



**THE EFFECT OF ORGANIZATIONAL CLIMATE
TO ORGANIZATIONAL COMMITMENT WITH JOB SATISFACTION
AS A MEDIATOR IN PT PERUSAHAAN LISTRIK NEGARA,
INDONESIA (PLN) EMPLOYEE**

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Abstract:

The purpose of this study was to determine the effect of organizational climate to organizational commitment, with job satisfaction as a mediator at the employee outsourcing PT Perusahaan Listrik Negara (PLN). The purpose of this study is to find out how far organizational commitment is in relation to power, through variable organizational diversity and job satisfaction as a mediator. This research was conducted in connection with research that looked at the turnover of powerful staff every year to demonstrate with the hope given to those who have not been fulfilled in the outsourcing work system. This research was conducted by way of respondents answering the questions asked, organizational aid variables with 25 items, job satisfaction with 20 items and organizational commitment with 20 statement items. Furthermore, the results of this study were processed using the SPSS for Windows application with multiple regression techniques with test tables to test the research hypothesis. The results obtained in this study are as follows, beta values on organizational climate variables amounted to 0.563 with a significance of 0.001 so what is needed is between organizational diversity to job satisfaction. Then the beta value of the job satisfaction variable is -0.196 and significance is 0.117, so it is accepted not to include work satisfaction with organizational commitment. Beta value 0.413 and significance 0.042 then there is an influence between organizations on organizational

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commitment. With the mediation offered, between mediation of organizational commitment and job satisfaction not as a mediator.

Keywords: organizational climate, commitment organization, job satisfaction

1. Introduction

Organizations are a group of individuals where they work together to achieve organizational goals. Where to be able to achieve the goals of the organization, the organization is in dire need of outstanding human resources. Without good or quality human resources, the organization will find it difficult to achieve the goals planned by the organization. Every organization always needs employees who are skilled and have the ability according to their work so that they can contribute to success and can also improve work performance both for the organization and for the employees themselves.

Based on data compiled through the careernews.com website, currently the National Electricity Company (PLN), which is engaged in household and industrial electricity supply services, has 50,000 outsourced employees. . Outsourced employees at PLN have the duties, among others, to supervise and maintain electricity distribution networks, take action against customers who have problems, and provide direct services to PLN customers.

Today's outsourcing workers are certainly still a separate polemic, especially in the world of employment. Some of the problems that are felt to harm outsourcing employees include, starting from unclear work status, up to the wages obtained are not comparable. Therefore, PLN as the organization with the largest outsourcing power users in Indonesia, feels it must pay more attention to this.

In organizational work relations, of course there is organizational commitment, where organizational commitment according to Luthans (2011), organizational commitment is a desire of employees to remain within an organization, and try their best to realize the vision and mission of an organization. In other words, organizational commitment is a reflection of employee loyalty, aimed at the organization. Based on the findings of data in the field, not all employees are committed to the organization. Such as a demonstration on labor day, which asked the National Electric Company to raise the status of outsourced employees, and threatened a strike if Sindonews.com did not fulfill its demands (10-10-2015). This is an illustration of the case that employee undisciplined actions are due to poor organizational commitment, and automatically affect management work losses.

Furthermore, job satisfaction is something that is related to organizational commitment. According to Kreitner (2014) job satisfaction is an affective or emotional response to several aspects of work. Job satisfaction is a positive trait obtained based on an assessment of organizational commitment. Someone who has job satisfaction tends to appreciate each of his work and prefers the work he is doing. There are two main

points in job satisfaction assessment, the first is experience in work, and the second is, expectations in work.

From the results of the description of organizational commitment and job satisfaction above, each employee of an organizational environment certainly has an organizational climate. Briefly, Simamora (2004) explains the organizational climate is the internal environment or organizational psychology. The organizational climate influences the practices and policies of human resources that are accepted by members of the organization. Please note that each organization will have a different organizational climate. The diversity of work designed within the organization, or the nature of existing individuals will illustrate these differences

2. Literature Review

2.1. Organizational Commitment

a. Definition Organizational Commitment

Steers (1985) formulated a definition of commitment in organization as a psychological construct which is a characteristic of relationship between members of the organization and its organization and has implications for individual decisions to continue their membership in organization.

b. Factors Affecting Organizational Commitment

After the description of the aspects of organizational commitment above, then, are the factors that influence organizational commitment, Porter (1983) distinguishes organizational commitment factors into three parts, namely;

- a) Personal characteristics, including age, tenure and work performance. Employees with a longer working period, tend to show job satisfaction and work commitment in the organization.
- b) Job climate characteristics, including harmony and suitability of roles, job challenges, autonomy and opportunities for interaction. Usually employees with higher levels tend to show organizational commitment, compared to lower levels.
- c) Structural characteristics, this includes the degree of formalization, functional dependence, level of participation and decision making. Cooperative employees tend to have high organizational commitment.

c. Aspects of Organizational Commitment

Allen and Mayer (2007) define three aspects of organizational commitment, among others;

- a) Affective commitment. Employees, who have strong emotional ties within the organization, tend to have work principles and common vision and mission. Therefore, this model employee tends to have a strong work commitment in the organization.

- b) Community commitment. Employees who choose commitment or stay in the organization because they do not have other work choices. Employees who opt out of the organization have a low value of community commitment.
- c) Normative commitment. Having a view must be loyal and loyal to the organization is an obligation that is owned for each employee. Because however good or bad the job is, it is not an excuse to leave the organization where they work.

2.2 Job Satisfaction

a. Definition Job Satisfaction

According to Hasibuan (2006), job satisfaction means a physical and mental activity done by someone when working. Job satisfaction is reflected in the willingness of employees to maintain the organization, be responsible for their duties and commitments to the organization they work.

b. Factors Affecting Job Satisfaction

Furthermore according to Harry (2013) the determinants of job satisfaction include;

- a) Wage. Employees in an organization certainly expect, the work done, according to the salary or salary that the company provides.
- b) Climate Organization and management. Policies related to companies and employees are a determinant of employee job satisfaction. Where the policy is felt to be profitable, or detrimental to employees.
- c) Working position. Being in the right job, according to qualifications is a determinant of job satisfaction.
- d) Supervision. A good relationship between superiors and subordinates is to entrust the work entirely to subordinates. Supervision of supervisors to subordinates who are too strict gives the impression of mistrust of work on employees. Which results in job dissatisfaction.

c. Aspect of Job Satisfaction

The other aspects of job satisfaction are raised by Siegal (1998), among others;

- a) Psychological aspects. Includes psychiatric employees such as work interest, work calm, work attitude and work skills.
- b) Physical aspect. Covering the physical functions of the environment, working conditions and employee conditions in the form of work time, rest, room temperature, employee age and employee health.
- c) Social aspects. Associated with interactions between employees, relationships between subordinates to superiors, and friends.
- d) Financial aspects. Associate with employee welfare, starting from monthly wages, incentives or bonuses, to job guarantees such as life or health insurance.

2.3 Organizational Climate

a. Definition Organizational Climate

Some experts reveal definitions of organizational climate, including Simamora (2004), explaining that organizational climate is an internal environment or organizational psychology. The organizational climate influences the practices and policies of human resources that are accepted by members of the organization. Please note that each organization will have a different organizational climate. The diversity of work designed within the organization, or the nature of existing individuals will illustrate these differences.

b. Aspects of Organizational Climate

Keelner (2010) defines aspects of organizational climate as follows;

- a) Flexibility. Is an organizational condition to free employees from adjusting work tasks, as desired. Organizations must be able to accept ideas or input from employees, for fair policy in the body of the organization.
- b) Responsibility. Regards the employee's feelings regarding the implementation of the duties assigned to him. The extent of the employee's sense of responsibility towards performance, as well as the reciprocity of the organization towards the achievement of employee work.
- c) Standard. An organizational condition, where management provides work policies that determine employee feelings. Both like and dislike.
- d) Appreciation. Employee feelings about what has been obtained from the organization, as well as recognition of good performance.
- e) Commitment. Employee feeling, about feeling proud of the organization, and being able to provide maximum performance to the organization.

3. Methodology

This study uses quantitative techniques with questionnaires as a measurement tool for research. With the number of respondents as many as 80 employees outsourcing the National Electricity Company (PLN). There are 25 item questions in organizational climate variables. 20 items of discussion on job satisfaction variables and 20 statement items in organizational commitment variables.

4. Results and Discussion

The results of this study were processed using the SPSS for windows application with multiple regression techniques with t test tables to test the research hypothesis. The basis of decision making is if the significance value is > 0.05 then the hypothesis is rejected, and if the significance value is < 0.05 , the hypothesis is accepted.

The results obtained in this study are as follows, the beta value of the organizational climate variable is 0.563 with a significance of 0.001, it is said that there is an influence between organizational climate on job satisfaction. Then the beta value of

the variable job satisfaction is -0.196 and the significance of 0.117 is said to have no effect between job satisfaction and organizational commitment. Beta value 0.413 and significance 0.042 then there is an influence between organizational climate on organizational commitment.

5. Conclusion

Based on the results of the data analysis described earlier, it can be concluded that there is an influence between organizational climate on organizational commitment and job satisfaction not as a mediator.

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