

Assessing the Impact of Organizational Climate, Human Resources Quality, Work Ethos, and Job Satisfaction on Employee Performance

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ABSTRACT

The company has human resources that have a high level of competence, so several problems within the company must be prevented and resolved by the company, one of which is the performance of employees within the company. With this research it is intended to obtain or collect data and then process it into information about the influence of organizational climate, quality of human resources, work ethic, and job satisfaction on employee performance. To answer the following objectives, a quantitative scientific method is needed, with a sample of 95 employees. The data analysis method used in conducting this research is instrument test, classical assumption test and linear regression analysis. So the results obtained in this study are that there is a significant influence of organizational climate, quality of human resources, work ethic, and job satisfaction simultaneously on employee performance.

Keywords: **organizational climate, quality of human resources, work ethic, job satisfaction and employee performance**

INTRODUCTION

Human resources have a very strategic role in conducting and running a business in an organization. The role of the company is very important because the human element plays an important role in carrying out company activities and plays an active role in policies and achieving organizational goals. With reliable human resources, the company's operational activities can run smoothly (Pramuditha, et, al., 2021).

PT Karya Prima Usahatama is a company engaged in cleaning services, gardening services and other office support services. PT Karya Prima Usahatama is a consultant service provider that continues to strive to improve the performance of the employees they provide to customers. This explains that one of the strategies that can support business success in providing cleaning services, gardening services, and other office support services is to try to offer service quality with high service quality that is visible in the performance or performance of existing services, such as by providing customer

satisfaction with the services provided.

Employee performance in a company is needed to achieve predetermined goals. Performance is the most important thing at work, because employee performance is the result of company performance that can be used to measure the quality of company work (Hermawati, & Syofian, 2022). Every company is not necessarily willing to mobilize the performance of its employees optimally, so there is still a need for incentives so that someone wants to use all their potential to work. This driving force is commonly called motivation, one of which is carried out through supervision of the company at work, so that supervision will encourage a company to carry out an activity by using all of its abilities to achieve goals. To foster such employees, among other things, it is necessary to have disciplinary regulations that contain the main points of obligations, prohibitions, and sanctions if obligations are not obeyed, or prohibitions are violated.

Organizational climate is very important because organizational climate shows the way of life of an organization and can have a huge influence on motivation, behavior, achievement, commitment and job satisfaction of employees so that the performance of each member of the organization will increase and they feel comfortable (Wandi, & Ramadhan, 2022). Organizational climate is largely determined by management's attitude towards people and the nature of the relationships among employees and between groups. The nature of organizational work and its flow has a major influence on the behavior of individuals and groups in the work order system.

Organizational climate is the relative environmental quality of the organization experienced by its members, where it has an effect on their behavior and how the organization functions properly. Based on some of the theories above, it can be concluded that the factors that shape or determine and influence organizational climate include organizational structure, management policies and practices, work relations, leadership styles, and employee development (Renaldi, & Khaira, 2021).

The quality of human resources (HR) in an employee can affect services in general. Awareness of the need for quality human resources needs to be followed up with various strategies that can improve employee performance. One of the strategies to face challenges that are not easy, every organization must redesign its organizational planning, management of performance management and human utilization. In this case, it means that human resources are able and willing to cooperate optimally in order to achieve

organizational goals.

Today, the problem of work ethic has been re-expressed. The things that have been discussed in the past are reviewed again, such as the inaccuracy of entering working hours into “rubber hours”. Lateness on official occasions, often not on time from the specified invitation. Time doesn't seem to be an important thing anymore, we like to underestimate it, especially if the meeting method is boring. (Dadang, 2018) Discipline wears off, resulting in other things, namely abuse of authority and misappropriation of state money.

Work ethic is beneficial for the company because if employees have a high work ethic, they will be able to increase their competence. That is, the work ethic becomes the basic capital for someone to be able to improve their knowledge and skills. Work ethic is also able to increase productivity and efficiency at work. This impact can be felt at the individual (employee) level to the company. The work ethic builds a different work process climate because it becomes more open, together, and familial (Permadi, & Suwanto, 2021).

Job satisfaction can determine the level of high or low employee performance. The existence of a level of job satisfaction is expected to improve employee performance so that it can achieve the goals expected by the company in obtaining good work results in producing good performance (Andari, 2021). Job satisfaction or employee satisfaction is a measure of the level of satisfaction of workers with their type of work related to the nature of their job duties, work results achieved, the form of supervision obtained for the work they are engaged in.

The company wants its employees to be productive at work and loyal to the company. The company's effort to realize this is by providing job satisfaction to employees. This is because it is seen that job satisfaction is an employee's attitude towards how they view their work (Kismoyogi, et, al., 2019).

In the aspect of employees so far feel happy with the level of responsibility in their work obtained a score of 3.57 or the majority of respondents rate it good. In the aspect of salary provided by the company so far it has been in accordance with the workload of employees, obtained score of 2.57 or the majority of respondents considered it not good.

In the aspect of the Company so far providing opportunities for employees to be promoted, score of 3.23 was obtained or the majority of respondents considered it not good. In the aspect of the leadership during this monitoring and evaluation of work every

certain period obtained score of 3.57 or the majority of respondents considered it good. In the aspect of colleagues, so far, they have been able to work together quite well, score of 3.93 was obtained or the majority of respondents considered it good.

THEORETICAL BASIS

Understanding Management

Understanding Management according to (Ghani, & Susita, 2022) suggests that "management is the science and art of regulating the process of utilizing human resources and other resources effectively and efficiently to achieve a certain goal". Management science can be applied in all organizations, companies, government, education, social, religious and others. Understanding Management according to (Lumentut, et, al., 2021) argues "management is the science and art of managing the process of utilizing other resources efficiently, effectively, and productively to achieve a goal".

Understanding Human Resource

Management is a science and art that regulates the relationship and the role of the workforce to be effective and efficient in helping the realization of company goals. The following are some definitions of Human Resource Management according to several experts, including:

According to (Ghani, & Susita, 2022) human resource management is the art of planning, organizing, directing, supervising the activities of human resources or employees, in order to achieve organizational goals.

Understanding Organizational Climate

According to (Pahlawan, & Onsardi, 2021), states that organizational climate is the perception of members of the organization (individually or in groups) and those who are in constant contact with the organization about what exists or occurs in the organization's internal environment on a regular basis, which affect organizational attitudes and behavior and the performance of organizational members which then determine organizational performance.

Meanwhile, according to (Renaldi, & Khaira, 2021), expressed the opinion that organizational climate is the relative environmental quality of the organization experienced by its members, where it has an effect on their behavior and how the organization functions well. Organizational climate is divided into two, namely

organizational environmental conditions involving physical and organizational environmental conditions involving psychological or non-physical.

Understanding the Quality of Human Resources Human

Resources (HR) improvement is an activity that must be carried out by companies, so that their knowledge, abilities, and skills are in accordance with the demands of the work they do. The long-term development of human resources, which is different from training for a specific position, is increasingly important for the personnel department. According to (Renaldi, & Khaira, 2021) argues that improving human resources for employees is a process of learning and practicing systematically to improve their competence and performance in their current job and prepare themselves for future roles and responsibilities.

Understanding Work Ethic

Etymologically, ethos comes from the Greek "ethos" which means character, moral disposition, habits or moral goals of a person as well as their worldview, namely the most comprehensive picture, way of acting or idea of order. The definition of work ethic according to (Fairy, et, al., 2019) argues "work ethic is to carry out activities or work more vigorously, so that the results obtained become good, while the excitement of work is a deep pleasure in the work done, therefore the spirit of work with integration and organizational climate is difficult to separate".

Understanding Job Satisfaction

According to (Dewi, & Agustina, 2022) "Job satisfaction is a person's feelings and assessment of his work, especially regarding his working conditions, in relation to whether his work is able to meet his expectations, needs and desires" Meanwhile, according to (Alimin, 2020) "Job satisfaction relates to one's feelings or attitudes about the work itself, salary, promotion or educational opportunities, supervision, co-workers, workload and others. He goes on to state that job satisfaction is related to one's attitude about work, and there are several practical reasons that make job satisfaction an important concept for leaders.

Research shows satisfied workers are more likely to stay with the organization. Satisfied workers also tend to engage in organizational behavior that goes beyond their job descriptions and roles, and helps reduce the workload and stress levels of members in the organization. Dissatisfied workers tend to be defiant in relation to leadership and

engage in a variety of counterproductive behaviors.

Understanding Employee Performance

The term performance comes from the word job performance or actual performance (job performance or actual achievement achieved by someone). (Windi, & Ramadhan, 2022) the notion of performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

Meanwhile, according to (Hermawati, & Syofian, 2022) stated "Performance is the result of work that has a strong strategic relationship with the organization, customer satisfaction and contributes to the economy". Meanwhile, according to (Renaldi, & Khaira, 2021) defines "Performance is an activity that includes all actions or behaviors that are controlled by individuals and contribute to the achievement of company goals".

METHOD

This research was designed with quantitative methods. According to (Pramuditha, et, al., 2021) namely "Research that aims to find out the influence or relationship between two or more variables". Thus, this associative research can be built a theory that serves to explain, foresee and control a symptom.

According to (Pramuditha, et, al., 2021) "Population is the number of generalized areas consisting of objects and characteristics established by the researcher and then drawn conclusions". From the above understanding, it is concluded that population is a whole characteristic or trait of a subject or object that can be drawn as a sample. In the study, the population was 125 employees of PT Karya Prima Usahatama.

According to (Pramuditha, et, al., 2021) argues "the sample is the number and characteristics possessed by the population. Further explained that "Sampling technique is a sampling technique for use in research". In sampling can use saturated sampling.

In a study requires procedures and techniques in research planning that are useful as a guide for building strategies that produce research models. The research design used is descriptive quantitative with the aim of analyzing the independent variables on the dependent variable.

RESULT

The Effect of Organizational Climate on Employee Performance

Organizational climate has a significant effect on employee performance with a coefficient of determination of 0.315 or 31.5% while the remaining 68.5% is influenced by other factors. This shows that a high organizational climate will improve employee performance. Hypothesis testing is obtained $t_{count} > t_{table}$ or $(6.540 > 1.986)$, this is reinforced by a significance of $0.000 < 0.05$, thus H_0 rejected and H_1 is accepted meaning that there is a partially significant influence between organizational climate on employee performance.

The results of the research conducted by the author, in line with the research conducted by (Renaldi, & Khaira, 2021) The Effect of Organizational Climate and Job Satisfaction on Employee Performance, where in his study resulted in the conclusion that organizational climate has a significant effect on employee performance with an influence contribution of 45.4%, and hypothesis tests obtained calculated $> t_{table}$ ($9,902 > 1,970$).

The Influence of the Quality of Human Resources on Employee Performance

The quality of Human Resources has a significant effect on employee performance with a coefficient of determination of 0.397 or 39.7% while the remaining 60.3% is influenced by other factors. This shows that a good quality of Human Resources will improve employee performance. Hypothesis testing is obtained $t_{count} > t_{table}$ or $(7.827 > 1.986)$, this is reinforced by a significance of $0.000 < 0.05$, thus H_0 rejected and H_2 is accepted meaning that there is a partially significant effect between organizational climate on employee performance.

The results of the research that the author conducted, in line with the research conducted by (Dadang, 2018). The Effect of Human Resource Development, Work Ethic and Morale on Employee Performance (at the Biak Numfor Regency Women's Empowerment and Family Planning Agency), where in its research it resulted in the conclusion that the t-test of the HR quality variable obtained a significant value of $0.000 < 0.05$, thus it can be concluded that partially the quality of human resources (X1) there is a significant influence on (Y). The variable of work professionalism obtained a significant value of $0.000 < \alpha 0.05$.

The Effect of Work Ethic on Employee Performance

Work ethic has a significant effect on employee performance with a coefficient of

determination of 0.320 or 32.0% while the remaining 68.0% is influenced by other factors. This shows that a good work ethic will improve employee performance. Hypothesis testing is obtained $t_{count} > t_{table}$ or $(6.618 > 1.986)$, this is strengthened by a significance of $0.000 < 0.05$, thus H_0 rejected and H_3 is accepted meaning that there is a partially significant effect between work ethic on employee performance.

The results of the research conducted by the author are in line with the research conducted by (Lumentut, et, al., 2021) The Influence of Work Ethic, Organizational Culture and Organizational Commitment on the Performance of Employees of the Manado Investment and One-Stop Integrated Service Service in the Era of the Covid-19 Pandemic, where in his research resulted in the conclusion that morale (X1) with a significance of 0.411 shows that the value is greater than 0.05 ($0.411 > 0.05$) and the calculated value is $0.830 < 1.677$ ttable. Leadership Style (X2) with a significance of 0.0010 indicates that the value is less than 0.005 ($0.001 < 0.05$), and the calculated value is $4.376 > 1.677$ ttable. Work Ethic (X3) with a significance of 0.004 indicates that the value is less than 0.005 ($0.000 < 0.05$), and the calculated value is $3.013 > 1.677$ ttable.

The Effect of Job Satisfaction on Employee Performance

Job satisfaction has a significant effect on employee performance with a coefficient of determination of 0.295 or 29.5% while the remaining 70.5% is influenced by other factors. This shows that high job satisfaction will improve employee performance. Hypothesis testing is obtained $t_{count} > t_{table}$ or $(6.242 > 1.986)$, this is reinforced by a significance of $0.000 < 0.05$, thus H is rejected and H_4 is accepted meaning that there is a significant effect between job satisfaction on employee performance.

The results of the research conducted by the author are also in line with the research conducted by (Kismoyogi, et, al., 2019) The Effect of Training Programs, Work Ethic, and Job Satisfaction on Employee Performance at PTPN III, where in his study resulted in the conclusion that Motivation has a significant value of 0.01 smaller than $\alpha = 0.05$ or a calculated value of $3.556 > t_{table} 1.693$.

The Influence of Organizational Climate, Quality of Human Resources Work Ethic And Job Satisfaction On Employee Performance

Organizational climate (X1), Quality of Human Resources (X2), work ethic (X3_{and}) job satisfaction (X4₊) have a significant effect on employee performance (Y) with the regression equation $Y = 4.353 + 0.257X_1 + 0.252X_2 + 0.208X_3 + 0.184X_4$. The

regression coefficient value of each variable is positive, meaning that the better the organizational climate, the quality of human resources, work ethic and job satisfaction, the better employee performance will be, on the contrary, the lower the organizational climate, the quality of human resources, work ethic and satisfaction. work, the lower the employee's performance. The contribution of the influence of organizational climate, quality of human resources, work ethic and job satisfaction is 53.9% while the remaining 46.1% is influenced by other factors. Hypothesis test obtained $F_{\text{count}} > F_{\text{table}}$ or $(26.270 > 2.320)$, this is also strengthened by a significance of $0.000 < 0.05$.

CONCLUSION

There is a Significant Effect of Organizational Climate (X_1) on Employee Performance (Y), this is evidenced by the $t_{\text{count}} 6.540 > t_{\text{table}} 1.986$, and the significance value of $0.000 < 0.05$. Regression equation $Y = 16,151 + 0,586X_1$. This equation means that Organizational Climate (X_1) positive direction and influence on Employee Performance (Y). With a coefficient of determination of 0.315, it can be concluded that Organizational Climate (X_1) effect on Employee Performance (Y) by 31.5% while the remaining 68.5% is influenced by other factors.

There is a significant effect of the quality of human resources (X_2) on employee performance (Y), this is evidenced by the $t_{\text{count}} 7.827 > t_{\text{table}} 1.986$, and the significance value $0.000 < 0.05$. Regression equation $Y = 15.785 + 0.602X_2$. This equation means that the quality of human resources (X_2) positive direction and influence on employee performance (Y). With a coefficient of determination of 0.397, it can be concluded that the Quality of Human Resources (X_2) has an effect on Employee Performance (Y) by 39.7% while the remaining 60.3% is influenced by other factors.

There is a significant effect of work ethic (X_3) on employee performance (Y), this is evidenced by the $t_{\text{count}} 6.618 > t_{\text{table}} 1.986$, and the significance value of $0.000 < 0.05$. Regression equation $Y = 17.921 + 0.541X_3$. This equation means that the monkey ethos (X_3) has a positive direction and influence on employee performance (Y). With a coefficient of determination of 0.320, it can be concluded that work ethic (X_3) has an effect on Employee Performance (Y) by 32.0% while the remaining 68.0% is influenced by other factors.

There is a significant effect of job satisfaction (X_4) on employee performance

(Y), this is evidenced by the $t_{\text{count}} > t_{\text{table}}$ 1.986, and the significance value $0.000 < 0.05$. Regression equation $Y = 19.920 + 0.491X_4$. With a coefficient of determination of 0.295, it can be concluded that Job Satisfaction (X_4) has an effect on Employee Performance (Y) by 29.5% while the remaining 70.5% is influenced by other factors.

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