

The Effect of Organizational Commitment and Organizational Climate on Employee Performance in Ministry of Communication and Informatics Jakarta

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Abstract: *This research is to analyze the effect of organizational commitment and organizational climate on employee performance. The object of this research is the part of staffing in communication and informatics institutions. This study was conducted on 30 respondents with this researcher using the sample method: saturated or biased is also called the census method and the data obtained is analyzed using PLS (Partial Least Square) analysis techniques through SmartPLS software. The results is organizational commitment has positive and significant effect on employee performance, and organizational climate has negative and insignificant effect on employee performance.*

Keywords: *organizational commitment; organizational climate; employee performance.*

INTRODUCTION

Human resources are a very central factor in the organization, regardless of its form and purpose, the organization is made on the basis of various visions for the benefit of human beings. The importance of human resources in an organization, requires every organization to get qualified and productive employees to run the organization. In this era of global competition, human resources are regarded as one of the most important factors playing a major role in maintaining organizational sustainability, and creating public confidence in the organization (Kalangi, 2015).

Employee performance is one of the main factors to influence organizational progress. The higher or better the performance of employees then the goal of the organization will be more easily achieved, and otherwise that occurs when the performance of employees is low. Performance is something that can not be separated in the organization (Triastuti, 2018).

Commitment is the ability and willingness to align personal behavior with the needs, priorities, and purpose of the organization. This includes ways to develop purpose or fulfill the needs of organizations that essentially prioritize the mission of the organization rather than personal interests (Soekidjan, 2009). Wirawan (2007) defines the organizational climate as the perception of organizational members (individually or in groups) and those who regularly relate to organizations on a routinely, that affecting the organization's attitude and behavior and the performance of the organization's members which then determines the organization's performance.

Ministry of Communications and Informatics is a government agency that engaged in the field of communication and information technology. In the strategic plan of the Ministry of Communication and Informatics Year 2015-2019, the development of communications and informatics fields in the next five years will be prioritized in supporting the achievement of food sovereignty, the sufficiency of energy, the management of maritime and marine resources, as the leading sector in the field of communication and informatics. Therefore a government agency should be based on the superiority of human resources that have the ability of science and technology (Renstra Kominfo, 2019).

Human resources are very important to the organization. Because of the growing technology from time to time so that the organization must has a high quality of human resources for technology in the organization that can be used and employee performance can be run effectively. The organizational commitment has a significant effect on employee performance (Nismawati,

2016; Triastuti, 2018) found if the organization climate is improved then employee performance will increase.

LITERATURE REVIEW

Human Resources Management

Human resource management is a planning, organizing, coordinating, implementing, and supervising procurement, development, rewarding, integration, maintenance and separation of labor in order to achieve the organizational goals (Mangkunegara, 2013). Performance is the result of work in quality and quantity achieved by an employee in performing their work in appropriate with the responsibilities given to him (Mangkunegara, 2013).

Organizational Commitment

According to Robbins (2001) organizational commitment is one of the work attitudes that reflects the feelings of each individual (like or dislike) to the organization in place where there is work. Commitment is the ability and willingness to align personal behavior with the needs, priorities, and purpose of the organization. This includes ways to develop purpose or fulfill the needs of organizations that essentially prioritize the mission of the organization rather than personal interests (Soekidjan, 2009).

Organizational Climate

Organizational climate is a set of feelings and perceptions from various workers that can change from time to time and from one worker to another (Sunyoto, 2015). Prihatsanti and Dewi (2010) mention that organizational climate is the quality of the internal environment of the organization, this is experienced by members of the organization and influence their behavior and can be described in a set of characteristics or the nature of the organization.

Performance

According Hasibuan (2012) declare the performance is a result of work achieved by a person in carrying out tasks assigned to them based on the skills, experience, and excellence and time used. According to Robbins (2001) organizational commitment is one of the work attitude that reflects the feelings of each individual (like or dislike) to the organization in place where their work. Organizational climate is a set of feelings and perceptions from various workers that can change from time to time and from one worker to another (Sunyoto, 2015).

H₁: There are an influence of organizational commitment to employee performance

H₂: There are an influence of organizational climate to employee performance.

METHODS

Primary data in this research is collected by distributing questionnaires to employees of Ministry of Communication and Informatics. Data analysis method in this research using component or variance based Structural Equation Modeling (SEM) where in data processing using Smart-Partial Least Square (Smart-PLS) version 3.0 program. PLS (Partial Least Square) is a model of variance-based SEM. PLS is intended for causal predictive analytics in situations of high complexity and low theory support (Ghozali, 2014).

RESULTS AND DISCUSSION

Table 1. Convergent Validity Test Results

Variable	Indicator	Outer Loadings	Information
Organizational Commitment	OC1	0,802	Valid
	OC2	0,665	Valid
	OC3	0,775	Valid
	OC5	0,719	Valid
	OC7	0,748	Valid
	OC8	0,689	Valid
	OC9	0,702	Valid
	OCL1	0,774	Valid
	OCL2	0,646	Valid
Organizational Climate	OCL3	0,686	Valid
	OCL4	0,647	Valid
	OCL7	0,750	Valid
	OCL8	0,722	Valid
	OCL10	0,738	Valid
	OCL13	0,701	Valid
	EP1	0,873	Valid
Employees Performance	EP2	0,735	Valid
	EP3	0,719	Valid
	EP4	0,620	Valid
	EP5	0,758	Valid
	EP7	0,733	Valid

Discriminant validity is done to ensure that each concept of each latent variables is different from other variables, constructs that have good discriminant validity if each loading factor value of each indicator of a latent variable has the largest loading factor value with another loading value against other latent variables.

Table 2. Discriminant Validity Test (Fornell Larcker) (Modification)

	Employees Performance	Organizational Climate	Organizational Commitment
Employees Performance	0.871		
Organizational Climate	0.842	0.918	
Organizational Commitment	0.752	0.716	0.819

The loading factors for each indicator of each latent variable already have a loading factor values that is not the greatest compared to the loading value if it is associated with other latent variables.

Table 3. Average Variance Extracted Test Results (AVE)

variable	Average Variance Extracted (AVE)
Employees Performance	0.758
Organizational Climate	0.843
Organizational Commitment	0.671

If all variable latent values have composite has good reliability or cronbach's alpha ≥ 0.7 it indicates that the construct has good reliability or the questionnaire used as the tool in this research is consistent.

Table 4. Composite Reliability and Cronbach's Alpha Test Results

Variable	Composite Reliability	Cronbach's Alpha
Employees Performance	0.903	0.845
Organizational Climate	0.915	0.819
Organizational Commitment	0.856	0.754

Table 5. R² Value Endogen Variable

Endogen Variable	R Square
Employees Performance	0.755

the R-Square value of 0.755 which means variability employees performance (EP) which can be explained by the two variables in the model that is organizational commitment, organizational climate equal to 75,5% while 24,5% explained by other variables which is not examine in this model.

The predictive relevance value is $Q^2 = 0,755$. Calculation results show the predictive relevance value of $0.755 > 0$. It means that 75,5% of variation in the employees performance variable (dependent variable) is explained by the variables used, thus the model is said to be feasible the relevant predictive value.

Estimated value for path relation in structural model should be significant. This significant value can be obtained by bootstrapping procedure. See the significance of the hypothesis by looking at the value of the parameter coefficient and the significance value t statistics on the algorithm bootstrapping report. To know significant or not significant seen from t-table at alpha 0.05 (5%) = 1.96. then t-table compared with t-count (t-statistics).

Table 6. Hypothesis Testing Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
OC -> EP	0.890	0.874	0.160	5.567	0.000
OCL -> EP	0.069	0.087	0.182	0.381	0.703

Organizational commitment has positive and significant effect on employee performance, it means that if organizational commitment is given well, then it can increase the employee performance. Conversely, if organizational commitment given badly it will also decrease the employee performance of the employee. The loyalty of employee in organization which is implies in organizational commitment will affect to employee performance (Baotham et.al, 2010).

Organizational climate has negative and insignificant effect on employee performance, which means that there is no impact in organizational climate towards employee performance. The employee performance does not affected by the organizational climate which is the behavior of the employee does not influence by the situation or climate of the organization (Raja et.al., 2019; Diputra, 2018; Sugiarto, 2018; Utami & Nusraningrum, 2020).

CONCLUSION

Organizational Commitment has positive and significant effect on Employee Performance, it means if Organizational Commitment is given well, that it can increase the Employee Performance. In the opposite way, if Organizational Commitment is given badly it will also decrease the Employee Performance. Organizational Climate has no impact on Employee Performance which is the employee still perform even though the organizational climate is changed.

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