

Effect of Organizational Climate and Work Satisfaction on Performance of Employees in Directorate Traffic Polda Sulsel

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ABSTRACT

This study aims: (1) to analyze the influence of organizational climate on employee performance at the Directorate of Traffic of the South Sulawesi Regional Police and (2) to analyze the effect of job satisfaction on employee performance at the South Sulawesi Police Traffic Directorate.

The analytical method used in this study is the Multiple Regression analysis method. The research data was obtained from the employees of the South Sulawesi Regional Police Traffic Directorate. The research approach is an explanatory causal approach.

The results showed that (1) the organizational climate had a positive and significant effect on the performance of employees at the Traffic Directorate of the South Sulawesi Regional Police because good organizations were able to control the pattern of competition among employees well, and (2) job satisfaction had a positive and significant effect on employee performance. that is, if job satisfaction increases, then the employee's performance increases, and vice versa if job satisfaction decreases, then employee performance also decreases

Keywords: *Organizational Climate, Job Satisfaction and Employee Performance*

INTRODUCTION

A conducive organizational climate is a prerequisite for maximizing employee performance. Artiningsih (2001) in Rahmadewi and Fauzan, (2013) states that organizational climate has a significant positive influence on employee job satisfaction (the higher the level of influence of the organizational climate, the higher the level of job satisfaction of employees

in the company). The creation of job satisfaction within an organization also determines the formation of productive and professional human resources. Creating an organizational climate that is able to bring its members to improve performance in order to achieve organizational goals is not an easy thing. This is because basically humans have different behavioral characteristics according to their level of needs.

Employees have an important role in determining the success and achievement of company goals. In order to achieve these objectives, resources are always required to be able to increase their work productivity in order to sustain and improve the performance, income and profits of the company. If in a company with many employees experiencing productivity and health problems, the company's performance can be disrupted. The disturbance in question includes several things, including there is no employee passion that can cause work performance to decline, as a result of continuous routines that result in boredom and job dissatisfaction.

Employees who experience job dissatisfaction will feel that their work is a burden that must be done. The burdened situation underlies a compulsion in work, so the work done does not provide maximum results, in accordance with the expectations and goals of the company. For this reason, working on what is called employee job satisfaction is very important to be carried out by the company. Employees with high levels of job

satisfaction have positive feelings about the job, while someone who is not satisfied has negative feelings about the job.

In carrying out their duties, employees at the Traffic Directorate of the South Sulawesi Regional Police are required to improve their performance. Employee performance at the Directorate of Traffic of the South Sulawesi Regional Police is the work quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to him. Improving employee performance will bring progress to the organization to be able to survive in a competitive business environment that is not stable. Therefore, efforts to improve employee performance are the most serious management challenges because the success of achieving the goals and survival of the company depends on the quality of the human resource performance in it.

LITERATURE REVIEW

Organizational Climate

1. Definition Organizational Climate

Organizational climate (climate organization) was first used by Kurt

Lewin in the 1990, who used the term psychological climate (psychological climate). Then the organizational climate term was used by Taguari and Litwin (2008: 121). Furthermore, Taguari put forward a number of terms to describe behavior in relation to the setting and place where behavior arises: environment, field patterns, culture, atmosphere, situation. Social environment, behavior patterns and conditions. Organizational climate.

Wirawan (2011: 121), organizational climate is the quality of the internal environment of an organization that is relatively ongoing, experienced by members of the organization, influences their behavior and can be described in terms of a set of characteristics or characteristics of an organization. Davis and Newstorm (2011: 65) proposed the understanding of the climate of organizations as The human environment within an organization the employees do their work. The Davis Statement implies that the organization's climate is that which involves all the environment that exists or is faced by humans in an organization where they carry out their work. Davis and Newstorm

(2011: 65) also stated that organizational climate is a concept that describes the internal atmosphere of the organizational environment felt by its members during activities in order to achieve organizational goals.

2. Organizational Climate Dimensions

Timpe (2012: 457) explained in his journal that the concept of organizational climate was first put forward by Litwin and Stringer measured in five dimensions, namely:

- a. *Responsibility*, is the feeling of being a leader for yourself, it is not always necessary to re-check all decisions taken. When an employee gets a job, the employee in question knows that it is his job,
- b. *Identity* is a feeling of belonging to the company and accepted in the group,
- c. *Warmth* is the feeling of a friendly work atmosphere and more emphasis on the conditions of friendliness or friendship in informal groups, as well as good relations between colleagues, emphasis

on the influence of friendship and informal social groups,

- d. *Supportare* things related to the support and relationships between co-workers, namely the feeling of mutual help between managers and employees, and more emphasis on mutual support between superiors and subordinates,
- e. *Conflictis* a situation where there are conflicts or differences of opinion between subordinates and leaders and subordinates with subordinates.

Souder (2007: 88) states that there are five organizational climate dimensions that influence the success of product innovation and development, namely:

- a. A work climate that has an uncertainty in the duties and responsibilities of employees tends to be innovative
- b. A work climate that has greater role flexibility and role in work tends to be more innovative.
- c. Climate that encourages openness and trust tends to be more innovative.
- d. Management support plays a crucial role in the success of some innovation projects

- e. Intensive communication (both in terms of volume and frequency) in organizations tends to encourage innovation.

Strictly speaking, climate is a "set of characteristics" of an organization, aka identification, which distinguishes it from other organizations. Climate also lasts long enough to have: an influence on the behavior of people in the organization "employees in general, including the leadership. Timpe (2012: 375) argues that there is a good climate if the organization has a tendency:

- a. There is sportsmanship in terms of subordinate supervisor communication,
- b. Personal quality and accuracy regarding communication from superiors to subordinates,
- c. There is a sense of openness in the relationship of superiors and subordinates
- d. There are opportunities for subordinates to convey aspirations and/ or suggestions to superiors
- e. There is a guarantee that is relative to the information from subordinates and colleagues

3. Factors Affecting Organizational Climate

Timpe (2012: 477) there are four principles of factors that influence organizational climate, namely:

- a. Basically every action taken by the leader or manager affects the climate in several ways, such as rules, policies, and organizational procedures, especially the problems related to personnel issues, distribution of rewards, communication styles, ways that used to motivate, disciplinary techniques and actions, interactions between management and groups, interaction between groups, attention to the problems that employees have over time, as well as the need for employee satisfaction and welfare,
- b. Employee behavior influences climate through their personalities, especially their needs and the actions they take to satisfy those needs. Employee communication plays an important part in shaping the climate. The way a person communicates determines the

level of success or failure of human relationships. Based on a person's normal style in life or managing something, can add it to a positive climate or can it also reduce it to negative

- c. There is a particular need for most people in terms of friendship relationships, a need that is often satisfied by groups in the organization. Groups develop in organizations in two ways, namely formally, especially in working groups; and informal, as a friendship group or similar interests
- d. A number of external organizational factors affect the climate of the organization.

Job Satisfaction

1. Definition of Job Satisfaction

Satisfaction in work or job satisfaction which is a general attitude of an individual towards his work can occur at all levels in an organization, for example at the lowest manager level to the level of employees (Robbins, 2011: 376). Job satisfaction is the general attitude of individuals towards their work. A person with a high level of job satisfaction has a positive attitude

towards his job, someone who is dissatisfied has a negative attitude towards his job.

Marihot (2010: 165) suggests that job satisfaction shows the extent to which individuals perceive positively or negatively the various factors of the task at work. Job satisfaction is based on six dimensions, namely salary, work itself, supervisor, co-workers, promotion and work environment. Rivai (2014: 283) job satisfaction is basically something that is individual. Each individual has a different level of satisfaction according to the value system that applies to him. The higher the assessment of activities perceived according to individual desires, the higher their satisfaction with those desires.

Husein (2014: 51) states that job satisfaction is defined as a pleasant or positive emotional state that comes from an employee's work assessment or work experience. A number of factors that influence job satisfaction. Some of the main factors are the work itself, salary, promotion, supervision, work groups, and working conditions. Thus it can be concluded that job

satisfaction is a person's mental condition regarding likes or dislikes of his work which is influenced by his perceptions and expectations of his work which will affect his work behavior.

2. Components of Job Satisfaction

Robbins (2011: 451) mentions that the components that determine job satisfaction are:

- a. Mentally challenging work will make employees prefer jobs that can provide opportunities to use their skills and work skills and offer a variety of tasks, freedom and feedback for employees.
- b. Appropriate rewards in this case means that employees want a wage system and promotional policies that are perceived as fair and in line with their expectations.
- c. Supporting working conditions mean employees who care about the work environment, both for personal comfort and to facilitate doing good work.
- d. A co-worker who supports if the employee gets more than just money or achievement in carrying out his work.

- e. Suitability of personality with work, essentially employees with personality types congruent with work will choose and find the right talent and ability to meet the demands of their work.

3. Conditions Affecting Job Satisfaction

Conditions that affect a person's job satisfaction can be divided into two, namely:

- a. Organizational Conditions

Husein (2014: 108) there are conditions that are within the organizational environment or work environment that affect the level of employee job satisfaction.

- b. Personal Conditions

The factors that are meant here are personal factors that exist in the employee.

Employee Performance

1. Definition of Employee Performance

Every employee in the organization is required to make a positive contribution through good performance, given the performance of the organization depends on the performance of its employees

(Gibson, et al, 2010: 364). Performance means the achievement/ achievement of someone who is pleased with the task given to him. The work that can be achieved by a person or group of people in an organization in accordance with the authority and responsibility of each, in an effort to achieve the objectives of the organization legally, does not violate the law and is in accordance with moral ethics (Sedarmayanti, 2010: 260). Performance is a concept that is universal which is the operational effectiveness of an organization, part of the organization, and its employees based on predetermined standards and criteria.

Hasibuan, (2011: 29) states that performance is a manifestation of work done by employees which is usually used as a basis for evaluating employees or organizations. Good performance is a step towards achieving organizational goals. So that efforts need to be made to improve performance. But this is not easy because many factors influence the high and low performance of a person. Mathis and Jackson (2014: 378) argue that performance is basically what employees do or do

not do. General employee performance for most jobs includes the following elements: quantity of results, quality of results, timeliness of results, presence, and ability to work together.

Mangkunegara (2010: 67) performance is the result of work both in quality and quantity achieved by an employee in carrying out tasks in accordance with the responsibilities given to him. Rivai (2014: 309), performance is a real behavior that is displayed by everyone as work performance produced by employees in accordance with their role in the organization. An organization has a planned goal, the goal will be achieved if the performance of the existing employee has a good quality of work. Wirawan, (2011: 5), employee performance is defined as the ability of employees to do certain skills.

2. Assessment and Measurement of Employee Performance

To assess the performance of an employee, a performance appraisal is needed on the work done. Sastrohadiwiryo (2013: 231) suggested that performance appraisal is an activity carried out by

management/ assessor to assess workforce performance by comparing performance with performance on job descriptions/ descriptions in a given period usually at the end of each year. While Byars and Rue (2013: 223) argued that performance appraisal is a process of evaluating and communicating to an employee how his performance in work and making planning improvements. When properly planned, performance appraisals not only let employees know how well they are performing but also affect their level of effort and direction in the future.

Mangkunegara (2010: 69) employee performance appraisal is a process of appraisal of employee performance that is carried out systematically by the company's leader, based on the work assigned to him. Performance appraisal is to assess the ratio of actual work to the quality and quantity standards produced by each employee (Hasibuan, 2011: 87). Performance is influenced by several factors, namely as follows:

a. Business

Business is the result of motivation, showing the

amount of energy (physical and mental) someone used in carrying out their duties and responsibilities in improving their work performance. From the success achieved then get an assessment of its work. Quantity and quality of work, is the result of the work given to employees in both maximum quantity and quality.

b. Ability

Ability is a person's criteria used in carrying out a job. The general ability does not change too much in a relatively short time.

c. Task Perception

The perception of the task shows the direction in which someone understands where they should channel their business for their work needs. Activities and attitudes of trusting a person are also needed in the execution of work that is in accordance with the perceptions of their respective roles/ tasks, because the responsibility for the work and the work system is important in an assignment,

the employee's appreciation of the assignment must be reflected in the personal of each employee, so that the assignment is understood as personal responsibility for the implementation of the assignment given.

If a job is done, the result of the work is called a product or output. If the results or output begin to be considered, then this is related to the notion of performance. Performance is always seen from two aspects, namely in terms of input and output aspects. Comparison between the two aspects will be a measure of one's performance. Employees have good performance if they show greater results. Performance appraisal is basically a measure of the efficiency of the resources available in the company. Although performance is only a ratio or comparison, however, the benefits of employee performance have a considerable influence on the country in general and companies in particular. According to Hasibuan (2011:102) there are 5 (five) factors in performance measurement, namely as follows:

- a. The quality of work is the degree to which the end result achieved is near perfect in the sense of meeting the expected goal. Job quality includes: acquisition, accuracy, appearance and reception of output
- b. The quantity of work is the amount produced which is expressed in terms of a number of work units or is the number of cycles produced. Job quantity includes: Volume of output and contribution
- c. Supervision includes: requires advice, direction / improvement
- d. Attendance includes: regularity, trustworthiness and timeliness. Conservation includes: prevention, waste, damage and maintenance.

3. Employee Performance Indicators

Employee performance objectively and accurately can be evaluated through performance level benchmarks. This measurement means giving employees the opportunity to know their level of

performance. To facilitate the assessment of employee performance, Sedarmayanti (2010: 377), argues that the performance measurement instrument is a tool used to measure individual performance of an employee which includes:

- a. Work performance

Work Performance is defined as the work achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him in the quality of work. The good or bad performance of employees greatly influences the quality of work or the quantity of work results from employees.

- b. Expertise

Expertise is the level of technical ability an employee has in carrying out the tasks assigned to him, the ability can be in the form of knowledge, initiative, communication, and teamwork.

- c. Behavior

Behavior is the attitude and behavior of employees who are attached to him and

brought in carrying out his duties. Behavior in this case is discipline and responsibility.

d. Leadership

Leadership is one of the most important factors in the success of an agency's performance. In an effort to carry out effective leadership, in addition to having the ability and skills in leadership, a leader should determine the appropriate leadership style or leadership pattern in accordance with the situation and conditions of the group members. Leadership that implements a family pattern is the same as a democratic style of leadership that encourages members to be better at improving their performance, giving views on the steps and results obtained, developing initiatives, maintaining broad communication and interaction, and implementing a sporty relationship.

Previous Research

Research on the influence of organizational climate and job satisfaction on employee performance has been carried out by previous researchers, including:

1. Lineker, dkk., (2016)

The results in this study indicate that partially by using the t test it can be seen that the organizational climate variables proved to have a significant effect on performance variables, job satisfaction variables proved to have an insignificant effect on performance variables, organizational commitment variables proved to have a significant effect on performance variables.

2. Kurniawati, dkk., (2015)

The results showed that: 1) Job satisfaction had a positive effect on employee performance through organizational commitment to the 1912 Bumiputera Life Insurance in Jember Branch; 2) Organizational climate has a positive effect on employee performance through organizational commitment to the Jember Branch 1912 Bumiputera

Life Insurance, and; 3) Organizational commitment has a positive effect on employee performance at the Jum Bumiputera Life Insurance 1912 Branch.

3. Rahmadewi dan Fauzan (2013)
The results showed that the Class II Meteorological Station Supadio Pontianak had an adequate organizational climate, high level of job satisfaction, and employee performance in accordance with organizational expectations. The results of the path analysis test show that the organizational climate has a significant direct negative effect on employee performance, job satisfaction has a significant positive direct influence on employee performance, and the organizational climate has a significant positive influence indirectly on employee performance through job satisfaction. In this study job satisfaction is the most dominant variable in influencing employee performance improvement.

ANALYSIS METHOD

Data analysis method used in this study, is an analysis with this statistical tool used to determine the effect of independent variables (X) consisting of organizational climate and job satisfaction variables on the dependent variable (Y), namely employee performance. Sugiyono (2013: 103), to test the hypothesis in this study used the following model:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + e$$

RESEARCH RESULT

1. Multiple Regression Analysis

The analysis model used in this study is multiple regression analysis. This analysis is used to determine the direction and magnitude of the influence of organizational climate and job satisfaction on employee performance at the South Sulawesi Regional Police Traffic Directorate. Based on the results of the data processing, the multiple regression equation obtained in the table is as follows:

Table 1. Multiple Regression Coefficient Table

		Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.634	.342		1.851	.068
	Organizational Climate	.220	.105	.230	2.108	.038
	Job Satisfaction	.644	.116	.607	5.558	.000

a. Dependent Variable: Employee Performance

Based on the unstandardized coefficients B value in table it is known that each variable can be entered into multiple regression models with the equation, namely:

$$Y = 0,634 + 0,220X_1 + 0,644X_2$$

Multiple regression equations can be interpreted as follows:

1. $b_0 = 0.634$ is a constant number which indicates that the performance of employees at the Traffic Directorate of the South Sulawesi Regional Police is not determined by the variables of organizational climate and job satisfaction.
2. $b_1 = 0.220$ shows that if the organizational climate variable is increased by 1%, the performance of employees at the South Sulawesi Police Traffic Directorate will increase by 22%.
3. $b_2 = 0.644$ shows that if the variable job satisfaction is

increased by 1%, the performance of employees at the Directorate of Traffic of the South Sulawesi Regional Police will increase by 64.4%.

The results of the multiple regression equation show the direction of influence of each independent variable, namely the organizational climate and job satisfaction on the dependent variable, namely the performance of employees at the South Sulawesi Regional Traffic Directorate which is shown by each independent variable coefficient. Regression coefficients of independent variables namely organizational climate and job satisfaction which are positively marked means having an influence on employee performance.

Hypothesis Test

To test the hypothesis in this study, multiple regression analysis was used, consisting of:

a. Simultaneous Test (F Test)

F test is to test whether each independent variable has a significant effect on the

dependent variable together with $\alpha = 0.05$ and accept or reject the hypothesis.

Table 2. Simultaneous Test Results

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	14.360	2	7.180	63.167	.000 ^b
	Residual	8.298	73	.114		
	Total	22.658	75			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Job Satisfaction, Organizational Climate

Based on table 2 above, it can be seen that the F ratio is 63,167 with a significant level = 0,000 <0,05 ($\alpha = 5\%$). This means that the organizational climate and job satisfaction variables together have a positive and significant effect on employee performance variables. at the South Sulawesi Regional Police Traffic Directorate.

the closeness of the relationship between the independent variable and the dependent variable. R2 values are located between 0 and 1 ($0 \leq R2 \leq 1$). From the results of the analysis obtained the value of the correlation coefficient (R) shows the existence of a relationship between variable X and variable Y at the Directorate of Traffic of the Regional Police of South Sulawesi.

b. Determination Coefficient Test

The determination coefficient is used to determine

Table 3. Determination Coefficient Test Table

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.796 ^a	.634	.624	.33714

a. Predictors: (Constant), Organizational Climate, Job Satisfaction

Correlation coefficient (R) of 0.796 means that there is a positive and unidirectional relationship between variables X (organizational climate and job satisfaction) with variable Y (employee performance) of 79.6%. Value $R^2 = 0.634$. This means, the effect of variable X (organizational climate and job satisfaction) on variable Y (employee performance) is 63.4% and the influence of other variables is 36.6% which is not included in the model. This influence is classified as not good because of the value obtained below 50%.

c. Partial Test (t Test)

The t-test is to test whether each independent variable has a significant effect on the dependent variable partially with $\alpha = 0.05$. Partially, the analysis variables have different effects and probability values.

1) Organizational climate variable (X1) with t count value of 2.108 with a significant level of 0.038 (sig < 0.05) means that there is a positive and significant

influence between organizational climate (X1) on employee performance (Y) at the South Sulawesi Police Traffic Directorate .

2) Job satisfaction variable (X2) with t count value of 5.558 with a significant level of 0.000 (sig < 0.05) means that there is a positive and significant influence between job satisfaction (X2) on employee performance (Y) at the South Sulawesi Police Traffic Directorate and is a dominant variable influencing employee performance, this can be seen from the t-value that is greater than the t-value of the organizational climate variable.

DISCUSSION

Effect of Organizational Climate on Employee Performance

Organizational climate is the quality of the organization's internal environment which is relatively ongoing, experienced by members of the organization; influence their behavior and can be described in terms of a set of characteristics or characteristics of an organization.

Based on the results of multiple regression tests, the influence of organizational climate variables has a positive and significant effect on the performance of employees at the South Sulawesi Regional Police Traffic Directorate. This means that the increasing organizational climate, the performance of employees at the Traffic Directorate of the South Sulawesi Regional Police also increases.

Organizational climate has a positive and significant effect on the performance of employees at the South Sulawesi Regional Police Traffic Directorate because good organizations are able to control the pattern of competition among employees well. And everything will definitely be easily controlled by the leader of the organization. But if an organization's organizational climate is not well structured, there will often be chaos between employees which results in an internal conflict that can cause losses to organizations in general and employees in particular. Climate is a subjective influence that can be felt from the formal system, the informal style of leaders and other environmental factors, which concern the attitudes / beliefs and

ability to motivate people who work in the organization.

Employees feel that the climate is pleasant if they do something useful and generate valuable feelings. They often want jobs that are intrinsically challenging and satisfying. Most employees also want responsibility and opportunities to succeed. Employees feel that the organization really cares about their needs and problems. The climate that arises is an arena for determining decisions about performance. When working in an organization, employees are a team that has good friendships, feels understood and valued, has a sense of belonging. Not seeing a wide gap between superiors and subordinates and no excessive workload. As a result, employees feel valued by the organization and feel control over their work. The formation of a conducive climate in the workplace can be a supporting factor for improving performance because the convenience of working makes employees think calmly and concentrate only on the task at hand.

Effect of Job Satisfaction on Employee Performance

Job satisfaction is a general attitude which is the result of some special attitudes towards work factors, adjustment, self and individual social relationships outside work. Characteristic behavior of satisfied workers is that they have the motivation to work high, they are more happy in doing their work, while the characteristics of workers who are less satisfied are those who are lazy to go to work and are lazy with work and not satisfied. Based on the results of multiple regression tests, the effect of job satisfaction variables has a positive and significant effect on the performance of employees at the Traffic Directorate of the South Sulawesi Regional Police, meaning that employee performance can arise when influenced by job satisfaction.

Job satisfaction has a positive and significant effect on employee performance, meaning that if job satisfaction increases, employee performance also increases, and vice versa if job satisfaction decreases, then employee performance also decreases. Employees feel satisfied because the salary given on time.

Generally, the salary of employees is in accordance with the ranks, only the difference between each agency is allowances, bonuses or incentives. It can be explained that the majority of employees of the Traffic Directorate of the South Sulawesi Regional Police feel at ease in their work, and are able to devote all their skills, feel they have a good relationship, both with fellow coworkers and leaders, feel that the work time and rest periods are set up so far is appropriate, and assesses that the payroll system, and the amount of salary received by each employee is in accordance with the job description, and contribution to the organization.

Employee performance will be higher because the employee does not only think about what he will get but more to what he has given to the organization. Employees in practice are very committed to their organization because they feel satisfied with what is already there so that the goals of the organization will be achieved. Every employee will feel different levels of satisfaction so that the contribution given to the organization will be different. Employee performance is

so strong because it is influenced by job satisfaction where job satisfaction itself is supported by the promotion system provided by the organization that is carried out fairly. A fair promotion system is tailored to the expertise and skills of each employee.

CONCLUSION

1. Organizational climate has a positive and significant effect on the performance of employees at the South Sulawesi Regional Police Traffic Directorate, so the proposed hypothesis is accepted.
2. Job satisfaction has a positive and significant effect on the performance of employees at the Traffic Directorate of the South Sulawesi Regional Police, so that the proposed hypothesis is accepted.

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