

THE INFLUENCE OF ORGANIZATIONAL CLIMATE AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE

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ABSTRACT

This research is motivated by the desire and hope of the organization to be able to develop and be able to achieve the expected goals, where one of the factors comes from the organization's employees. Organizational climate and job satisfaction can influence an employee's performance. Based on this description, this research was conducted to determine the influence organizational climate and job satisfaction on employee performance. This research is quantitative research with a causal comparative nature using survey methods. The population in this study were non-educational employees at Wijaya Kusuma University, Surabaya, with a population of 75 non-educational employees and a sample of 50 employees. Sampling used purposive sampling technique. The research data collection technique was carried out through questionnaires. Data analysis techniques include validity and reliability tests, descriptive data analysis, Multiple Regression Analysis. The results of this research are 1) Organizational climate has a positive and significant effect on employee performance 2) Job satisfaction has a positive and significant effect on employee performance

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a. INTRODUCTION

Technological advances, modernization and globalization that are occurring currently indirectly have an influence on human resources as part of the parties who must follow the changing demands of these conditions. Human resources as the main actors of an organization are faced with these conditions along with problems. -The problem is that it is necessary to be able to adapt and take steps and thoughts that are expected to be able to improve their abilities in accordance with the demands of conditions. Improving these abilities is absolutely necessary not only for jobs at the top management and middle management levels but also for operational workers. Related to this, efforts to improve the capabilities of those in top management will be different from those at the middle management level and those at the operational level. Employees at the top management level must have abilities related to company strategies, employees at the middle management level must have good communication skills to be able to understand the policies taken by top management and translate them so that employees at the top management level can understand them. operational. The company's ability to survive, adapt and develop according to current conditions requires communication and cooperation from the 3 levels of management.

An organization or company is a place for human resources to demonstrate their abilities. The ability and progress of an organization or company does not only depend on the human resources they have but also the working atmosphere or organizational climate in which they work. It is hoped that an organizational climate that is able to create comfort for all parties in the organization and involved in company activities will have a positive influence on employees in carrying out their work well so that it will also have a good influence on the organization where the organization will further develop. Organizational climate has a significant influence on whether an organization is good or not

Many factors influence the progress of an organization, including the satisfaction that employees get from their work. Satisfaction at work will have an impact on many factors, including employees working well and being able to express their abilities. Employees who feel satisfied at work will bring the organization where they work to become more advanced so that organizational productivity will increase. An employee will be able to get satisfaction at work if the organization where he works can provide comfort. Comfort can take various forms, including good communication, appropriate salary, democratic leadership, opportunities given to develop abilities and so on. Job satisfaction can be viewed from two sides, from the employee side, job satisfaction will give rise to pleasant feelings at work, while

from the company side, job satisfaction will increase productivity, improve employee attitudes and behavior in providing excellent service [1]. Job satisfaction is the emotional attitude of someone who enjoys and loves their job (Hasibuan, 2009). A person will bring with them a set of desires, needs, desires and past experiences that combine to form work expectations when joining an organization as a worker (Umar, 2010). According to Judge et al (2001), job satisfaction must be maintained to improve organizational performance

Creating a good work climate that can have an influence on employee performance is not an easy thing. This happens because the behavioral characteristics of each individual are different. Different perceptions of employees and organizations can also indirectly influence dissatisfaction. Organizational climate is a characteristic that differentiates an organization from other organizations, influences the individuals within it, and is relatively persistent over a certain period of time [2]. A conducive organizational climate is certainly able to provide job satisfaction for employees at work, and it is even likely that they will be loyal and committed to the organization. A healthy organizational climate allows each employee to work better, so that their duties can be achieved smoothly with maximum results.

Employee performance is the result of work, both quality and quantity, which is based on human resources over a period of time in carrying out work tasks in accordance with the responsibilities given [3]. Employee performance is influenced by many factors and the organization will really hope to obtain good results according to its objectives. one of which is determined through the performance of its employees. Companies can take various ways to improve employee performance, including by realizing employee job satisfaction through an organizational climate that meets employee expectations. Employees want a climate that will give them job satisfaction. Hurduzeu (2015), employee performance greatly influences organizational success. Employee performance is work achievement, namely the comparison between the employee's actual work results and the work standards set. Every organization will try to always improve the performance of its employees in order to achieve the goals set by the organization. Companies can take various ways to improve the performance of their employees; including by realizing employee job satisfaction through an organizational climate that meets employee expectations. An organization will develop well if employees gain satisfaction at work, which can be obtained if the organizational climate is able to provide comfort so that it will have an impact on employee and organizational performance

Literature REVIEW

Organizational Climate

Creating an organizational climate that is able to bring its members to improve performance in order to achieve organizational goals is not an easy thing. This is because humans basically have different behavioral characteristics according to their level of needs. If there is a difference in perception between members and leaders regarding the perceived and expected climate, it will allow a feeling of dissatisfaction at work, this condition can lead to abuse of rights and obligations which can result in organizational goals not being fulfilled optimally. This problem will make it difficult for the organization to develop in adapting to the environment where this will have an impact on employee dissatisfaction due to loss of identity and leaders will find it increasingly difficult to satisfy employee needs so that organizational goals will be difficult to achieve.

A person will feel the climate when they enter an organizational environment. Organizational climate is a perception of organizational policies, practices and procedures that are felt and accepted by individuals in the organization, where individuals consider organizational attributes as recognition of their existence in the organization, which at the individual level of assessing these attributes is called climate. psychological (psychological climate). When this assessment is felt and accepted by the majority of people in the workplace, this is referred to as organizational climate (organizational climate) [4].

Organizational climate can also be defined as a collection of attitudes and beliefs related to the organization that are felt and collectively implemented by members of the organization as a whole. [5] explain 6 indicators of organizational climate as follows:

- a. Comformity
Shows the degree to which workers feel that there are many rules, procedures, policies and practices that they must comply with in their own way as they deem appropriate.
- b. Responsibility
Shows the degree to which workers feel that they can make decisions and solve problems without having to ask their superiors first.
- c. Standard

Indicates the degree to which workers feel that the organization is setting opposing goals and imposing attachment to those goals on them.

d. Rewards

Demonstrates the degree to which workers feel that they are appreciated and rewarded for good work rather than being ignored, criticized or punished if something is done wrong.

e. Clarity

Indicates the degree to which workers feel that something is well organized and goals are clearly formulated rather than a disorganized or chaotic situation.

f. Team spirit

Shows the degree to which workers feel that they trust and help each other, as well as the existence of good relations between workers in the work environment. These six dimensions interact with each other to form the overall climate. Measurement results using these six dimensions can indicate a dimension in the organization that requires attention or change.

Stringer (in Wirawan 2007) states that the characteristics or dimensions of organizational climate can influence organizational members to behave in certain ways. The six dimensions proposed by Stringer (in Wirawan, 2007) are:

1. Structure

Structure reflects the feeling that employees are well organized and have clear definitions of their roles and responsibilities. Covers the employee's position in the company

2. Standards

Measures feelings of pressure to improve performance and the degree of pride employees have in doing their jobs well. Covers the working conditions experienced by employees in the company.

3. Responsibility

Reflects employees' feelings that they are "self-leaders" and never ask for opinions about their decisions from others. Includes independence in completing work.

4. Confession

The feeling that employees are given proper rewards after completing their work well. Includes rewards or wages that employees receive after completing work.

5. Support

Reflects employees' feelings regarding the trust and mutual support that prevail in the work group. Includes relationships with other coworkers.

6. Commitment

Reflects feelings of pride and commitment as a member of the organization. Includes employees' understanding of the goals the company wants to achieve.

Job Satisfaction

Employees are social creatures who are the main wealth for every organization. These employees are implementers who support the achievement of goals, have goals, have thoughts, feelings and desires that can influence their thoughts and attitudes towards their work. [3] stated that job satisfaction can occur, it can be seen from the pleasant or unpleasant emotional state with which employees view their work. Job satisfaction is an employee's attitude that arises because there is a match between employee expectations and the reality provided by their work. Someone with a high level of job satisfaction shows a positive attitude towards their job. On the other hand, if someone is dissatisfied with their job, they show a negative attitude towards their job. According to Wikramasinhe et. al [6] job satisfaction is a collection of feelings towards work that an employee has. There are 5 indicators of job satisfaction, namely:

a. Job it self

According to [7], this element explains employees' views of their work as interesting, through this work employees get the opportunity to learn.

b. Supervision (Supervision)

[7] believes that supervisory duties cannot be separated from the leadership function, namely efforts to influence the activities of subordinates through the communication process to achieve certain goals set by the organization.

c. Pay (Reward)

According to [8] states that employees want a wage system and promotion policies that are perceived as fair, unequivocal, and in line with their expectations. When wages are seen as fair based on job demands, individual skill level, and community wage standards, satisfaction is likely to result."

d. Promotion (Opportunity Work)

According to [7] states that "promotional opportunities have a different influence on job satisfaction because of differences in the remuneration provided". According to [3] Promotion is "The process of transferring employees from one position to another, higher position". Thus, promotion will always be followed by higher duties, responsibilities and authority than the position previously held. Through promotions, the company will gain stability and employee morale will be more guaranteed.

e. Co-Workers (Partners Work)

[7] stated that "Colleague friendly work, cooperation _ colleague coworkers or group Work is source satisfaction Work for worker individually. Temporary group Work can give support, advice or advice, help to fellow colleague work.

Employee Performance

According to [9] Performance is the result or level of success of a person or the whole during a certain period in carrying out tasks compared to various possibilities such as standard work results, targets or objectives or criteria that have been determined in advance and have been mutually agreed upon. Other definitions of performance according to [10] performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authority and responsibilities, in order to achieve the goals of the organization concerned legally without violating the law and in accordance with morals and ethics. Factors that influence performance according to [11]:

- a. Personal factors, including elements of knowledge, skills, abilities, self-confidence, motivation and commitment possessed by each individual employee.
- b. Leadership factors include aspects of the quality of managers and team leaders in providing encouragement, enthusiasm, direction and work support to employees.
- c. Team factors, including the quality of support and enthusiasm provided by teammates, trust in fellow team members, cohesiveness and closeness of team members.
- d. System factors, including work systems, work facilities or infrastructure provided by the organization, organizational processes, and performance culture within the organization.
- e. Contextual (situational) factors, including pressure and changes in the external and internal environment.

To measure employee performance personally, according to [12], there are four dimensions, namely:

1. Quality is level Where results the end reached approach perfect in meaning fulfil expected goal _ by company
2. Quantity the resulting amount is stated in term number of work units or is amount cycle resulting activity.
3. Accuracy time level activity finished it work the on time desired start
4. Work The same something activities carried out for reach One goal y

To find out the performance of employees, it is necessary to hold a performance assessment, where according to Chusminah RM, R. Ati Hariyanti (2019) the performance assessment has the following objectives:

1. To determine the level of employee achievement
2. Providing appropriate rewards
3. HR Development
2. Increase motivation
3. As a source for HR planning, careers and decision making for career planning
4. As a tool to encourage employees to improve their performance.

According to Sadarmiyati in Ainnisya and Susilowati (2018), this performance assessment also has several benefits, namely:

- a. Improve work performance.
- b. Provide fair employment opportunities.
- c. Training and development needs.
- d. Compensation adjustments.
- e. Promotion and demotion decisions.

Hypothesis

According to [2] organizational climate is a characteristic that differentiates an organization from other organizations, influences the individuals within it, and is relatively persistent over a certain period of time. A person will feel the climate when they enter an organizational environment. Organizational

climate can also be defined as a collection of attitudes and beliefs related to the organization that are felt and collectively implemented by members of the organization as a whole [5]. Based on the description above, the following hypothesis can be drawn:

Hypothesis 1: Organizational climate has a significant effect on employee performance

Job satisfaction is often associated with employee performance where the two have a close relationship. This condition is not always true, where employees who are satisfied with their performance are not always employees who have high achievements so that job satisfaction is not always a motivation to achieve good performance. Job satisfaction and performance are interrelated despite the fact that they are different things. Organizations that have employees who are more satisfied have a tendency to carry out their work better than organizations that have employees who feel less satisfied in carrying out their work. An employee who is satisfied with his job will try to improve his performance.

Employees who are satisfied in carrying out their work have a sense of responsibility for the work they do. They will take advantage of the opportunities given by the company to carry out their work by utilizing the facilities provided by the company to them. They will work and be active optimally without feeling burdened and have the opportunity to develop themselves according to their abilities without losing the trust that the company has placed in them. A comfortable atmosphere will also have a positive impact on the company, where indirectly the company's performance will increase. Based on the description above, the following hypothesis can be drawn:

Hypothesis 2: Job satisfaction has a significant effect on employee performance.

Based on this hypothesis, the analysis model is as follows:

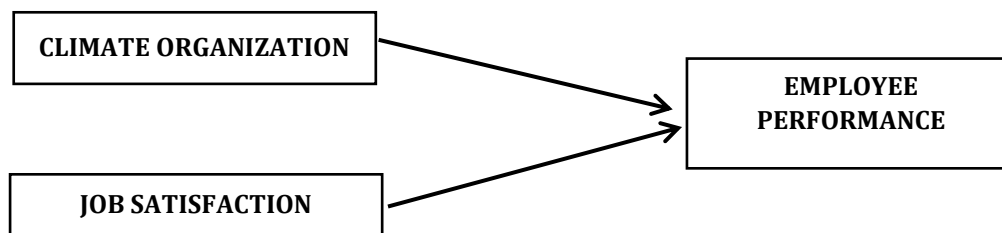


Figure 1. Analysis Model.

2. METHOD

This research discusses cause and effect or comparative causal research. [13] causal relationship is a relationship that is cause and effect. There are independent (influencing) and dependent (influenced) variables. From this research, the influence between the independent variables, namely organizational climate and satisfaction with the dependent variable, namely employee performance, was sought. This research is quantitative research. According to [13] quantitative research is a research method based on the philosophy of positivism, used to research certain populations or samples, collecting data using research instruments, quantitative/statistical data analysis, with the aim of testing predetermined hypotheses.

According to [13] a causal relationship is a relationship that is cause and effect. The population in this study were non-educational employees at Wijaya Kusuma University, Surabaya. According to [13], the sample is part of the number and characteristics of the population. The sample is a useful part for research purposes. The sampling technique used was based on a purposive sampling technique where this research was not carried out on the entire population, but focused on the target. Purposive Sampling means that the sample determination takes into account certain criteria that have been created for objects that are in accordance with the research objectives, in this case the research was carried out on 50 non-educative employees who were placed within the Faculty at Wijaya Kusuma University, Surabaya. There are 3 variables in this research, namely organizational climate and satisfaction as independent variables and employee performance as the dependent variable. The operational variables in this research are (1) Organizational Climate is a series of feelings and perceptions of various workers which can change from time to time and from one worker to another. Indicators of organizational climate are Structure, Standards, Responsibility, Rewards, Support, Commitment; (2) Job satisfaction is an effectiveness or emotional response to various aspects of work. From this understanding it can be concluded that job satisfaction is not a single concept, where someone can be relatively satisfied with one aspect of their work and dissatisfied with one or more other aspects. (3) Employee Performance is a work result achieved by a person in carrying out the tasks assigned to him which is based on skill, experience, seriousness and time. Indicators of performance are quality, quantity, timeliness, cooperation.

This research uses SPSS to test the research hypothesis. Before testing the hypothesis, reliability and validity tests were carried out on the questionnaire first.

3. RESULT AND DISCUSSION

Results

Table 1. Respondent Profile

Description	Frequency	Percentage
Age		
20 yrs - 25 yrs	-	-
26 yrs - 30 yrs	7	14
31 yrs - 35 yrs	6	12
>36 yrs	37	74
Gender		
Man	38	76
Woman	12	24
Education		
S1	26	52
S2	2	4
SENIOR HIGH SCHOOL	22	44
Years of service		
1 Yr - 5 Yr	8	16
6 yrs - 10 yrs	6	12
11 yrs - 15 yrs	8	16
16 yrs - 20 yrs	8	16
> 21	20	40

From table 1 you can concluded that based on age respondent with age > 36 years old is the most namely 37 respondents (74%), based on type sex the largest number is respondents man namely 38 respondents (76%), based on education amount respondents the most is for S1 that is amounting to 26 respondents (52%) and based on length of service respondents most widely is respondents with work period > 21 namely 20 respondents (40%).

Before testing the hypothesis, the instrument test is first carried out, namely the reliability test and validity test. Reliability according to Now (1992) is ability something instrument show stability And internal consistency measure concept.

Table 2 Reliability Table

Reliability	Cronbach's Alpha	Minimal reliability	Information
X ₁	0.748	0.7	Reliable
X ₂	0.854	0.7	Reliable
Y	0.863	0.7	Reliable

The reliability of organizational climate is 0.748, the reliability of satisfaction is 0.854 and the reliability of employee performance is 0.863. Based on the reliability test, everything can be relied on because the Cronbach Alpha value is above 0.7. Validity according to Sekaran (1992) is showing how good an instrument is used to measure (a particular concept) that must be measured.

Table Validity Table

Statement	Pearson Correlation	Sig.	Information
I1	0.571	0,000	Valid
I2	0.681	0,000	Valid
I3	0.582	0,000	Valid
I4	0.619	0,000	Valid
I5	0.641	0,000	Valid
I6	0.488	0,000	Valid
I7	0.584	0,000	Valid
I8	0.582	0,000	Valid
I9	0.624	0,000	Valid
K1	0.790	0,000	Valid
K2	0.802	0,000	Valid

K3	0.700	0,000	Valid
K4	0.622	0,000	Valid
K5	0.759	0,000	Valid
K6	0.721	0,000	Valid
K7	0.718	0,000	Valid
K8	0.510	0,000	Valid
Ki1	0.570	0,000	Valid
Ki2	0.700	0,000	Valid
Ki3	0.726	0,000	Valid
Ki4	0.660	0,000	Valid
Ki5	0.710	0,000	Valid
Ki6	0.839	0,000	Valid
Ki7	0.768	0,000	Valid
Ki8	0.738	0,000	Valid

Based on the results of the validity test, all question items are valid because they are below 0.05 (<0.05).

Hypothesis Testing

To test the hypothesis using multiple linear regression. The test results are shown in table 4.

Table 4 Multiple Linear Regression Results

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error				Zero-order	Partials	Part	Tolerance	VIF
Constant)	126,765	38,188		3,320	,002					
Ikلمي_Total	,470	,106	,498	4,436	,000	,692	,543	,422	,717	1,394
Total_Satisfaction	,263	,081	,366	3,259	002	,630	,429	,310	,717	1,394

a. Dependent Variable: Total_Performance

Using multiple linear regression analysis techniques, the results obtained for hypothesis 1 are accepted where organizational climate has a significant effect on employee performance, this is shown by the significance results of 0.000 below 0.05 and hypothesis 2 is also accepted where satisfaction has a significant effect on employee performance as shown by the significance results. of 0.002 below 0.05.

From the results of the hypothesis test, the regression equation can be shown as follows:

$$\text{Employee Performance} = 126.765 + 0.470 \text{ Organizational Climate} + 0.263 \text{ Satisfaction}$$

From the regression equation it can be said that organizational climate and satisfaction have a positive effect on employee performance, which means that if the organizational climate rises then employee performance will also rise and conversely if the organizational climate falls then employee performance will fall, likewise if satisfaction rises then employee performance will increase and conversely, if satisfaction decreases, employee performance will decrease.

Discussion

Organizational climate influences employee performance

A conducive organizational climate will have an influence on employees in carrying out their work. In carrying out their duties, employees can know and understand the tasks given, high work standards, no feeling of pressure in carrying out their duties, authority given to employees to decide a problem, good co-workers, clear goals and appropriate rewards are factors- factors that will make employees comfortable so that performance will be good and indirectly the company or organization will be able to enjoy the results too, so the first hypothesis is accepted.

Satisfaction influences performance

Job satisfaction has a significant effect on employee performance. Hypothesis testing carried out shows that there is a significant influence between job satisfaction and employee performance. This supports the results of [14] research that the relationship between job satisfaction and employee performance is shown by the condition of companies where employees who are satisfied will be more effective in carrying out their work than companies with employees who are less satisfied. [15] stated that Job Satisfaction, among other things, has a role in achieving better productivity and quality

standards, avoiding the possibility of building a more stable work force, as well as more efficient use of human resources, so the second hypothesis is accepted.

From the description above, it can be concluded that a supportive organizational climate and employee satisfaction will enable employees to work well so that employee performance will be good and organizational performance will also be good, in this case it has a good influence on Wijaya Kusuma University Surabaya in carrying out its activities, especially in the world of education.

4. CONCLUSION

From this research, 3 conclusions can be drawn in this research, namely (1) Organizational climate influences employee performance, where this happens because employees can work comfortably without pressure, good co-worker support, and the opportunity to make decisions about the problems faced in their work. carrying out work, clear goals and appropriate rewards (2) The satisfaction obtained by employees will make them work better and will try to use the skills they have optimally so that their performance will be good. (3) Organizational climate and satisfaction influence employee performance as shown by the regression equation $\text{Employee Performance} = 126.765 + 0.470 \text{ Organizational Climate} + 0.263 \text{ Satisfaction}$. Based on from results study This things that researchers can suggest to Wijaya Kusuma University Surabaya are: as following (1) Preferably organization give chance to employees For increase ability through trainings well done by internal organizations nor with party external like institutions management(2) Providing chance for further study especially for aged employees his Still potential And also the tallest his education still in high school and (3) Provide award For employees who have good performance where award This Can in form material or non- material

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