

Exploring Organizational Climate on Transportation Department in West Bandung Regency

Senen Machmud

Sekolah Tinggi Ilmu Ekonomi Pasundan, Bandung
E-mail: senen_machmud@stiepas.ac.id

ABSTRACT

This study explores the factors that shape the organizational climate in one of the government agencies that deal with the field of transportation in West Bandung Regency. The research method uses a cross-section approach that uses 71 respondents in one government agency in West Bandung Regency. Data analysis techniques used Exploratory Factor Analysis (EFA) to validate the factors that make up the organizational climate. The results show that there are 3 (three) factors that make up the organizational climate, namely Situation and Rules, Relationships, and Work, that can explain 55.73% of the overall research instrument.

Keywords: organizational climate, employees, organization.

INTRODUCTION

The most crucial problem currently faced by the Indonesian people, especially in the corporate organization environment, is the problem of human resources. One aspect of human resources in a company is very vital, because the organization's contribution to the success or failure of a company to achieve its goals depends on the management of its resources. (Albrecht, Bakker, Gruman, Macey & Saks, 2015).

Therefore, if a company wants to have quality human resources who can work following the company's objectives, the company must be able to manage its human resources, starting from the first recruitment, selection system, training system, payroll system, and so on. (Stone & Deadrick, 2015)

The role of human resource management is vast because HRM is a science that regulates the relationships and functions of organizational resources owned by individuals effectively and efficiently and can use optimally to achieve common goals of the company, employees, and

society (Noe, Hollenbeck, Gerhart & Wright, 2017).

Managing human resources in an organization involves the design and implementation of human resource planning, the development, and management of employee careers, evaluating them, making compensation systems, and managing good relations between employees and the organization. (Armstrong & Taylor, 2016) Further management of human resources in organizations also involves management decisions and practices related to the sustainability of the organization.

Some obstacles in evaluating human resources in organizations are problems that are often faced by companies. One obstacle that is usually met by companies is the fact that there is a phenomenon of human resources in the organization that does not yet have the ability following the field of work. Of course, to produce highly productive human resources, comprehensive and comprehensive planning and evaluation are needed. Here the role of the organization becomes decisive as the main prerequisite for successful employee performance efforts, namely organizational support. One of the organizations' supports is the work climate. (Tsai, Horng, Liu & Hu, 2015; Syaifuddin & Sidharta, 2017).

In organizational culture, there is a cultural climate that has a role in encouraging employees to achieve adequate work productivity (Destler, 2016). Employees can feel directly the situation and conditions of the organization's climate as said by Davis & Newstrom (2008), which states the organizational climate as the environment and working conditions that are felt by workers directly.

The statement of Davis & Newstrom (2008) implies that the climate of the organization concerns all situations that exist or are faced by

humans in an organization where they carry out their work. It was said by other experts also that organizational climate is an environment where the employees of the organization do their job (Schneider, González-Romá, Ostroff & West, 2017). So it is clear that climate can affect performance (Zacher & Yang, 2016) or work performance (Glisson, 2015) and job satisfaction (Abou Hashish, 2017) and commitment (Steers & Lee, 2017) of employees.

LITERATURE REVIEWS

Davis & Newstrom (2008) put forward the notion of organizational climate as an environment and working conditions that are felt by workers directly. Davis & Newstrom's (2008) statement implies that the organization's climate is a working condition that is felt by employees in the environment of the organization. The indication of the working atmosphere concerns matters relating to the situation in the organization, both those that are felt and not directly felt by workers.

According to Schneider, Ehrhart & Macey (2013) that organizational climate is a feeling of environmental quality in the organization that felt directly, and the employee experiences it and influences their behavior. The behavior can be in the form of productive or counterproductive performance, where it influenced by the work climate that exists in the organization at work.

Meanwhile, according to Davis & Newstrom (2008) that organizational climate is a concept that is felt by workers of the situation and conditions in the corporate environment at work; of course, the case and the perceived conditions expected to achieve the organizational goals set by the company. Shanker, Bhanugopan, Van der Heijden & Farrell (2017) prove that organizational climate can contribute to

innovative behavior and have an impact on organizational performance.

Based on the above explanation that the organizational climate is one of the essential roles for the organization in achieving organizational goals. Organizational climate is expected to form productive behaviors and can minimize counterproductive behaviors within the organization. So that productive and innovative behavior is expected to fulfill the vision and mission of the organization that realized by organizational climate. (Wallace, Edwards, Paul, Burke, Christian & Eissa, 2016).

RESEARCH METHODS

The research location is one of the agencies that handle the transportation sector in West Bandung Regency. In this research, the object of research is the Organizational Climate. The subject in these study agencies that deal with the field of transportation in West Bandung Regency. Based on these research variables, it will analyze the factors that make up the Organizational Climate. The duration of the study is 4 (four) months in 2018.

The sampling technique used was purposive sampling, so in this study, the number of samples the author got was 71 employees.

The research method used is an informative survey method, which is survey research used to explain causal relationships and hypothesis testing. In this study, I was using a sample of the population determined by using a questionnaire as a data collection tool used as a test in research.

A variable that excelled is an organizational climate consisting of 4 (four) dimensions adopted from Davis & Newstorm (2008), namely:

1. Situation (indicators of Regularity and Cooperation)

2. Relationships (Indicators of Personal Relationships and Familiarity)

3. Work (satisfaction and completion indicators)

4. Rules (indicators of Welfare, Punishment / Rewards, and Careers)

Data analysis techniques used Exploratory Factor Analyzer (EFA).

RESULTS AND DISCUSSION

Based on the results of data processing, it known that validity and reliability are as follows:

Table 1. Test results for validity and reliability

Item	Correlation	Cronbach's Alpha
Item1	.652	.868
Item2	.518	.875
Item3	.678	.867
Item4	.512	.875
Item5	.376	.880
Item6	.543	.874
Item7	.683	.867
Item8	.494	.876
Item9	.308	.886
Item10	.592	.872
Item11	.703	.866
Item12	.396	.880
Item13	.535	.874
Item14	.654	.869
Item15	.540	.875

Based on the above table 1, it known that the validity is higher than the cut-off value of 0.3, and the reliability value is above 0.7. The detailed results with a Mean value of 3,630, Variance of 29,623, and Std. Deviation of 5.44266.

The EFA results show the KMO and Bartlett's Test value of .747 with a degree of freedom 105 and a sig value of .000. These results explain that the instrument used can explain 74.4% so that the EFA model can continue.

Communalities results show that there are statement items that are less than 0.3, namely statement item no. 9, which is 0.214, and statement item no. 12, which is 0.25.

Table 2. First Test Communalities Results

Item	Initial	Extraction
Item1	.738	.761
Item2	.538	.469
Item3	.749	.740
Item4	.691	.488
Item5	.648	.698
Item6	.529	.464
Item7	.765	.871
Item8	.369	.336
Item9	.434	.214
Item10	.456	.422
Item11	.748	.601
Item12	.366	.255
Item13	.583	.579
Item14	.711	.689
Item15	.652	.911

The next step is to do the second EFA analysis by issuing statement items that have Communalities values below 0.3 so that only 13 statement items tested for EFA.

The second test results showed an increase in the value of KMO and Bartlett's Test. 751 with a degree of freedom 78 and a sig value of .000. With an amount of Communalities greater than 0.3, as shown in the following table 3:

Table 3. Results of the Second Testing Communalities

Item	Initial	Extraction
Item1	.736	.763
Item2	.528	.513
Item3	.748	.563

Item4	.667	.428
Item5	.615	.852
Item6	.481	.408
Item7	.760	.583
Item8	.360	.338
Item10	.400	.387
Item11	.712	.644
Item13	.578	.662
Item14	.711	.690
Item15	.621	.416

The results of the Total Variance Explained can be explained by three factors that make up the organizational climate where factor 1 can explain 40.14%, factor 2 can explain 9.02%, and factor 3 can explain 6.56% with a total accumulated value of 55, 73% of all factors can explain the organizational climate variable.

Table 4. Results of Testing All Factors Forming Organizational Climate Variables

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.6	43.44	43.44	5.2	40.14	40.145
2	1.4	11.31	54.75	1.1	9.02	49.170
3	1.3	10.02	64.77	.85	6.56	55.735
4	.98	7.53	72.31			
5	.80	6.17	78.49			
6	.61	4.76	83.25			
7	.56	4.37	87.62			
8	.45	3.51	91.13			
9	.41	3.16	94.29			
10	.27	2.12	96.42			
11	.22	1.69	98.12			
12	.13	1.06	99.19			
13	.10	.80	100.00			

In detail, it can be seen that based on the matrix pattern.

Table 5. Results of Matrix Forms That Form Organizational Climate Variables

Factor

	1	2	3
Item1			-.835
Item2			-.753
Item3	.393		
Item4		.404	
Item5		.899	
Item6			-.616
Item7	.644		
Item8	.557		
Item10	.479		
Item11	.545		
Item13	.856		
Item14			-.537
Item15	.597		

Based on the matrix, factor 1 is formed by item 3, item 7, item 8, item 10, item 11, item 13, and item 15. Factor 2 is formed by item 4 and item 5, while factor 3 is formed by item 1, item 2, item 6, and item 14. Whereas based on the structural matrix, the following causes are known:

Table 6. Results of Structural Phrases of Organizational Climate Variables

Factor	1	2	3
1	1.189		
2	.739	1.268	
3	1.211	-.591	2.902

Based on the exposure of respondents' answers in the category quite well, this means that the employees are adequate. However, out of the 13 statement items, there is a statement that has a low value, item statement number 5, which is in the environment where I work an excellent personal relationship among employees, including between superiors to subordinates and vice versa, meaning that employees still do not have harmonious relations between employees and superiors. And item

statement no 15 namely, the existing career development system makes the same opportunity for every employee, meaning that employees feel that there is still a subjective assessment of employee promotion in career development. If seen further on the dimensions of the organizational climate, then it can be seen that the dimensions of the relationship have the lowest score. The result illustrates that the relationship between personal and familiarity in the organizational environment is still inadequate. The results show that there are 3 (three) factors that make up the organizational climate, namely Situation and Rules, Relationships, and Work, that can explain 55.73% of the overall research instrument.

Following the opinion of Davis & Newstorm (2008) that organizational climate can direct employee behavior following the situations and conditions they feel and can be a differentiator between one organization to another. The practice is a response to the perceptions felt by employees so that the better the perceived opinions of the situations and conditions in the work environment will be better their behavior and can produce productive and innovative behavior following the vision and mission of the organization. Likewise, what has happened in transportation agency organizations has shaped the organizational climate to realize optimal public services.

CONCLUSIONS

Based on the respondent's explanation about Organizational Climate, it is in the quite good category; however there are still weak aspects, namely in the environment where I work personal relationships among employees are excellent, including between superiors to subordinates and vice versa and with the existing career development system making equal opportunities to each employee.

Organizational climate can be improved and optimized so that aspects are weak. Efforts that can be made by enhancing a conducive work environment conducive and creating equal opportunities for employees somewhat. Based on factor analysis, it knows that three factors make up the organizational climate. Future studies can confirm the factors that shape the organizational climate by using a broader sample so that it can complement the results of research that has done.

REFERENCES

- Abou Hashish, E. A. (2017). Relationship between ethical work climate and nurses' perception of organizational support, commitment, job satisfaction and turnover intent. *Nursing ethics*, 24(2), 151-166.
- Albrecht, S. L., Bakker, A. B., Gruman, J. A., Macey, W. H., & Saks, A. M. (2015). Employee engagement, human resource management practices and competitive advantage: An integrated approach. *Journal of Organizational Effectiveness: People and Performance*, 2(1), 7-35.
- Armstrong, M., & Taylor, S. (2016). *Armstrong's handbook of human resource management practice*. Kogan Page Publishers.
- Davis, K., & Newstrom, J. (2008). *Perilaku Dalam Organisasi*. Jakarta: Erlangga.
- Destler, K. N. (2016). Creating a performance culture: Incentives, climate, and organizational change. *The American Review of Public Administration*, 46(2), 201-225.
- Glisson, C. (2015). The role of organizational culture and climate in innovation and effectiveness. *Human service organizations: management, leadership & governance*, 39(4), 245-250.
- Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2017). *Human resource management: Gaining a competitive advantage*. New York, NY: McGraw-Hill Education.
- Schneider, B., Ehrhart, M. G., & Macey, W. H. (2013). Organizational climate and culture. *Annual review of psychology*, 64, 361-388.
- Schneider, B., González-Romá, V., Ostroff, C., & West, M. A. (2017). Organizational climate and culture: Reflections on the history of the constructs in the Journal of Applied Psychology. *Journal of Applied Psychology*, 102(3), 468-482.
- Shanker, R., Bhanugopan, R., Van der Heijden, B. I., & Farrell, M. (2017). Organizational climate for innovation and organizational performance: The mediating effect of innovative work behavior. *Journal of vocational behavior*, 100, 67-77.
- Syaifuddin, S., & Sidharta, I. (2017). Desire and climate on employee performance – a study on plantation state-owned enterprise in Indonesia. *Problems and Perspectives in Management*, 15(4), 222-229. doi:10.21511/ppm.15(4-1).2017.06
- Steers, R. M., & Lee, T. W. (2017). Facilitating effective performance appraisals: The role of employee commitment and organizational climate. In *Performance measurement and theory* (pp. 75-93). Routledge.
- Stone, D. L., & Deadrick, D. L. (2015). Challenges and opportunities affecting the future of human resource management. *Human Resource Management Review*, 25(2), 139-145.
- Tsai, C. Y., Horng, J. S., Liu, C. H., & Hu, D. C. (2015). Work environment and atmosphere: The role of organizational support in the creativity performance of tourism and hospitality organizations. *International Journal of Hospitality Management*, 46, 26-35.

- Wallace, J. C., Edwards, B. D., Paul, J., Burke, M., Christian, M., & Eissa, G. (2016). Change the referent? A meta-analytic investigation of direct and referent-shift consensus models for organizational climate. *Journal of Management*, 42(4), 838-861.
- Zacher, H., & Yang, J. (2016). Organizational climate for successful aging. *Frontiers in Psychology*, 7, 1007.