

The Effect of Organisational Climate and Organisational Commitment on Employee Job Satisfaction at PT PLN Palopo City

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ABSTRACT

Employees in carrying out their duties and responsibilities, of course, must have good competence in order to improve organizational performance. The study examines the effect of organizational climate and organizational commitment on job satisfaction, where the study aims to determine how much influence the organizational climate and organizational commitment have on employee job satisfaction at PT PLN Palopo City. This research uses a quantitative approach research method which is specifically causal associative in nature involving 41 PLN employees in Palopo City. The results obtained from this study that organizational climate and organizational commitment have a positive and significant effect on employee job satisfaction at PT PLN Palopo City. The implications that employees get in making a decision so that employees feel cared for and can create emotional employee attachment to the company, and can also increase employee job satisfaction, because employees think they have a contribution to the company and will increase the organizational commitment of PT PLN Palopo City employees.

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1. INTRODUCTION

The Human Resources (HR) is one of the important elements that will determine whether or not a company succeeds in achieving the goals that have been set. Arimbawa & Dewi (2019) stated that having quality human resources is something important in determining the success of a company. The company must be able to retain employees who have good competence so that the company can achieve its goals.

Employees in carrying out their duties and responsibilities, of course, must have good competence in order to improve organizational performance. The competencies possessed by an employee are highly determined by the organizational environment which in turn will increase commitment to the related organization. Utami et al. (2021) stated that Organizational commitment is a condition when individuals embrace the values and goals of the organization and also feel that they are members of the organization, therefore they will decide to stay in an organization. Meanwhile, Purnama & Riana (2020) defines organizational commitment as the psychological state of an employee that can be seen from the employee's sense of loyalty and being able to focus on the goals set by the organization. The greater the commitment felt by employees, the higher the employee's expectation that if they work to meet the organization's goals, they will be rewarded fairly (Ausri et al., 2018). Sudewa & Riana (2020), in their research stated that low organizational commitment can be known through several things, namely poor communication between superiors and employees where superiors are unable to motivate employees to work optimally. When motivation is low at work, it will result in a weaker commitment of employees to the company.

The organizational commitment of employees in a company cannot be separated from the influence of its environment, such as the organizational atmosphere that supports the implementation of a job or commonly called the organizational climate. Cahyadi & Utama (2018) stated that the more conducive the organizational climate is felt, such as a good relationship between superiors and contract employees where the boss pays attention to what the contract employee says, and the contract employee can act independently in his work, the stronger the employee's commitment to the organization. Previous research conducted by Swastadiguna & Dewi (2018), found that organizational climate has a positive and significant effect on organizational commitment, which means that a good organizational climate in a company can increase organizational commitment. In their research, Purnama & Riana (2020) stated that organizational climate has a positive and significant effect on organizational commitment. This shows that the better the organizational climate, the higher the organizational commitment of employees. Meanwhile, research conducted by Ausri et al (2018) revealed that organizational climate has an indirect influence on organizational commitment.

Ahmad et al., (2018), stated that the organizational climate also affects the level of employee job satisfaction. Rahadian & Suwandana (2017) and Budiman (2017) in their research stated that the organizational climate has a positive and significant influence on job satisfaction, and the organizational climate also has a relationship in the same direction as job satisfaction, this shows that if the organizational climate increases, the level of employee job satisfaction will increase. Thus, companies must have efforts and techniques to create a conducive organizational climate. However, there are also studies that state different results, Susanty (2012) in her research states that organizational climate does not have a significant effect on job satisfaction.

Job satisfaction can be said to be one of the most important aspects that critically affect the success of the company Bashir & Gani (2020). Job satisfaction shows a person's feelings about their work, when a person is satisfied with their work, they will be more committed to their company or organization. Permatasari & Rahyuda (2020). Employees who are satisfied and committed to their organization have a strong desire to stay within the organization and feel proud to be a part of it. Gopinath (2020) stated that job satisfaction is the dominant variable that affects organizational commitment. In their research, Putra & Indrawati (2018) and Widayanti & Sariyathi (2016) stated that there is a positive and significant influence between job satisfaction and organizational commitment. Meanwhile, Wibowo & Sutanto, (2013) in their research proved a different result, namely organizational commitment was significantly not affected by job satisfaction.

Kustianto & Iskhak (2015) stated that in order for human resources in an organization to work optimally and have a high commitment, the organization must be able to create a good and pleasant organizational climate, so that human resources that have been formed in quality can feel job satisfaction. Ausri et al. (2018) stated that there is a significant relationship between job satisfaction and organizational commitment which can strengthen the influence of organizational climate on organizational commitment. From the statement of the research, it can be seen that job satisfaction is able to mediate the influence between organizational climate and organizational commitment

Employees also feel the influence of a less conducive organizational climate where there is still disharmony in relationships with fellow employees or superiors such as frequent miscommunication. Employees also feel the increasing risk of work due to the large number of orders for making electricity meters received by companies with little processing time, so employees have to accept additional working hours. This is influenced by the large demand from other villages that tend to have a long distance from the city center, especially because there is no access in the form of supportive roads to these villages, leading to an increase in risk and working hours with disproportionate wages. The low organizational climate causes a lack of employee contribution to the company's activities such as when there is damage or repair of the electrical substation that should be handled, employees tend to charge their own work to other employees so that employees are dissatisfied with the work.

Low job satisfaction causes employees to be less disciplined and lazy at work such as arriving late and not doing the tasks given by the company. In addition, the lack of encouragement and enthusiasm from the company in the form of incentives or job promotions, can also affect the low job satisfaction of PT. PLN Palopo. This in turn will have an impact on the lack of responsibility and a low level of discipline of employees, and in the end will directly have implications for the performance and achievement of the company's goals, because one of the main keys to the advancement of a company is Human Resources who have a high organizational commitment.

The formulation of the problem in this study based on the background that has been described is how the influence of organizational climate and employee organizational commitment on the job satisfaction of employees of PT. PLN Palopo. Meanwhile, the purpose of this study is to determine the influence of organizational climate and employee organizational commitment on the job satisfaction of employees of PT. PLN Palopo

2. RESEARCH METHODS

This study uses a quantitative research approach with a type of correlational research. The purpose of the research approach is to use explanatory techniques with data analysis techniques using multiple linear

regression analysis. According to Mulyadi (2019: 90) explained that the object of explanatory research is to test the relationship between variables that are hypothesized. The population in this study is all employees at PT. PLN Palopo Branch which totals 41 people. The sample is a partial or representative of the population studied. To determine the number of samples, a saturated sampling technique was used, where the saturated sampling technique was used as a sample for all members of the population so that the sample in this study amounted to 41 respondents.

3. RESEARCH RESULTS

Multiple linear regression analysis was used to examine whether there was a causal relationship between the two variables. By using multiple linear regression analysis, it will measure the change of the bound variable based on the change of the free variable. Multiple linear regression analysis can be used to determine the change in influence that exists in the previous time period.

a. F Test

Based on the results of data processing calculations with the help of Spss software, multiple linear regression values are obtained which can be seen in the following table:

Table 1. F Test

| ANOVA ^a | | | | | | |
|--------------------|------------|----------------|----|-------------|--------|-------------------|
| Type | | Sum of Squares | Df | Mean Square | F | Sig. |
| 1 | Regression | 20.021 | 2 | 10.011 | 16.390 | .000 ^b |
| | Residual | 23.210 | 38 | .611 | | |
| | Total | 43.231 | 40 | | | |

a. Dependent Variable: job satisfaction

b. Predictors: (Constant), Organizational Commitment, Organizational Climate

Based on the table above, it can be seen that the variables of organizational commitment and organizational climate together have a significant effect on job satisfaction at PT. PLN Palopo City. This can be seen from the significant value obtained, which is 0.000 which is smaller than 0.5 so that it can be concluded that the first hypothesis in this study is accepted.

b. T Test

This T test aims to test the extent of the influence of each independent variable, namely organizational commitment and organizational climate on the dependent variable, namely job satisfaction, so a significant test is used, namely by comparing the value of T hitung with the T table or the value of <0.05 from each variable, from the results of the regression test using Spss, the results are obtained as follows:

Table 2. Test T

Coefficient Test Results

| Type | | Unstandardized Coefficients | | Standardized Coefficients | | Collinearity value t Statistics | |
|------|---------------------------|-----------------------------|------------|---------------------------|-------|---------------------------------|---------------|
| | | B | Std. Error | Beta | t | Sig. | Tolerance VIF |
| 1 | (Constant) | .706 | .510 | | 1.384 | .175 | |
| | Organizational Climate | .338 | .154 | .310 | 2.191 | .035 | .708 1.413 |
| | Organizational commitment | .501 | .153 | .461 | 3.266 | .002 | .708 1.413 |

Based on the results of the data processing calculation in the table above, explaining the results of the T test or the results of the hypothesis test show the variable of organizational commitment (X1), the calculated t value is 2.191 > the T table is 2.030 and the probability value is 0.000 < 0.05. Because the calculated T value is greater than the t table and has a probability smaller than 0.05, it can be said that the organizational commitment variable has a significant influence on the job satisfaction variable so it can be concluded that the second hypothesis in this study is accepted.

In the regression coefficient of the organizational climate variable, the calculated T value is 3.266 > the T table is 2.030 and the probability value is 0.002 < 0.05, so it can be said that the organizational climate variable does not have a significant positive influence on the job satisfaction variable, so it can be concluded that the third hypothesis in this study is rejected.

The multiple linear regression equations in this study are:

$$Y=0.706+0.338 X1+0.501 X2 +0.510$$

To find out the value of the regression coefficient, it can be explained as follows:

1. The constant value of 0.706 means that if organizational commitment (X1) and organizational climate (X2) increase by one unit, job satisfaction (Y) will decrease by one unit, assuming that the variable of organizational commitment and organizational climate is not constant. On the other hand, if the variables of organizational commitment and organizational climate decrease by one unit, work satisfaction will increase by 0.706.
2. The regression coefficient of organisational commitment (X1) 0.338 means that every process of organisational commitment (X1) increases one unit, job satisfaction (Y) will also increase with the assumption that the organisational commitment variable (X1) is constant or fixed.
3. The regression coefficient of organisational climate (X2) is 0.501, this means that every time the job satisfaction process (X2) increases by one unit, job satisfaction (Y) will also increase, assuming the organisational climate variable is constant. Conversely, if the organisational climate variable (X2) increases by one unit, job satisfaction (Y) will increase by 0.510.
4. The standard error value is 0.510, which means it shows the value of the estimation of error which explains the error rate of the estimated model.

c. Coefficient of Determination (R²)

The coefficient of determination is used to measure how far the model's ability to explain variations in the independent variable, namely the job satisfaction variable. The results of the spss software calculation obtained a value of R square = 0.292 which means that 29.2% of job satisfaction at PT PLN Palopo City can be explained by the variables of organisational commitment and organisational climate. While the remaining 46.3% is influenced by other variables outside the model studied. And the coefficient of determination can be seen in the following table:

Table 3. Determination Coefficient

| Model Summary ^b | | | | |
|----------------------------|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .541 ^a | .292 | .274 | .81585 |

Effect of organisational climate on job satisfaction

The results of the first hypothesis in this study indicate that organisational climate has a positive and significant effect on job satisfaction, in other words, the more the organisational climate of PT PLN Palopo City employees increases, the more job satisfaction of PT PLN Palopo City employees increases. The results of this study explain that the organisational climate variable has a significant influence on the job satisfaction variable. The organisational climate in the company will increase employee job satisfaction. The results of this study are in accordance with the research of Pranata & Utama (2019) in their research conducted at PT PLN Palopo City stated that the organisational climate has a positive effect on employee job satisfaction, which shows that the better the level of organisational climate implemented by the company, the higher the job satisfaction of these employees will be. Soetjipto *et al.* (2021) stated that organisational climate has a positive and significant effect on employee job satisfaction. The same results are also stated in research conducted by Putra & Putra (2019) where the organisational climate positively and significantly affects job satisfaction, meaning that the better the organisational climate at PT PLN Palopo City, it will increase the job satisfaction of the employees themselves. Increasing the quality of the organisational climate will be followed by an increase in job satisfaction, this means that the better the company's organisational climate, the more it will increase employee job satisfaction at PT PLN Palopo City (2016). In their research Rahadian & Suwandana (2017) found the results that the organisational climate has a positive and significant effect on employee job satisfaction, which means that if the organisational climate in the company is getting better, the job satisfaction felt by employees will also increase. with the results of this study showing simultaneously that the organisational climate and job satisfaction have a positive effect on employee job satisfaction, partially the organisational climate and job satisfaction have a significant effect on job satisfaction at PT.PLN Palopo City. The difference between previous research and current research is the place of research, the number of samples, and also the sampling technique.

According to Robbins, (2015: 127) organisational climate is defined as a process that explains the strength, direction, and perseverance of a person in an effort to achieve goals. Conditions describe how hard a person is in an effort to achieve goals. Strength describes how hard a person tries. Strength is the element that takes centre stage when discussing organisational climate. However, great strength will not provide satisfactory work results if it is not directed in a direction that is beneficial to the company. Provision, a dimension of organisational climate, measures how long a person can stay in their job. Employees who will usually stay long enough with their duties to achieve their goals.

Hasibuan, (2015: 95) says that organisational climate is the provision of driving force that creates a person's work enthusiasm, so that they want to work together, work effectively and integrate with all their power

and efforts to achieve satisfaction. Therefore, it is clear that every employee must have needs (needs) and wants (wants).

Effect of Organisational Commitment and Job Satisfaction

The results of testing the second hypothesis in this study show that organisational commitment has a positive and significant effect on organisational commitment, in other words, the increase in organisational commitment will increase the organisational climate of PT PLN Palopo City employees. The results of this study indicate that the organisational commitment variable has a significant influence on the organisational climate variable. By increasing the organisational commitment in the company, it can improve the organisational climate. The results of this study are in accordance with the research of Swastadiguna & Dewi (2018), in their research found that organisational commitment has a positive and significant effect on organisational commitment, which means that a good organisational commitment in a company can improve the organisational climate. In their research, Purnama & Riana (2020) stated that organisational climate has a positive and significant effect on organisational commitment.

This shows that the better the organisational commitment, the higher the employee's organisational climate. Research from Cahyadi & Utama (2018) found that organisational commitment has a positive and significant effect on organisational commitment, this means that the more conducive the organisational climate is felt, such as a good relationship between superiors and employees where superiors pay attention to employees, superiors are considered friendly by employees, and employees can act independently in their work, the stronger employees' commitment to the organisation will be. Research conducted by Berberoglu (2018) shows that there is a positive and significant relationship between organisational climate and organisational commitment. Mahendra & Subudi (2019) in their research at PT PLN Palopo City proved that the organisational climate has a positive and significant effect on organisational commitment, this shows that the better the implementation of the organisational climate at PT PLN Palopo City.

Organisational commitment is a person's attitude towards work related to work situations, cooperation between employees, rewards received at work, and matters concerning physical and psychological factors. This attitude towards work is the result of a number of specific individual attitudes towards factors in the job, individual self-adjustment, and individual social relationships outside of work, giving rise to a general attitude of individuals towards the work they face.

Handoko in Sutrisno, (2016: 75) suggests that organisational commitment is a pleasant and unpleasant emotional state for employees who view their work. Organisational commitment reflects a person's feelings towards their work. This appears in the employee's positive attitude towards work and everything faced in his work environment.

Effect of Job Satisfaction

The effect of job satisfaction at PT PLN Palopo City. From the results of the job satisfaction variable, it does not have a positive and significant effect on PT PLN Palopo City. This can be seen from the highest indicator in the job satisfaction variable, namely work colleagues where PT PLN Palopo City has a good and comfortable work environment so that employees are satisfied and also have good relationships with other co-workers. And this is also in line with research conducted by Juliati researchers, (2012) with the research title The effect of organisational climate and organisational commitment on employee job satisfaction.

According to Mardiah, (2019) job satisfaction is the result of a worker achieved by someone based on job requirements. According to Fahmi, (2017: 188) job satisfaction is the result of a process that refers to and is measured over a period of time based on predetermined conditions or agreements. According to Edison, (2016: 176) job satisfaction is the result obtained by an organisation, both profit oriented and non-profit oriented organisations produced during one period of time. According to another opinion, Simamora, (2015: 339) job satisfaction refers to the level of achievement of the tasks that make up a job. And often misinterpreted as effort, which reflects the energy expended, job satisfaction is measured in terms of results.

CONCLUSION

Based on the research results obtained, several conclusions can be drawn as follows. Organisational climate has a positive and significant effect on organisational commitment of PT PLN Palopo City employees. Organisational climate has a positive and significant effect on job satisfaction of PT PLN Palopo City employees. Job satisfaction has a positive and significant effect on organisational commitment of PT PLN Palopo City employees. Job satisfaction is a mediating variable between the effect of organisational climate on organisational commitment of employees of PT PLN Palopo City.

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