

# **THE EFFECT OF ORGANIZATIONAL CLIMATE ON ORGANIZATIONAL COMMITMENT WITH JOB SATISFACTION AS MEDIATING VARIABLE**

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## **Abstract**

*The purpose of this study was to determine the effect of organizational climate and job satisfaction on organizational commitment and explain the mediating role of job satisfaction on the effect of organizational climate on organizational commitment. This research was conducted at Perusahaan Daerah Pasar Kota Denpasar, Bali, Indonesia. Proportionate random sampling is used to determine the number of samples and the sample are 84 employees. The data were collect by interview and questionnaires distribution which contain several statements from each indicator of every variable in this study. Partial Least Square technique is used to analyse the data. The results showed that organizational climate had positive and significant impact on organizational commitment that mediated by job satisfaction. The implication of this study are (1) to support the theoretic concept, literature and previous study results, of which specify that organizational climate positively and significantly affect job satisfaction and organizational commitment, (2) the company should pay more attention and create a better organizational climate as well as the employees job satisfaction so that the employees can show a better organizational commitment.*

*Keywords: Organizational Climate, Organizational Commitment, Job Satisfaction, HRM*

## INTRODUCTION

Perusahaan Daerah Pasar Kota Denpasar (later called PD Pasar Denpasar) is a regional company that manages the traditional market in Denpasar, Bali and it participates in improving the economy especially traditional traders, accommodating labors and creating job. The main task of their employees is to foster, manage, develop and organize every activity that relate to the marketing field. Meanwhile employees which are important assets of the company that should be able to encourage the progress of their company, show low level of commitment with a low level of attendance. Hanisch and Hulin (1991) state that a low level of attendance can be a reflection of the employee's low commitment. The importance of employee commitment to the company should be increased to achieve the vision and mission of the company. This can be done in various ways, one of which is to create an organizational climate and job satisfaction for employees. Affandi (2002) stated that organizational climate influences commitment, a good organizational climate can strengthen employee commitment to work as well as possible. But a poor organizational climate will weaken employee commitment. Meanwhile Aydogdu and Asikgil (2011) stated that job satisfaction has a significant positive effect on organizational commitment. Aside from influencing organizational commitment, organizational climate also affects job satisfaction. Based on the results of research from Kustianto and Iskhak (2015), organizational climate has a positive and significant effect on employee job satisfaction.

In other circumstances, the organizational climate can affect organizational commitment indirectly. Organizational climate can influence organizational commitment by achieving job satisfaction first, in this case job satisfaction plays a role in mediating the organizational climate and organizational commitment (Bhaesajsanguan, 2010). This study aims to explain the influence of organizational climate and job satisfaction on organizational commitment and the influence of organizational climate on organizational commitment mediated by job satisfaction.

## LITERATURE REVIEW

### Organizational Climate

Organizational climate is the core circle of human environment within the boundaries of where the employees in an organization work. Further explained that climate affects every activity in an organization directly or indirectly and is affected by almost everything that happens in the organization. The survival and growth of any organization is directly affected by a favorable climate. Meanwhile Motlagh (2012) defines an organizational climate (sometimes called a corporate climate) as a process of measuring the "culture" of an organization and the organizational climate is a set of characteristics of the work environment, which are perceived

directly or indirectly by employees, which is assumed to be the main force in influencing employee behavior.

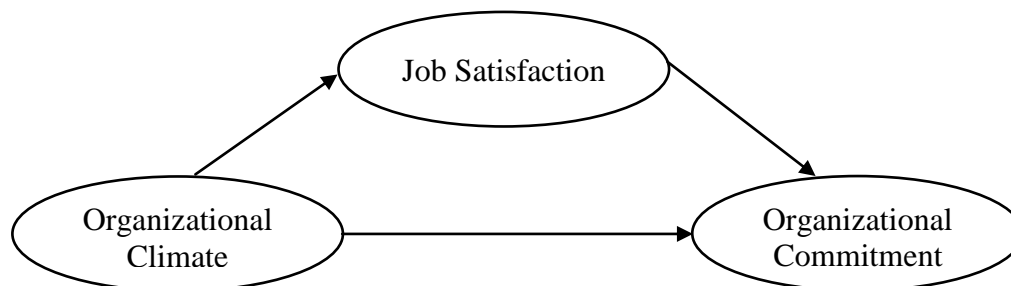
### Job Satisfaction

Job satisfaction according to Yeh (2014) is an important factor for service industry employee because job satisfaction is assumed as front-line employee attitudes and behavior that substantially affect customer perceptions of the service. Job satisfaction is a complex multi-dimensional concept. Job satisfaction is a positive feeling about work, which results from an evaluation of its characteristics (Robinnns and Judge, 2015). Job satisfaction can be formulated as a general response of workers in the form of behavior displayed by employees as a result of perceptions about the matters relating to their work (Johan, 2002).

### Organizational Commitment

Allen and Meyer (1991) describe organizational commitment as a psychological state of employee relations with the organization and it has implications for the decision to continue or terminate its membership in an organization. Organizational commitment according to Tella et al. (2017) is a mental condition that binds an individual to a company, a strong desire to remain a member of a particular organization, a person's readiness to fight and a strong trust and acceptance of the principles and goals of the organization or company. Azeem (2010) defines organizational commitment as the level of identification and involvement of employees in an organization.

Figure 1. Conceptual Framework



## HYPOTHESES

### The Effect of Organizational Climate on Organizational Commitment

Noordin et al. (2010) in his research stated that the correlation between the majority of dimensions of the organizational climate and organizational commitment shows that the

organizational climate significantly and positively influences the environment of Malaysian telecommunication employees. This shows that the better the organizational climate of a company, the higher the organizational commitment of its employees.

H1: Organizational climate has a positive and significant effect on organizational commitment

### **The Effect of Organizational Climate to Job Satisfaction**

Research conducted by Jyoti (2013) shows that corporate environments that have administration, regulations and policies, and good treatment of their employees will create a good organizational climate which can increase employee job satisfaction.

H2: Organizational climate has a positive and significant effect on job satisfaction

### **The Effect of Job Satisfaction on Organizational Commitment**

Azeem (2010) in his research found that job satisfaction is a significant predictor of organizational commitment. Suma and Lesha (2013) found that the dimensions of the work itself, boss, promotion and coworkers of job satisfaction variables had a positive effect on employee organizational commitment, where job satisfaction was one of the important antecedents of organizational commitment, in other words positive job satisfaction affects organizational commitment.

H3: Job satisfaction has a positive and significant effect on organizational commitment

### **The Role of Job Satisfaction in Mediating the Effect of Organizational Climate on Organizational Commitment**

In a study conducted by Bhaesajsanguan (2010) on telecommunications industry employee in Thailand, there is a positive relationship between organizational climate through job satisfaction affecting organizational commitment, where organizational commitment is the main result of job satisfaction. Further explained that the organizational climate does not directly affect organizational commitment, but the organizational climate still plays an important role and has a major influence on organizational commitment through job satisfaction, where with better support and improved working conditions, in this case a conducive organizational climate will affect employee satisfaction which then causes the employee to become more committed to their organization.

H4: Job satisfaction mediates the effect of organizational climate to organizational commitment.

## RESEARCH METHOD

For the survey design, the research instrument used to collect data is a questionnaire consisting of various statements related to each variable measured on a Likert scale of 1 to 5 scale (1=strongly disagree, 5=strongly agree). This study used a sample of 84 people from the total population of 525 employees, calculated by the Slovin method and the sampling technique used in this study was proportionate random sampling.

Table 1. Variable Measurement

Variable	Dimension	Indicator	Reference	
Organizational Climate (X1)	Relationship Oriented (X1.1)	In this organization, supervisors treat me with respect (X1.11)	Shanker and Sayeed (dalamShanker, 2014)	
		In this organization, I trust the statements which are made by superiors (X1.12)		
		In this organization, superiors pay attention to what I say (X1.13)		
		In this organization, superiors willing to listen my problems (X1.14)		
		In this organization, supervisors are friendly and easy to approach (X1.15)		
	Goal Setting and Work Independence Oriented (X1.2)	In this organization, it is up to me to decide how our job should be best done (X1.21)		
		In this organization, there are opportunities for independent thoughts and action on my job (X1.22)		
		In this organization, I am free to set my own performance goals (X1.23)		
		Power Oriented (X1.3)		This organization prefers to be its own boss even where it needs assistance or where a joint efforts is required (X1.31)
				This organization provides lot of power and control to upper management (X1.32)
Job Satisfaction (Y1)	Supervisors (Y1.1)	The managers I work for back me up (Y1.11)	Cellucci and DeVries (in Huang et al., 2012)	
		The managers I work for are "top notch" (Y1.12)		
		My superiors don't listen to me*(Y1.13)		
	Coworkers (Y1.2)	My management doesn't treat me fairly*(Y1.14)		
		I enjoy working with the people here (Y1.21)		
		I work with responsible people (Y1.22)		

		The people I work for do not give me enough support* (Y1.23)	
		When I ask people to do things, the job gets done (Y1.24)	
	Pay (Y1.3)	My organization pays better than competitors (Y1.31)	
		My pay is adequate, considering the responsibilities I have (Y1.32)	
		My fringe benefits are generous (Y1.33)	
	Promotion (Y1.4)	I do not like the basis on which my organization promotes people* (Y1.41)	
		Promotions are infrequent in my organization* (Y1.42)	
	Work Itself (Y1.5)	I would rather be doing another job* (Y1.51)	
		I get little sense of accomplishment from doing my job* (Y1.52)	
		My job is interesting (Y1.53)	
	Affective Commitment (Y2.1)	Each person in this organization decides for themselves what is right and wrong (Y2.11)	
		In this organization, people are guided by their own personal ethics (Y2.12)	
		In this organization, people are expected to follow their own personal and moral beliefs (Y2.13)	
	Continuance Commitment (Y2.2)	I feel that I have too few options to consider leaving this organization (Y2.21)	
		Too much of my life would be disrupted if I decided I wanted to leave my organization now (Y2.22)	
		One of the few negative consequences of leaving this organization would be the scarcity of available alternatives (Y2.23)	
		If I had not already put so much of myself into this organization, I might consider working elsewhere (Y2.24)	
Organizational Commitment (Y2)	Normative Commitment (Y2.3)	This organization deserves my loyalty (Y2.31)	
		I would not leave my organization right now because I have a sense of obligation to the people in it (Y2.32)	
		Even if it were to my advantage, I do not feel it would be right to leave my organization now (Y2.33)	

Meyer and Allen (in Huang et al., 2012)

## ANALYSIS AND RESULTS

Data were collected at PD Pasar Denpasar, Bali. Based on age characteristics, the majority of respondent are more than 41 years of age as many as 48 people (46.4%). Respondents are dominated by female employee of 58.3% or as many as 49 people. Meanwhile the level of education of respondents dominated by employees with high school education level as many as 55 people (54.8%) and the working period of employees over 9 years dominated by 69% or as many as 58 people, followed by employees with working period of less than 4 years are 12 people (14.3%), 5-8 years are 14 people (16.7%).

The goodness of fit is a structural model of the inner model tested using predictive value – relevance (Q2). Q-Square predictive relevance can measure how well the observation value is generated by the model and its estimated parameters. The R2 value of each endogenous variable in this study can be seen in Table 2 below.

Table 2. R-square

Endogenous Variable	R-Square
Job Satisfaction (Y1)	0,368
Organizational Commitment (Y2)	0,546

It is necessary to calculate Q-square to measure how well the observation value is generated by the model and also the parameter estimation as follows:

$$Q2 = 1 - (1 - R_1^2) (1 - R_2^2) = 1 - (1 - 0,368) (1 - 0,546)$$

$$Q2 = 0,7131$$

Based on the calculation above, the predictive – relevance value is 0.7131 where this value > 0, it can be said that 71.31% variation in the organizational commitment variable is explained by the variables used in the model. The remaining 28.69% is explained by the other factors outside the model. Therefore it can be concluded that this model has relevant predictive values.

The hypotheses of this study were tested using Partial Least Square (PLS). The results are shown in Table 3 below.

Table 3. Hypotheses Testing Result

Independent Variable	Dependent Variable	Path Coefficients	t-statistics	Result
Organizational Climate (X1)	Organizational Commitment (Y2)	0,357	3,094	Significant
Organizational Climate (X1)	Job Satisfaction (Y1)	0,606	8,715	Significant
Job Satisfaction (Y1)	Organizational Commitment (Y2)	0,465	3,486	Significant

Direct effect of organizational climate to organizational commitment with value 0.357 and t-statistics 3.094. Direct effect of organizational climate to job satisfaction with value 0.606 and t-statistics 8.715. Direct effect of job satisfaction to organizational commitment with value 0.465 and t-statistics 3.486. From these results, it can be seen that all hypotheses have significant value greater than the t-table value ( $>1.960$ ). Therefore it can be stated that all hypotheses with direct effect are significant which means that all hypotheses are accepted.

Table 4. Hypotheses Testing Result

Path	Coefficients	t-statistics	p-values	Result
Organizational Climate (X1) ->Job Satisfaction (Y1)				
Organizational Climate (X1) -> Organizational Commitment (Y2)	0,282	3,426	0,001	Significant
Job Satisfaction (Y1) -> Organizational Commitment(Y2)				

From Table 4, it can be seen that t-statistics is greater than 1.960 (t-table) and p-values of 0.001 which is smaller than 0.05. It can be concluded that the fourth hypothesis is acceptable, which is the organizational climate has a positive effect on organizational commitment mediated by job satisfaction.

Another method can be used to examine the mediating effect between variables, the method applied by Hair et al. (2010). This method is carried out through four steps below:

- Examine the effect of independent variables on the dependent variable on the model by involving mediating variable (A effect).
- Examine the effect of independent variables on the dependent variable on the model without involving mediating variable (B effect).
- Examine the effect of independent variables on the mediating variable in the model (C effect).
- Examine the effect of mediating variables on the dependent variable on the model (D effect).



Table 5. Path Coefficients Results with PLS

			Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	t-statistics
Organizational Climate	-					
>Job Satisfaction			0.606	0.615	0.07	3.094
Organizational Climate	-					
>Organizational Commitment			0.357	0.37	0.116	8.715
Job Satisfaction	->					
Organizational Commitment			0.465	0.452	0.134	3.486

From Table 5, organizational climate effect on job satisfaction has a greater t-statistic value than 1.96, so the C effect is significant (hypothesis 2). The effect of job satisfaction on organizational commitment has a greater value than 1.96, so the D effect is significant (hypothesis 3). Based on the results, the effect of organizational climate on organizational commitment that mediated by job satisfaction has a greater t-statistics value than 1.96, the A effect is significant (hypotheses 4), so the A, C and D effect are significant indicating that job satisfaction mediates the effect of organizational climate on organizational commitment partially.

## DISCUSSION AND CONCLUSION

Based on the H1 hypothesis test, organizational climate has a positive and significant effect on organizational commitment which means that a good organizational climate in a company can improve organizational commitment. When a company shows a good relationship between employees and superiors, well enough setting goals and employee work independence and good enough power in the company, then the organizational commitment will be better. Employees that feel a good organizational climate will feel comfortable and that will make them feel committed to the company or organization. Suarningsih et al. (2013) (2013) in his research stated that there was a significant and positive direct effect of the organizational climate effect on organizational commitment.

The Partial Least Square test result of H2 hypotheses in this also supported by the previous study research by Hashemi & Sadeqi (2016) which states that there is a significant relationship between elements of the organizational climate and job satisfaction where high job satisfaction is caused by good organizational climate that able to attract and manage employees

well. This means a good organizational climate management will be able to improve employee job satisfaction.

Based on the result of the H3 hypotheses test, job satisfaction has a positive and significant effect on organizational commitment. When employees are satisfied with aspects of job satisfaction such as attitudes of superiors, coworkers' support, salaries, promotions and the work itself, the employee's commitment will be even higher which is indicated by the attitude of employees who will maintain their membership, high loyalty and sacrifice for the company. These results are in line with the research of Azeem (2010) that the dimensions of job satisfaction are work itself, salary, boss, promotion opportunities and co-workers have an influence on organizational commitment

And the last hypotheses test result on H4 show the companies that are able to form a good organizational climate will be able to improve employee job satisfaction and then this high job satisfaction will create employees' organizational commitment for the better. This result is in line with research from Kesawa et al. (2016) which states that job satisfaction becomes a mediating indirect effect between organizational climate and organizational commitment. Further explained that to maintain employee organizational commitment, management must pay close attention to the conducive organizational climate and fulfillment of employee job satisfaction. In addition to the results of the that study, Kustianto et al. (2013) in his research also mentions a conducive climate will lead to high job satisfaction so that it will create a high sense of organizational commitment to employees.

## **LIMITATIONS AND FUTURE RESEARCH**

This research has several weaknesses in general. (1) The scope of this study is small with a small number of samples, the future research need to increase the scope of study, not only in one area and increase the number of samples to generalize the results of study. Increasing the scope of research will reach the characteristic of other respondents, which aren't only in the regional market service sector. (2) Analyze the results of the data using second order method to obtain more results in describing the relationship between dimensions of the research variables.

## **IMPLICATIONS**

The implication of this study are (1) to support the theoretic concept, literature and previous study results, of which specify that organizational climate positively and significantly affect job satisfaction and organizational commitment, (2) the company should pay more attention and create a better organizational climate as well as the employee's job satisfaction so that the employees can show a better organizational commitment.

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