

Relationship between Organizational Climate and Teachers' Work Productivity

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ABSTRACT

This study aims to find strategies and ways to increase teacher work productivity by examining the strength of the relationship between work productivity and visionary leadership. This study uses a sequential explanatory design, using correlational statistical methods. With a research sample of 252 PNS teachers in Depok City State Junior High School. Based on the results of the study that there is a significant positive relationship between Organizational Climate and Work Productivity with correlation coefficient $r^2 = 0.698$, so strengthening Organizational Climate can increase work productivity.

Keywords: Work Productivity, organizational climate change



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1. INTRODUCTION

Educational institutions that are managed professionally based on the basic principles of factual management and the needs of the community as users of these educational products, will provide ideal performance with good quality as expected.

The progress of a nation is highly dependent on human resources (HR). Education plays an important role in the process of improving human resources and education is a major factor in the formation of a quality person in order to face competition in the era of the industrial revolution 4.0 and Society 5.0 which is very competitive, so change and development in the world of education is very necessary. Teachers' work productivity is one of the factors that influence the achievement of educational goals because it can affect the success of the education program held, especially the quality of graduates (output) who must be able to compete with other people.

The Indonesian people still face a big challenge in achieving this goal. Based on the OECD (Organization for Economic Co-operation and Development) survey in 2018 which recorded the PISA (Programme for International Student Assessment) score places Indonesian students in an unsatisfactory ranking. The literacy ability of Indonesian students is ranked 72 out of 77 countries, Mathematics is ranked 72 out of 78 countries, and science is ranked 70 out of 78 countries. Indonesian students' PISA scores have also tended to stagnate in the last 10-15 years. This condition will certainly lead to the productivity of teachers who play a role in student learning.

Organizational climate is the quality of the organization's internal environment that is relatively continuing felt by members of the organization and affects the behaviour of members and can be described in a set of characteristics of the organization that distinguishes the organization from other organizations. The variety of jobs designed within the organization, or the individual traits that exist will make a difference. An open organizational climate encourages members of the organization to express their interests and dissatisfaction without any hesitation. Such dissatisfaction can be handled in a positive and thoughtful manner by the leadership. A fair atmosphere will be created if all members have a high level of confidence and believe in the fairness of actions in the organization. All organizations certainly have a strategy in HR management by maximizing organizational resources, including the organizational climate, which has an influence on the productivity of the members. The openness in the

organization provides comfort in achieving goals effectively and efficiently. Based on the explanation, it can be assumed that there is a relationship between organizational climate and teacher productivity.

LITERATURE REVIEW

A. Work Productivity

Stephen P. Robbins, Timothy A. (2015), reveal productivity as an input that is transformed into an output with the lowest cost. The productivity indicators include 1) Level of goal achievement (met the demand), 2) The number of outputs produced, 3) Teamwork, 4) Human resources, 5) organizational factors, and 6) Cost used.

Meanwhile, Luthans Fred (2021) explains that the definition of productivity is a form of considering the organization's efforts in determining salary based on the employee performance not based on the position at work. The indicators are 1) workload, 2) human resources, 3) salary cost, 4) achievement of results.

Unlike Luthan, Gibson, Donnelly, Ivancevich, Konopaske (2012) state that work productivity is a way to increase organizational productivity with indicators consisting of 1) organization, 2) a group of people, 3) Cooperation, 4) having a common goal, 5) the role of each group member, 6) interrelated, 7) a communication, and 8) mutual respect.

David M. Tonaszuck, (2000), states productivity is a general measure of how well an organization uses its resources. In a broad sense, productivity is defined as output/input. The productivity results used are a balanced combination of external and internal measures. The quality of productivity will help to measure the success of initiative changes.

Sinungan, Muchdarsyah, (2017), states that work productivity is a patriotic mental attitude focusing on the future optimistically based on self-confidence that today is better and tomorrow is even better. The indicators consist of 1) patriotic mental attitude, 2) futuristic, 3) optimistic, and 4) confidence. Based on this, there is an interrelation between organizational innovation, utilizing resources, and work productivity. To achieve high productivity, every member of the organization must be highly motivated, positive, and fully carry out their duties.

Indah Hartatik Puji (2014) defines productivity as a numeral comparison between the amount produced (output) and the amount of each source used during production, and these sources can be in the form of land, raw materials and auxiliary materials, factories, machines, and tools, as well as labour (input). Meanwhile, the indicators in terms of input are 1) result 2) product quantity and 3) product quality. In simple terms, productivity can be explained as a ratio between outputs and valuable inputs, for instance, the efficiency and effectiveness of available resources, such as personnel, machines, materials, capital, facilities, energy, and time to achieve very valuable outputs. Productivity is associated with evaluating employee effectiveness in a timely manner and actively finishing with high-quality as results characteristic of institutional growth.

Syverson, Chad (2011), reveals productivity as a form of efficiency in production; how much output is obtained from a certain set of inputs. Thus, it is usually expressed as the comparison of output and input. The first productivity dimension is output with the indicators: 1) The number of products produced, 2) The number of activities (projects, jobs) that are carried out, and 3) The number of work facilities that can be utilized (functioned). The second is the input dimension with indicators consisting of 1) Material, 2) Capital, 3) Labor, 4) Equipment Unit, 4) Program, and 5) Support.

Giovanni Abramo & Ciriaco Andrea D'Angelo (2014) reveals that productivity is an essential indicator of efficiency in any production, the relationship between the goods and services produced and the sources of inputs used to the maximum. Three-component indicators consist of 1) technological efficiency, 2) labour efficiency, 3) saving funds, and 4) effective management.

Based on the various opinions above, it can be concluded that work productivity is the output and input that is transformed into organizational applications with the following dimensions and indicators: a. Input dimensions, with indicators: 1). work responsibilities, 2). constructive action 3) intrinsic motivation and b. Dimensions of output, with indicators: 4) positive contribution, and 5) Achievement of work results.

B. Organization Climate

Akbaba, ., & Altındağ, E. (2016) defines organizational climate as a subjective perception of the study of the physical, objective environment, applications and organizational conditions. Organizational climate is the quality of the internal environment of an organization experienced by its members, influencing behaviour and can be illustrated by a set of special characteristics or attributes of the organization. The internal environment can influence the success, operating approach, and decisions of the organization. This internal environmental condition can be formed properly if individuals in the organization interact with fellow members in a harmonious manner, a comfortable work environment, a supportive work culture, adequate equipment, pleasant work processes, and good management practices.

According to Wirawan, (2007) organizational climate is the perception of members of the organization and those who are in constant contact with the organization about what exists or happens in the organization's internal environment on a regular basis that influences organizational attitudes and behaviour and the performance of organizational members which then determines organizational performance. Organizational climate has three dimensions, such as dimensions of the physical environment, with indicators: 1) Workspace, 2) Production tools, and 3) Products as well as dimensions of the social environment, with indicators: 1) relationship between superiors and employees, 2) relations with coworkers, 3) relations with customers, and also dimensions of management, with indicators: 1) organizational bureaucratic structure, 2) resource allocation, 3) leadership work standards and procedures.

Litwin, G.H. and Stringer, R.A. (in Wirawan) state operational organizational climate as a combination of perceptions of individuals working in an organization with the indicator as follows:

1) Attitude.

Managers should pay attention to the attitudes of their employees because attitudes affect behavior.

2) Personality.

A manager's understanding of personality differences may lie in selection.

3) Perception.

Managers need to know that their employees are reacting to perceptions, not reality.

4) Learning.

The issue is not whether employees learn continuously on the job or not.

Schermerhon R. John, Osborn N, Richard, Bien-Uhl Mary, Hunt g. James. (2012) stated that organizational climate is the shared perception of members of an organization regarding management policies and practices, and social environments, such as the relationship between leaders and subordinates and the relationship between members. Management systems, policies and management practices in organizations start from planning, organizing, actuating, and controlling. The indicators are 1) the relationship between leaders and subordinates, 2) the management system, 3) policies and 4) management practices.

Bateman and Snell, (2015) state organizational climate as a factor that influences individual behaviour in the organization, with the indicators: 1) the relationship between leaders and subordinates, 2) management system, 3) policies and 4) management practices. Organizational climate is an important factor that determines the life of an organization and it becomes one of the factors that determine the work behaviour of its members.

Schneider Benjamin, Mark G Ehrhart & William H. Macey, (2013), states that organizational climate is the viewpoint held and the meaning attached to policies, practices, and procedures that shape experiences, as well as behaviours that are supported and expected. Organizational climate has three dimensions, such as 1) the dimension of policy with indicators of leadership authority and decision-making relationships with group members, 2) dimensions of management practice, with indicators of planning, organizing, actuating, and controlling, and 3) dimensions of behaviour with indicators, attitude, personality, perception, and learning.

Saungweme Ruvarashe, Calvin Gwandure. (2011), describes the organizational climate as a set of characteristics that make workers in the organization different from other organizations, able to survive

for a long time and influence the behaviour of its members. The indicators are 1) social environment, 2) interpersonal relations, 3) management system, 4) conflict management, and 5) reward system for performance.

Hoy, K.W. & Miskell, C.G. (2001), revealed that the school's organizational climate can be seen as something that distinguishes one school from another. The indicators are: (1) a safe and orderly school environment; (2) high climate and expectations; (3) logical instructional leadership; (4) a clear and focused mission; (5) opportunities to learn and do assignments for students; and (6) frequent monitoring of student progress, and supportive home-school relationships.

Bahrami, et al, (2016) explained that the organizational climate is reflected in the organization's goals to develop employees by providing a good working environment and conditions as well as helping and supporting employees to achieve job satisfaction with indicators: 1) organizational goals, 2) environment, 3) working conditions, and 4) job satisfaction. If employees are in line with the organization then the working conditions will be good, as well as if the organization facilitates employees to work then the organizational goals will be achieved properly.

According to Ali & Patnaik (2014), the concept of organizational climate was introduced with a psychological climate as a substitute for the organizational climate. This is related to creating employee satisfaction. The indicators are 1) the relationship between employees and the organization, 2) employee welfare, 3) priorities for minorities, 4) perceptions, and 5) employee performance.

Organizational climate according to Bateman and Snell (2015) is a pattern of attitudes and behaviour that makes a person experienced in the organization with dimensions of 1) leadership actions by influencing the work climate. The indicators are organizational rules, policies, and procedures, especially issues related to personnel issues, 2) Motivation with indicators of distribution of rewards, communication styles, and ways to motivate, 3) discipline, with indicators of disciplinary action, the interaction between leaders and employees, the interaction between groups, 4) attention with indicators focusing on problems that employees have from time to time, the need for job satisfaction, and employee welfare.

Based on the description of the theory and concept of organizational climate above, it can be synthesized that organizational climate is a working environment condition that influences individual behaviour and motivation in working so that it gives shape to the character of the organization. Organizational climate indicators consist of 1) autonomy, 2) trust, 3) mutual support, 4) mutual respect, 5) comfort, 6) interpersonal relationships

2. RESEARCH METHOD

The research method used was a causal survey method with correlational techniques. The empirical data to be collected consisted of one independent variable, which was Organizational Climate (X1), and one dependent variable, which was Work Productivity (Y). Data in the field was obtained by using a measuring instrument in the form of a questionnaire that was compiled based on the indicators in the research variables.

3. RESULTS AND DISCUSSION

A. Linearity Test

The linearity test in this case is to test whether the regression line of the independent variable on the dependent variable has a linear relationship or vice versa. If the two data are linearly related, the predictions of the two variables have a unidirectional relationship. By using the ANOVA table (analysis of variance) assisted by Table F. Linear regression is declared meaningful if $F_{count} < F_{table}$ with a significance level of 0.05. The results of the significance test of the regression equation and linearity are as follows:

Table 1
The Result of Linearity Test of Variable X1 to Y

			ANOVA Table				
			Sum of Squares	df	Mean Square	F	Sig.
Work Productivity (Y) *Organizational climate (X1)	Between Groups	(Combined)	47624.154	53	898.569	1784.537	.000
		Linearity	47565.887	1	47565.887	94464.736	.000
		Deviation from Linearity	58.267	52	1.121	1.225	.648
	Within Groups		99.699	198	.504		
Total			47723.853	251			

From the table above, the regression equation on X1 shows the value of Fcount = 1,225 and Ftable = 1,440 (Distribution Table F, Sugiyono, 2018: 382) with dk numerator 51 and dk denominator 199 and at the level of confidence (significance) = 0, 05 (Fcount 1,225 < Ftable 1,440) which means Ho is rejected and Ha is accepted. Thus, it can be interpreted that the regression equation model on X1 is linear and the linearity requirements are met. Therefore, it can be concluded that the organizational climate variable (X1) with Work Productivity (Y) has a linear pattern.

The relationship between Organizational Climate (X1) and Work Productivity (Y) is represented in the form of a regression equation. The results of the analysis to determine the regression equation are shown in the following table:

Table 2
The output of Determination of Regression Equation between Organizational climate (X1) and Work Productivity (Y)

Model		Coefficients ^a			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	1.039	.473		2.196	.029
	Organizational climate(X1)	.650	.003	.698	274.369	.000

a. Dependent Variable: Work Productivity (Y)

Based on table 2, it is known that the slope constant (a) is 1.039 with a constant (b) X2 of 0.650 so the regression equation formed between the Organizational climate variable and Work Productivity is = 1.039 + 0.650X2. The results of the significance test of the regression equation are shown in table 3 below:

Table 3.
Significance Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4501.001	1	4501.001	1.852	.000 ^b

Residual	48112.702	116	414.765
Total	52613.703	117	
a. Dependent Variable: Work Productivity(Y)			
b. Predictors: (Constant), Organizational climate(X1)			

The probability score (sig.) is $0.000 < 0.05$, so the regression equation = $1.039 + 0.650 X_2$ is significant. The results of this test confirm that the equation can be used to predict work productivity (Y) based on the Organizational climate score (X1).

To determine the contribution of the Organizational climate to Work Productivity, it can be seen from the score of the coefficient of determination (r^2), as seen from the following SPSS test results:

Table 4.
Coefficient of Determination
Organizational climate (X₁) to Work Productivity (Y)

Model	R	Model Summary ^b		
		R Square	Adjusted R Square	Std. Error of the Estimate
1	.698 ^a	.478	.418	20.366

a. Predictors: (Constant), Organizational climate (X1)

b. Dependent Variable: Work Productivity (Y)

There is a significant positive relationship between organizational climate and work productivity. With the coefficient of determination (r^2) = 0.478, Contribution of Organizational Climate to Work Productivity can be indicated that 47.8% of Work Productivity is affected by the organizational climate. The remaining 52.2% is a contribution from other factors. With a correlation coefficient $r^2 = 0.698$, it indicated a strong correlation.

4. CONCLUSION

There is a significant positive relationship between Organizational climate and Work Productivity with a correlation coefficient of $r^2 = 0.698$. It indicates that strengthening Organizational climate can increase work productivity.

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