend to strongly agree that employee performance is shaped by the quantity of work, quality of work, timeliness, and work commitment, where the main thing that can improve employee performance is the quality of work reflected by respondents feeling responsible in every activity. carrying out the tasks assigned to him.

3. Results of Linear Regression Analysis

The structural equation model is built by doing regression twice, with the regression model equation as follows:
The first multiple linear regression model:

$$Y_1 = 0.808 X_1 + e_1$$

The second multiple linear regression model:

$$Y_2 = 0.289 X_1 + 0.577 Y_1 + e_2$$

The results of the structural equation model are presented in Figure 2. below:

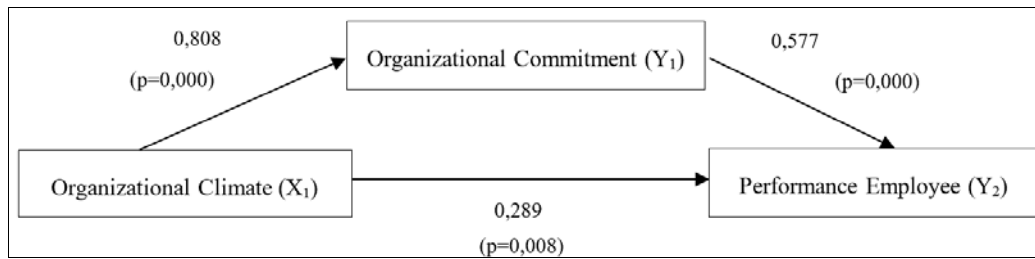


Fig 2: Result of Structural Equation Modeling

There are three regression coefficients in the structural equation model above. Organizational climate regression coefficient shows a significant effect on employee performance, while the regression coefficient of

Organizational Commitment as an intervening is not significant. The results of the path analysis evaluation are presented in Table 3.

Table 3: Path Analysis Results

Variable	Direct Influence	Indirect Influence	Total Influence
Organizational Climate → Organizational Commitment	0,808	-	-
Organizational Climate → Performance Employee	0,289	-	-
Organizational Commitment → Performance Employee	0,577	-	-
Organizational Climate → Organizational Commitment → Performance Employee	0,289	0,808 X 0,577 = 0,466	0,755

Discussion

Confirmation of the first hypothesis, organizational climate affects organizational commitment, which means that a better and more conducive organizational climate can increase organizational commitment, with organizational climate indicators that most influence organizational commitment are friendly leaders and can be invited to discuss and provide direction and if there are problems with colleagues immediately resolved so as not to drag on. The existence of direction and guidance from the leadership fosters a strong sense of trust in the organization because they feel protected by the leadership. If there is a problem with a coworker that is immediately resolved, the work environment is conducive and can provide peace of mind at work. The existence of mutual trust with co-workers makes the bonds of brotherhood stronger so that a sense of belonging to the organization where they work every day grows. The results of this study support the research of Suarningsih, Alamsyah, and Thoyib (2013) [22], Suarningsih *et al.* (2013) [22].

Organizational climate affects employee performance, which means that the better the organizational climate, the better the employee's performance. The organizational climate indicator that gives the highest contribution to employee performance is working according to established rules and norms. The existence of rules and norms that have been set as guidelines for Pasuruan City “Sekretariat Daerah” employees in setting work plans and targets to be achieved to create administrative and technical order. External factors that can affect employee performance are indicators of friendly and pleasant coworkers. Support from colleagues can create solid teamwork in achieving organizational goals, and of course, can improve employee performance. The results of this study support the research of Radianto and Sunuharyo (2017) [24].

Organizational commitment has a significant effect on employee performance, where the indicator of organizational commitment that provides the largest contribution to improving employee performance is being responsible for the work assigned/delegated. The existence

of a sense of responsibility for the work given will spur employees to try to give their best and achieve the target or work plan.

Confirmation of the hypothesis that organizational climate affects employee performance through organizational commitment. This shows that the organizational climate can improve employee performance if it is supported by employees who have high organizational commitment. A conducive organizational climate will strengthen employees' organizational commitment to their institutions. Determination of work plans and targets to be achieved by the agency can be achieved with strong organizational commitment from employees. So that a strong organizational commitment can improve the performance of the Pasuruan City “Sekretariat Daerah” employees. The results of this study support the research of Saidah and Lestari (2017).

Confirmation of this hypothesis proposes a better and conducive organizational climate because employees become safer and more peaceful in carrying out their duties so that they are encouraged to take responsibility and commitment in carrying out the tasks given, to try to increase the quantity of work, quality of work, and timeliness. Work.

Conclusions and Recommendations

The results show that the organizational climate is shaped by organizational structure, responsibility, a harmony that exists among employees, and conflicts that may occur. The main thing that encourages the organizational climate to work according to established rules and norms, leaders who can protect and provide direction, and if there are work problems or problems with colleagues, they are immediately resolved so that they don't drag on. The main thing that supports organizational commitment is affective commitment and normative commitment which is formed because there is cooperation with colleagues, mutual respect for the work of colleagues, can interact well with colleagues between divisions/work units, help each other, be responsible for the work given/delegated, and support each

other in the completion of work. Employee performance is shaped by the quantity of work, quality of work, and timeliness. The main thing that can improve employee performance is the quality of work reflected in the employee being responsible for each task due to a strong organizational commitment. For further researchers, it is recommended to add variables other than the variables that have been used in this study, so that they can be predicted to affect employee performance.

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