
Organizational Commitment As A Mediating Variable Of The Influence Of Organizational Climate On Employee Performance

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ABSTRACT

Organization is one of the places needed by an employee to develop their skills and also as a place to meet needs. In running its operations, the existence of an employee is one of the factors that greatly determines the success of an organization. An organization that is able to provide a good work climate and has a good commitment will be able to bring comfort in working so that it will have a good influence on employee performance. Good employee performance will have a positive impact on the success of the organization. Creating a sense of comfort in working can be done in various ways, including by paying attention to employee needs, appreciating employees, establishing good cooperation with employees. In addition to a sense of comfort or also called a good organizational climate, there is a good commitment in running the company. Good organizational commitment will also make employees work well because they have confidence and trust in the company. Researchers are interested in conducting research entitled "Organizational commitment as a mediating variable in the influence of organizational climate on employee performance". The population used in this study were non-educational employees at a college "X". The sample taken in the study was 50 non-educational employees who had a minimum work period of 20 years. This sampling technique used purposive sampling. To answer the hypothesis in the study, the SEM analysis technique was carried out using AMOS 16.0 where this technique was used to determine the role of organizational commitment as a mediating variable. The results of this study are that organizational climate has a significant effect on organizational commitment with a result of 0.027, organizational climate does not affect employee performance with a result of 0.183, organizational commitment affects employee performance with a result of 0.008 and organizational commitment is able to mediate organizational climate and employee performance by $2.478 > 1.96$.

Keywords: Organizational climate, Organizational commitment, Employee performance

INTRODUCTION

Organizations in community life are a place for individuals to pursue their careers through their performance as well as a place to fulfill their life needs. Employees for an organization are one of the capitals needed to carry out activities.

Organization become a place for an employee to be able to apply their abilities. The abilities and skills possessed by an employee are only one of the determining factors for the success of a company in addition to other factors such as a comfortable working atmosphere or called organizational climate,

salaries that meet standards, coworkers who can support and many more. An organizational climate that is able to create a sense of comfort is expected to be able to make employees in carrying out their work free to carry out their work with the skills they have so that it will have a positive effect on their performance and will provide good results for the organization, as shown in a study conducted by Jalil (2019). The comfort created within the company that can be felt by all parties within the organization will have a good influence in achieving the goals that have been determined. Studies that have been conducted show that organizational

climate has a fairly close relationship with organizational commitment and employee performance (Sutanto et al., 2024). The results of several studies strengthen the existing theory put forward by Abdulkareem (2021) who stated that organizational climate is the perception of organizational members regarding what exists or happens in the internal environment of the organization on a routine basis that influences the attitudes, behavior and performance of organizational members, which then determines organizational performance.

Many factors affect organizational progress other than organizational climate, including organizational commitment. Many studies have been conducted related to organizational commitment, including those conducted by Usman (2024) which showed that organizational commitment can affect employee performance. High organizational commitment will be able to foster a sense of love and belonging which will affect performance in a good direction. According to Luthans, 1995, a high commitment possessed by an employee will have an influence on their perspective on the organization which will make them work extra hard for the sake of organizational progress. Employees who have a high commitment will make them work more productively with the skills they have so that the company will grow more. Employees who are more committed will provide more responsible service. High commitment is usually possessed by an employee when they get satisfaction such as salary, promotion or from coworkers. The impact of commitment on employee performance is relatively significant Hendri (2019) stated that organizational commitment has a positive and significant effect on employee performance.

Performance Employees are one of the factors that will indirectly affect the performance of the organization. The progress of the organization will be obtained through good performance from its employees and vice versa, poor performance will make it difficult for the company to develop. Puspitasari (2019)

said that performance is a "successful role achievement" of his actions. Based on this, it is stated that performance is the result obtained by an employee according to the work concerned. Many opinions are conveyed regarding performance, including those conveyed by Ilham (2022) who said that a person's performance is influenced by many factors that can be grouped into 3 groups, namely compensation for the individual concerned, support from the organization and support from management. An employee's performance can be a determinant of the success of an organization, but improving an employee's performance is not easy, especially for organizations that are not solely profit-oriented. Good performance will maintain the existing existence and will help achieve the goals that have been set. Performance is very important for the progress of the company, therefore, employees who have performance below standard must be considered in order to be able to improve performance according to company standards.

The progress of an organization will be achieved if the organizational climate is able to create comfort, organizational commitment runs well among all individuals in the organization and employees are able to work with good 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 easy. This is because basically humans have different behavioral characteristics according to their level of needs. If there is a difference in perception between members and leaders regarding the climate that is felt and expected, it will allow for a sense of dissatisfaction in working, this condition can lead to abuse of rights and obligations that can result in organizational goals not being met optimally. This problem can make it difficult for the organization to develop in adjusting to the environment where this will have an impact on employee

dissatisfaction because they lose their identity and leaders will find it increasingly difficult to satisfy employee needs so that organizational goals will be difficult to achieve.

Climate will be felt by someone when entering 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 the assessment of these attributes is called psychological climate. When this assessment is felt and accepted by most people in the workplace (Abolfotouh et al., 2017)

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. Litwin and Meyer in (Pugu et al., 2024) explain 6 indicators of organizational climate as follows:

- a. Conformity
Demonstrates 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 see fit.
- b. Responsibility
Refers to the degree to which workers feel that they can make decisions and solve problems without having to ask their superiors first.
- c. Standard
Refers to the degree to which employees feel that the organization sets challenging goals and encourages them to commit to those goals.
- d. Rewards
Refers to the degree to which employees feel that they are appreciated and rewarded for good work rather than being ignored, criticized or punished if something is done wrong.
- e. Clarity

Refers to the degree to which workers feel that things are well organized and goals are clearly defined rather than being disorganized or chaotic.

- f. Team spirit
Shows the degree to which workers feel that they trust and help each other, and that there is a good relationship between workers in the work environment. These six dimensions interact with each other to form the overall climate. The results of measurements using these six dimensions can indicate a dimension in the organization that requires attention or change.

Stringer in (Prastiawan et al., 2020) mentioned that the characteristics or dimensions of organizational climate can influence members of the organization to behave in a certain way. The six dimensions put forward by Stringer are:

1. Structure
Structure reflects the feeling that employees are well organized and have clear definitions of their roles and responsibilities. Includes employee positions within the company.
2. Standards
Measures the feeling 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' feeling that they are "self-directed" and never ask for opinions on their decisions from others. Includes independence in completing work.
4. Confession
Employees' feelings of being rewarded properly after completing their work well. Includes rewards or wages received by employees after completing work.
5. Support
Reflects employees' feelings about the trust and mutual support that prevails in the work group. Includes relationships with other coworkers.

6. Commitment

Reflects a sense of pride and commitment as a member of the organization. Includes employee understanding of the goals the company wants to achieve.

ORGANIZATIONAL COMMITMENT

Organizational commitment is a desire held by members to remain in the organization and strive to realize the organization's goals (Komariyah et al., 2023).

Nandan (2018) define organizational commitment in three different components, namely:

1. Affective commitment means showing the emotional attachment of workers, identification and involvement of workers in the organization. It can be explained that the willingness of workers to continue working arises from their personality and not because of economic considerations. This commitment is developed based on psychological considerations. affective attachment to the organization
2. Continuance commitment is related to the consideration of profit and loss in workers related to the desire to continue working or in other words, commitment is more based on economic considerations. Workers who primarily work based on this continuance commitment stay in the organization because they have no other choice. There is a rational consideration of the profit and loss between staying or leaving the organization. Continuance commitment is often also referred to as rational commitment. This commitment arises based on the costs incurred if leaving the organization (organizational continuance commitment)
3. Normative commitment is related to the feeling of obligation to continue working in the organization. This means that workers who have high normative feel that they are obliged to stay in the organization. This commitment arises because of continuous socialization that emphasizes the importance of remaining loyal to the organization. This type of commitment also

develops because of the feeling of having to repay the organization for what it has given to them. a himself. There are several things related to a person's commitment to his organization. It depends on the type of commitment he has. This commitment is based on the obligation to remain in the organization.

It can be said that organizational commitment contains elements: desire, need, and obligation. In addition, according to Long (2018) there is a consensus that organizational commitment includes emotional and moral obligations to the organization, as well as cost-based dependence. Based on the description above, it can also be concluded that organizational commitment is an attitude of identification and emotional involvement between a person and an organization.

EMPLOYEE PERFORMANCE

The definition of performance according to experts is as follows:

- a. According to (Cvjetković et al., 2021) performance is the result of work that has a strong relationship with the strategic goals of the organization, consumer satisfaction and provides economic contribution.
- b. According to Mudhofar (2021) performance is the quality and quantity of task achievement, whether carried out by individuals, groups or organizations.
- c. According to (Haryadi et al., 2022). 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 authorities and responsibilities, in order to achieve the goals of the organization concerned legally without violating the law and in accordance with morals and ethics.
- d. According to Bernarto (2020) 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 work result standards, targets or goals or criteria that have been determined in advance and agreed upon together.

Factors Affecting Employee Performance

Performance is a multidimensional construct that includes many factors that influence it. These factors consist of intrinsic and extrinsic factors. These factors are as follows (Allam et al., 2019):

- a. Personal factors include elements of knowledge, skills, abilities, self-confidence, motivation and commitment possessed by each individual employee.
- b. Leadership factors, including 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 encouragement provided by team members, trust in fellow team members, and team cohesion and closeness.
- 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 external and internal environmental pressures and changes.

Performance Indicators

To measure employee performance personally according to Shomirzayev (2020) there are four dimensions, namely:

1. Quality is the level at which the final result achieved is close to perfect in the sense of fulfilling the goals expected by the company.
2. The quantity of the amount produced expressed in terms of a number of work units or the number of activity cycles produced.
3. Timeliness of the activity level of completing the work at the desired initial time.
4. Cooperation is an activity carried out to achieve one goal.

To find out employee performance, it is necessary to conduct a performance assessment, where according to (Julindrastuti

et al., 2021), this performance assessment has the following objectives:

1. To find out the level of employee performance
2. Appropriate remuneration
3. Human Resources Development
4. Increase motivation
5. As a source for HR planning, career and decision making for career planning
6. 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 adjustment.
- e. Promotion and demotion decisions.

HYPOTHESIS

Organizational climate is a characteristic that distinguishes an organization from other organizations that can affect individuals within it, and is relatively sustainable over a certain period of time. A comfortable or uncomfortable organizational climate will be felt by individuals when entering an organizational environment. Organizational climate can have an influence on organizational commitment, where the feeling of comfort that occurs will make the organization and employees confident in the organization where they are so that a positive commitment will be built. Organizational commitment is 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 (Terriquez et al., 2018). Based on the description above, the following hypothesis can be drawn:

Hypothesis 1: Organizational climate has a significant influence on organizational commitment.

According to Manning (2020) organizational climate is a characteristic that distinguishes an organization from other organizations, affects individuals within it, and

is relatively sustainable over a certain period of time. Climate will be felt by someone when entering an organizational environment, where if comfort can be felt by employees it can affect their performance. Based on the description above, the following hypothesis can be drawn:
Hypothesis 2: Organizational climate has a significant effect on employee performance.

Hendri (2019) stated that the findings of the study of organizational commitment were an insignificant relationship between organizational commitment and employee performance. Bos-Nehles (2021) conducted a study on human resource practices, human resource strength, affective commitment, and employee performance. The impact of commitment on employee performance was relatively insignificant (Loan, 2020) stated that organizational commitment has a positive and significant effect on employee performance. The higher the employee's organizational commitment, the higher the employee's performance. Employees who have high organizational commitment will have a higher level of performance, because highly committed employees are willing to work hard and make the sacrifices needed for the

organization). Individuals will take jobs, identify with the role related to the job, they will become commitment to do the job and act according to the expectations of the job. Based on the description above, the following hypothesis can be drawn:

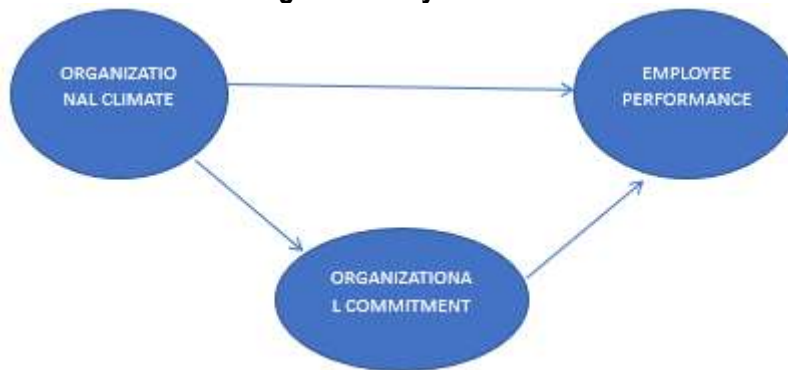
H3: Organizational Commitment has a significant effect on Employee Performance

Organizational climate that is able to provide comfort in working is indicated to be able to influence positive employee performance, but if the opposite happens it will have a negative impact on employee performance. Organizations that have a high commitment will be able to make employees in working have a strong belief to give their best performance to the organization. A good organizational climate and organizational commitment in the organization are expected to be able to improve employee performance so that it will have a positive impact on the organization. Based on the description above, the following hypothesis can be drawn:

H4: Organizational climate influences employee performance which is mediated by organizational commitment.

From this hypothesis, the following analysis model is obtained.

Figure 1 Analysis Model



RESEARCH METHODS

This study discusses cause and effect or comparative causal research. Sugiyono (2018) causal relationship is a relationship that is causal. There are independent variables (influencing) and dependent (influenced). From the study, the influence between the independent variables, namely organizational climate and satisfaction with the dependent

variable, namely employee performance, is sought. This research is quantitative research. According to Sugiyono (2018) quantitative research is a research method based on the philosophy of positivism, used to research certain populations or samples, data collection using research instruments, quantitative/statistical data analysis, with the aim of testing the established hypothesis.

According to Sugiyono (2018) 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 Sugiyono (2018), a sample is a part of the number and characteristics possessed by a population. A sample is a part that is useful for research purposes. Determination techniques The sample used is based on purposive sampling technique where this research is not conducted on the entire population, but focuses on the

target. The sample criteria used in this study are non-educational employees who have worked for more than 20 years. In this study, the sample used was 50 employees, which is in accordance with the theory presented by Sekaran that a sample size of more than 30 and less than 500 has met the criteria and is appropriate for all research. To test the hypothesis and answer the existing problems, the data analysis technique used is SEM (Structural Equation Model) which is operated with the AMOS 16.0 program.

RESULTS AND DISCUSSION

Table 1. Respondent Profile

Description	Frequency	Percentage
Age		
20 Years - 25 Years	-	-
26 Years - 30 Years	7	14
31 Years - 35 Years	6	12
>36 Years	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 Year - 5 Years	8	16
6 Years - 10 Years	6	12
11 Years - 15 Years	8	16
16 years - 20 years	8	16
> 21	20	40

From table 1 it can be concluded that based on age, respondents with ages >36 years is the most, namely 37 respondents (74%), based on gender the largest number are male respondents, namely 38 respondents (76%), based on education the largest number of

respondents are for S1, namely 26 respondents (52%) and based on the length of service the largest number of respondents are respondents with a length of service of 36 years. > 21, namely 20 respondents (40%).

Table 2. Validity and Reliability Test Results

	Convergent Validity	Composite Reliability
Organizational Climate	0.54	0.902
Organizational Commitment	0.63	0.934
Employee performance	0.56	0.887

Judging from the results, for Convergent Validity, AVE > 0.50 and for Construct Reliability CR > 0.6, so it can be

concluded that the three variables meet the requirements.

Table 3. Hypothesis Test Results

No		P-Value
1	IO → KO	0.027
2	IO → KK	0.183
3	KO → KK	0.008

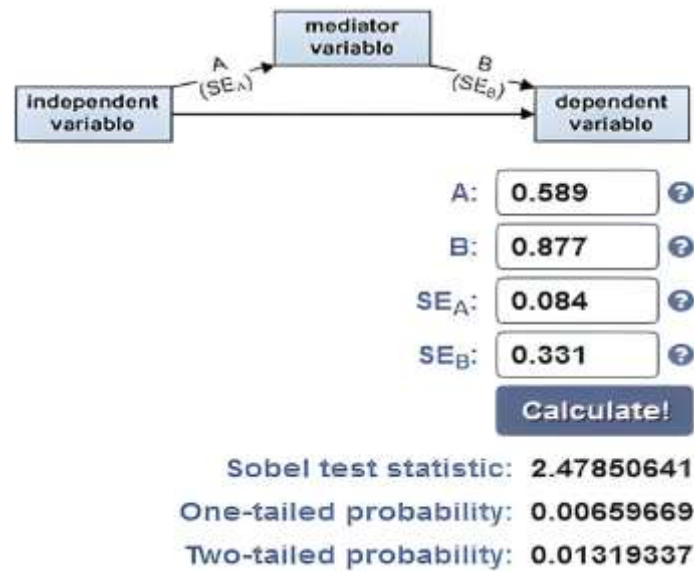
Based on the results of the hypothesis test conducted by the researcher, it can be concluded that organizational climate has a positive and significant effect on organizational commitment where the P-value <5% is 0.027. From these results, hypothesis 1 which states that organizational climate has an effect on organizational commitment is proven or can be accepted, where the higher the organizational climate, the higher the organizational commitment. When the organizational climate is viewed positively by employees, attitudes and behaviors will grow in employees. Organizational commitment is one form of attitude and behavior that will emerge if the organization has a conducive organizational climate. A conducive organizational climate will influence employees in carrying out their work so that employees will be loyal to their organization, where employees do not feel pressured in carrying out their duties so that the work done can run according to the orders given and will provide good results for the organization. The results of this study support the research conducted by (Shonia Rahma Ausri, 2028) which states that organizational climate has a significant effect on organizational commitment.

Based on the results of the second hypothesis test, which states that organizational climate has an influence on employee performance, the results obtained were not significantly influential where the P-value > 5% is 0.183. A bad organizational climate will have

an impact on employee performance where employees in carrying out their work will encounter many obstacles that can cause a lack of self-confidence and lack of enthusiasm in carrying out their work. This non-conducive organizational climate can be in the form of poor comfort at work, leaders who are not firm and subjective and co-workers who cannot support each other. Conditions like this if there is no change will have a negative impact on organizational performance. The results of this study are in line with the results of research conducted by (Pasaribu and Indrawati, 2016) which found that organizational climate does not have a significant effect on employee performance.

The results of the 3rd hypothesis which states that organizational commitment has a positive and significant effect on employee performance are proven by the P-value <5%, which is 0.008. Organizational commitment is a form of attitude and behavior of an organization where this will have a very big influence on employee performance. This organizational commitment will make employees stay in an organization, where employees will have an emotional bond with the organization so that they will stay in the organization by doing their jobs well according to the tasks given by the organization. The results of research conducted by (Renita A, Anwar P, Nuryanti, 2021) stated that organizational commitment has a positive and significant effect on employee performance.

Figure 1. Mediation Test Results



Based on the results of the 4th hypothesis test which states that organizational climate affects employee performance through organizational commitment as a mediating variable, it can be accepted, which can be seen from the results of the Sobel test statistic of 2.478. This means that the higher the organizational climate and organizational commitment variables, the higher the employee performance. The results of this study are in line with research conducted by (Zacharias, 2019) and (Risambessy, 2022) which state that organizational commitment plays a role as a mediator in the influence of organizational climate on employee performance.

CONCLUSION

Based on data processing and testing that has been carried out by researchers on the influence of organizational climate on organizational commitment, the influence of organizational climate on employee performance, the influence of organizational commitment on employee performance and the influence of organizational climate on employee performance with organizational commitment as a mediating variable, the results show that organizational climate has a significant positive effect on organizational commitment, where the higher the organizational climate, the higher the

organizational commitment. The influence of organizational climate on employee performance gives results that do not have an effect on employee performance. n so that there is a possibility that there are other factors that affect employee performance besides organizational climate. Hypothesis 3 which states that organizational commitment affects employee performance provides results that have a significant positive effect so that if organizational commitment is higher, employee performance will also be higher. Organizational commitment is able to act as a mediating variable in the influence of organizational climate on employee performance.

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