
THE EFFECT OF ORGANIZATIONAL CLIMATE ON PERFORMANCE WITH JOB SATISFACTION AS AN INTERVENING VARIABLE (CASE STUDY ON PERUM JASA TIRTA I (ASA)MALANG)

By

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Abstract: *Perum Jasa Tirta I (Asa) Malang is a drinking water company owned by the local government. With the increasing number of employees, the conflict of human resources faced by the company is increasingly complex. Therefore the management of human resources must be managed and possible to make the origin of human resources satisfied and satisfactory for the company. Realizing the importance of employee job satisfaction in supporting the company's high productivity, the primary battle in this study is to analyze the source that hypnotizes the job satisfaction of permanent employees at Perum Jasa Tirta I (Asa) Malang. This study aimed to determine the influence of organizational climate and job satisfaction on employee performance and whether job satisfaction can be a variable intervention between corporate environment and employee performance. This study uses quantitative research methods with a descriptive approach. Respondents from this research are the entire staff of Perum Jasa Tirta I (Asa) Malang. The scale used in this study is the Likert scale*

INTRODUCTION

The origin of human power in a company cannot be denied as a vital asset in running the company's organization. The excellent and impaired quality of the company also depends on the quality of human resources in the internal company itself. Using the human resources that can run the entire operational activities of the company will be easy to achieve the objectives of the company organization; this indicates that it is expected that there is an effective human resource management process in a company organization. The cause is not intermittent problems that are not uncommon in a company or other business units is the fight in the field of origin of human resources.

The phenomenon that often occurs in most companies means that when the performance and image of the company that has been good and in sync with the desired can be damaged, the various attitudes and attitudes of employees. Thus derived, human resources is one of the most important concerns for companies, especially HR companies. The company must attach importance to the rights of employees. Employees will provide totality in the company if employees get job satisfaction.

Job satisfaction is a typical attitude towards a person's work that shares the disparity between the number of awards received and the amount they believe they should receive (Robbins, 2003:78). Tunjungsari (2011) conveys that job satisfaction is an evaluation that describes a person's feelings of attitude like unhappy, satisfied, or dissatisfied at work. A person who receives high job satisfaction will have positive feelings for his job, and vice versa; a person with dissatisfaction will have negative feelings for his career, which significantly affects their performance. Job satisfaction is a variable attitude (attitude) related to using personal feelings towards their work (Widyaningrum, 2010). Job satisfaction (job satisfaction) is not the origin of the judgment of others but there is derived from the feelings of each individual. Job satisfaction is a condition of personal assessment contained in the workplace (Cekmecelioglu et al., 2012). Meeusen et al. (2011) States organizational climate characteristics correlate statistically significantly to job satisfaction. according to firmansah and santy (2011), job satisfaction arises due to how managers show managers pay attention and ask for opinions and participation of subordinates about the affairs of the company; as a result workers feel that they are part of the internal origin of the organization and think that superiors pay attention to them. Employee job satisfaction is a factor of employees surviving and being committed to a company.

Employee job satisfaction in the company tries to be created as well as possible because the more significant the sense of pride felt by the employee, the employee's performance in running the company's operations will be maximum, and also the more influential the commitment of the employees for the company, as well as the slight possibility of employees to leave the company earlier. Thus derived, the welfare of employees has been the focus of every company leader. Several factors can form job satisfaction (job satisfaction) in some companies from the company's internal state, including the organizational climate, salary (salary), and depressing work. A comfortable situation at work can be obtained through the corporate environment, and an excellent organizational environment will produce employees feeling calm in doing the work itself. Workers will taste the climate contained in the company's organization is good if the company's leadership can create a good situation in the organization of the company and create a good relationship between employees. It will support any work done by employees.

The organizational climate of each company is entirely back to the internal company itself; it all depends on the manager to develop and build the corporate environment. Susanty (2012) describes the organizational climate of each organization using other organizations. Of course, the organizational environment that varies-Bhinneka suggests the attitude of human resources that birds in the organization. An excellent organizational climate will have a positive effect on employee performance as well as the opposite bad organizational weather will also have a positive impact on employee performance. Bachelor (2012) stated organizational climate means a corporate atmosphere that supports work implementation.

Kurniasari and Halim (2013) stated that the existence of an excellent organizational climate would be able to lead to job satisfaction; employees who are based on a good and safe organization will be able to build employee initiatives to want to do something activities and work as an obligation and also do not hesitate to carry out tasks outside his job. Employees who feel an excellent organizational climate will convey a lot of contribution and totality to the company. Brown and Leigh (1996) said that the organizational climate is crucial because

organizations that can create an environment where employees feel friendly can reach their full potential in seeing the key to competitive advantage. The organizational climate can be viewed as a critical variable of organizational success. Watkin and Hubbard (2003) said that organizational performance is high because it has an organizational climate measured by specific characteristics. The organizational climate becomes very important to improve organizational performance; using a good corporate organizational climate will result in the sense of comfort and create morale for company employees.

In addition to the organizational climate, the factor that hypnotizes employee job satisfaction is the salary (salary). "honor means the remuneration given by the company to employees in the form of money, and there is a common given continuously" (NitiseMITO, 2000:149). It can not be denied almost all the purpose of people working means to earn money, especially for the people of developing countries, including Indonesia, money is a very vital thing in their lives. If the goals and needs of employees are met, then the performance of employees in the company will increase, which will result in the company's goals being achieved. Therefore, the company's leadership is required to pay attention adequately to the rewards that will be given to employees because it is very berkengarah on employee job satisfaction because the honor given by the company can positively and negatively affect the performance of a company.

Companies are required to be fair to employees in providing workers ' rights. According to LUM et al. (1998), "individuals will feel justice (equity) against salary received to get in touch with the work they do. The high wage given by the company will be a motivation for every employee because they will feel appreciated for the contribution they make to the company. Conversely, a low salary that is not by the needs while the employee has done the obligations and attributions given by workers to the company will result in employees.

The main problem in this study aims to analyze the factors that become the source of employee job satisfaction in Perum Jasa Tirta I (ASA) Malang. Perum Jasa Tirta I (Asa) Malang is a drinking water company owned by the local government. With the increase in the number of employees, the human resource problems faced by the company are increasingly complex. Therefore human resource management must be managed as well as possible to produce satisfied and satisfactory human resources for the company. Realizing the importance of employee job satisfaction in supporting the company's high productivity, the main problem in this study is to analyze the sources that affect the job satisfaction of permanent employees at Perum Jasa Tirta I (Asa) Malang. The factors that cause employee job satisfaction are diverse, both from financial and non-financial factors.

LITERATURE REVIEW

According to Sianipar (2014), Job Satisfaction" is a complex emotional reaction. This emotional reaction is the result of the employee's impulses, desires, demands, and expectations of the job that are connected with the realities that the employee feels, giving rise to a form of emotional reaction in the form of feelings of pleasure, emotions of satisfaction, or feelings of dissatisfaction".

Job satisfaction is "an employee's attitude towards work related to the work situation, cooperation between employees, rewards received in work, and matters concerning physical and psychological factors. This attitude towards work is the result of a number of individual-

specific attitudes towards factors in work, individual self-adjustment, and individual social relationships outside of work giving rise to an individual's general attitude towards the work he faces". Sutrisno, (2012)

Based on the above opinion, job satisfaction is a positive feeling or emotion that appears in a positive attitude towards his work because of the emergence of employee perception of how well the level of work he does can meet the various needs of his life.

To that end, it can be known that not only the ability of employees is needed in work but also the motivation in work was very influential on employees to get better performance. One of the efforts taken by managers/superiors to motivate employees is to create satisfaction in working to achieve employee performance in the company even though it is realized that it is not easy.

Stinger (Wirawan, 2007) defines the organizational climate as the collection and environmental patterns that determine the emergence of motivation and focuses on perceptions that make sense or can be assessed to directly influence the performance of organizational members. Gilmer (1961: 49) defines the organizational climate are specific characteristics that distinguish an organization from other organizations and affect human behavior in the organization. Gilmer explained that the organizational climate affects the behavior of individuals in an organization and how the organization interacts with others. From some of the above definitions, it can be concluded that the organizational climate experienced by employees in an organization is how the characteristics derived from the work environment affect the behavior of people in the organization and everything that is in the organization.

Gilley and Maycunick (2000) stated that the organizational climate is related to job satisfaction; a positive work climate can lead to high employee job satisfaction. Schneider and Snyder (in Jewel and Siegal, 1998), organizational climate is an explanatory concept based on the "perception" of the social environment of the organization; on the contrary, job satisfaction is an alternative concept based on feelings about that perception. Both have collections that the organizational climate affects job satisfaction; according to Surachim and Firdaus (2008), the organizational climate has a positive influence on employee job satisfaction.

METHOD

This study uses quantitative research methods with a descriptive approach. The technique examines the population or a particular sample, data collection using research instruments, and quantitative data analysis to test the hypothesis established in Sugiyono (2014:13). Descriptive understanding, also put forward by Sugiyono (2012: 29), is a method that describes the general picture of the object under study using data or samples that have been collected, without analyzing the analysis or describing general conclusions.

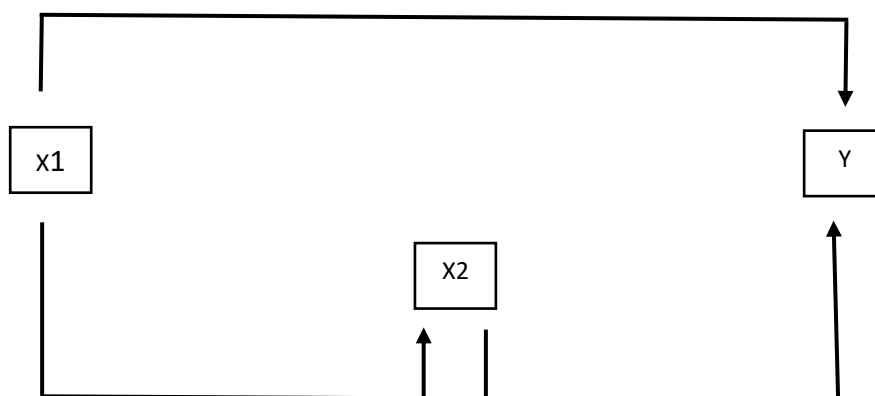


Figure 1. Research Design

Description:

→ : Direct Influence

X1 : Organizational Climate

Z : Job Satisfaction

Y : Performance

Descriptive statistical analysis is a statistic used to analyze data by describing or describing the data that has been collected as it is without intending to make conclusions that apply to the general or generalization (Sugiyono, 2013:147). This technique is used to describe or analyze the accurate picture of the organizational climate of job satisfaction in employees Perum Jasa Tirta I (Asa) Malang.

In this study, descriptive analysis was done to analyze the length of the interval class, which aims to determine the classification or category of each variable. If the size of the course has been determined, then the total value of each item is entered in to each interval class so that the frequency of each category is then denoted. Each question is measured with the lowest score of 1 and the highest score of 5 according to the Likert scale with five types of answers. Interval measurement at each interval class can be calculated using the following formula

RESULTS AND DISCUSSION

Table 1. Hypothesis Test

Hipotesis	Variabel		Beta (β)	t-hitung	ρ -value
	Bebas	Terika t			
1	X	Z	0,254	2,967	0,004
2	X	Y	0,237	2,752	0,008
3	Z	Y	0,022	2,164	0,029

Influence of organizational climate on employee performance the results of this study show there is a direct influence of organizational climate factors on employee performance Perum Jasa Tirta I (Asa) Malang. Thus an excellent organizational climate will cause employees to improve employee performance. The corporate environment of Perum Jasa

Tirta I (Asa) Malang, which is perceived directly, positively affects employee performance. While the indirect influence through job satisfaction shows that the organizational climate affects employee performance if employee job satisfaction is achieved.

The results of this study are by the opinion of Yuliandini (2004), who states that the organizational climate can improve performance. The corporate environment must be done reciprocally for a version to have good value. This means that it raises the inclusion of superiors with subordinates, and good superior performance will improve the performance of subordinates.

Organizational climate has a positive effect on employee performance. Perum Jasa Tirta I (Asa) Malang in improving the corporate environment of all employees by providing practical information and fostering relationships between employees and the company. Organizational climate conducted by companies/agencies in improving performance is done by conducting frequent dialogues and seminars for employees or non-formal meetings conducted outside of work to foster relationships. This was done to encourage Perum Jasa Tirta I (Asa) Malang employees to improve employee performance in achieving company/Agency goals.

Influence of organizational climate on job satisfaction

This study showed a direct influence of organizational climate factors on the employees' job satisfaction of Perum Jasa Tirta I (Asa) Malang. Thus, an excellent organizational climate will cause employees to increase employee job satisfaction. The corporate environment of Perum Jasa Tirta I (Asa) Malang, which is perceived directly, positively affects employee satisfaction. Job satisfaction has a good value; the organizational climate must be done reciprocally. This means that there is an element of inclusion of superiors with subordinates, and with reasonable superior job satisfaction will increase subordinate job satisfaction.

Organizational climate has a positive effect on employee job satisfaction directly. Organizational climate by companies/agencies in improving job satisfaction is done by increasing changes in the structure according to employee job disks, providing a comfortable and conducive working atmosphere. This was done to encourage Perum Jasa Tirta I (Asa) Malang City employees to improve employee job satisfaction in achieving company/Agency goals.

Effect of job satisfaction on performance

The results of this study showed a direct influence of job satisfaction factors on the performance of Perum Jasa Tirta I (Asa) Malang employees. Thus, reasonable job satisfaction will cause employees to improve employee performance. Job satisfaction Perum Jasa Tirta I (Asa) Malang is perceived as positively affecting employee performance. The version has good value, and job satisfaction must be done reciprocally. This means that it raises the inclusion of superiors with subordinates, and good superior performance will improve the performance of subordinates.

The results of this study support the opinion of Sedarmayanti (2007: 233), which states that satisfaction is a willingness to issue a high level of wages towards organizational goals that are conditioned by the effort's ability to meet individual needs. The element of action is a measure of intensity. When a person is satisfied, he will try to be strong. The goal of the organization is the effort it should be. The need for something internal state that causes a

particular result seems attractive. Satisfaction is the emergence of behaviors that lead to specific goals with total commitment until the achievement of the intended purpose.

Job satisfaction factor positively affects employee performance Perum Jasa Tirta I (Asa) Malang. Perum Jasa Tirta I (Asa) Malang increases satisfaction by making improvements such as awards, rewards, seminars, and training so that employees can be satisfied to work harder to improve employee performance in achieving company/Agency goals.

The influence of organizational climate (X2) on performance (Y) through job satisfaction (Z) is an intervening variable.

Organizational climate (X2) has a positive effect on performance (Y) through job satisfaction (Z) as an intervening variable job satisfaction is the impetus that arises from within employees to carry out a job to meet the desires and expectations and rewards to be achieved to meet their needs (Laswitarni, 2013).

Job satisfaction comes from within, or intrinsic dignity are factors that come from employees related to happiness, including satisfaction in a career, recognition obtained from the institution, the nature of the work done, opportunities and progress in a job, and professional and intellectual growth experienced by a person.

The indirect influence of organizational climate through job satisfaction shows that implementing a good and correct corporate environment can improve employee job satisfaction. An excellent organizational climate and always oriented job relations in shaping employee behavior can make satisfied employees work so that it will enhance the optimal work results so that later employee performance will increase. The organizational climate has a more significant influence than the work environment, so the corporate environment has a more indirect effect on performance through job satisfaction.

CONCLUSIONS

Based on the results of data analysis, it can be concluded that things such as the organizational climate have a significant effect on the performance of research and business development staff. The better the corporate environment, the higher the performance. The organizational environment has a substantial impact on the job satisfaction of research and business development staff. The better the organizational climate, the higher job satisfaction. Job satisfaction has a significant effect on the performance of research and business development staff. The better job satisfaction, the higher the performance. Organizational climate has a substantial impact on the performance of research and business development staff, with job satisfaction as an intervening variable. This means that job satisfaction can mediate the influence of organizational climate on performance through job satisfaction.

SUGGESTIONS

Suggestions that can be submitted include:

1. The Applied organizational climate should be further clarified, namely the work climate that leads to the research and development department's formation.
2. The leaders are expected to continue to improve employee job satisfaction by not ignoring the rights and interests of the employees concerned. Such as providing opportunities for promotion, improving employee supervision system, improving ability by continuing to learn to enhance personality so that trust in the leadership is always there, and maintaining harmonious relations between colleagues.

3. The field of research and Business Development has a clear direction in conducting long-term and short-term research planning.

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