

## THE RELATIONSHIP BETWEEN THE ORGANIZATIONAL CLIMATE AND WORK MOTIVATION WITH THE COMMITMENT TO THE ORGANIZATION IN PT. CITRA ABADI SEJATI

Berti Anggun Melati<sup>1</sup>, Anoesyirwan Moeins<sup>2</sup>, Martinus Tukiran<sup>3</sup>

<sup>1,2,3</sup>Sekolah Pascasarjana Universitas Pakuan

**ABSTRACT**-The purpose of this study was to examine the strengths of the relationship between organizational climate and work motivation and commitment to organization in PT. True Eternal Image. The study population was the operator of PT. Citra Abadi Sejati as many as 454 operators with a sample size of 213 operators calculated using the Slovin formula with an error rate of 5%. Collecting data for each variable studied using a questionnaire with a rating scale. The data analysis technique used descriptive statistical analysis techniques and inferential statistical analysis techniques. The results showed: (a) There is a significant positive relationship between Organizational Climate and Commitment to Organization with a correlation coefficient of  $r_{y.1} = 0.579$ , the strength of the relationship is "moderate". The amount of contribution of organizational climate to commitment to the organization is 33.5% and the regression equation  $\hat{Y} = 51.182 + 0.576X_1$ . This means that the Commitment to the Organization is determined by the Organizational Climate. A good organizational climate will result in high commitment to the organization and vice versa if the organizational climate is not good then the commitment to the organization is also low, (b) there is a significant positive relationship between work motivation and commitment to the organization with a correlation coefficient of  $r_{y.2} = 0.789$ , the strength of the relationship "strong". The amount of contribution of work motivation to commitment to organization is 62.2% and the regression equation  $\hat{Y} = 18.786 + 0.879X_2$ . This means that the Commitment to the Organization is determined by Work Motivation. Good work motivation will result in a high commitment to the organization and vice versa if the work motivation is not good then the commitment to the organization is also low, and (c) there is a significant positive relationship between organizational climate and work motivation together with commitment to the organization with a coefficient correlation  $R = 0.792$ , the strength of the "strong" relationship. The amount of the contribution of Organizational Climate and Work Motivation together to Commitment to Organization is 62.8% and the regression equation  $\hat{Y} = 34.649 + 0.399X_1 + 0.806X_2$ . This means that commitment to the organization is determined by the organizational climate and work motivation together. If the Organizational Climate and Work Motivation together, contribute equally well, it will result in high Commitment to the Organization and vice versa if the Organizational Climate and Work Motivation together do not contribute well, Commitment to the Organization is also low.

**Keywords:** organizational climate, work motivation, commitment to the organization.

## **1. INTRODUCTION**

The growth of the company PT. Citra Abadi Sejati (PT. CAS) is now increasingly competitive, demanding that business actors be more responsive in order to be able to survive and continue to innovate for their business development. PT. CAS is a manufacturing company that plays an important role in providing basic clothing needs. The garment industry is one of the main industries that satisfies people's growing needs for clothing. This requires the garment industry to be able to produce quality products and in accordance with the development of the ever-evolving fashion world. So far, orders for garment products in Indonesia, apart from coming from within the country, also come from abroad. This proves that Indonesian products have been able to compete with foreign products. The quality and price of Indonesian garment products are also quite capable of competing with products from abroad. But lately with uncertain economic conditions, business owners have to increase the productivity of resources to support the success of the company

PT. CAS as one of the companies that produces finished clothes in carrying out its production activities, the company is based on orders (by order). The company also has a fairly clear production line. Initially, the incoming raw materials will enter the warehouse for storage processes. These raw materials are not only in the form of cloth, but can also be in the form of supporting accessories, namely buttons, zippers, ropes, and others. The next stage, the fabrics will go through a cutting or cutting process. Cutting is done according to the pattern of the type of product ordered. Sewing is the third stage that must be done after the cutting process. This stage is the most crucial stage because it requires a high enough accuracy and working speed so that the resulting product can be neat, of good quality, and achieve the predetermined targets. The last stage is finishing. Finishing consists of the ironing process, installing accessories, sorting, and packing. After passing quality control, the product is ready for export.

Employee turnover is an employee who resigns from PT. Citra Abadi Sejati on the grounds of moving work, quitting, or leaving PT. Citra Abadi Sejati which is done voluntarily or of their own accord. Average employee turnover at PT. CAS during 2019 was 9.63% which was relatively high and affected production process activities. Reasons include entering retirement age, experiencing layoffs, and resigning. However, the majority of employees with reasons related to work, such as unsatisfactory salaries, uncertain career paths, discriminatory managers, unsupportive work teams, and unfavorable work environments, mean that they feel dissatisfied and are not involved (engaged) in company organization. Low engagement also means low employee loyalty.

In detail, the problem of commitment to the organization is as follows:

1. Employee operators who feel emotionally uninvolved in the organization where they work are 47.7%.
2. Operator employees do not understand about the obligations that must be given to the organization where they work for 49.2%.
3. Employee operators do not understand about the losses they will face if they leave the organization where they work, amounting to 43.5%.

Based on the identification of the problems mentioned above, the problems formulated in this study are as follows:

- 1) Is there a relationship between organizational climate and operator commitment to the organization?

- 2) Is there a relationship between work motivation and operator commitment to the organization?
- 3) Is there a relationship between organizational climate and work motivation together with the operator's commitment to the organization?

The objectives to be achieved in this research are:

- 1) Knowing the relationship between organizational climate and operator commitment to the organization.
- 2) Knowing the relationship between work motivation and operator commitment to the organization.
- 3) Knowing the relationship between organizational climate and work motivation together with the operator's commitment to the organization.

## **2. LITERATURE REVIEW AND HYPHOTESIS DEVELOPMENT**

### **Commitment to Organization**

Commitment to the organization does not just happen, but through a fairly long and gradual process. Steers (2006: 240) states that three factors affect an employee's commitment, among others: (a) the personal characteristics of the worker, including their ownership in the organization, and the various needs and desires of each employee; (b) Job characteristics, such as job identity and opportunities to interact with colleagues; and (c) work experience, such as past reliability of the organization and the way other workers express and talk about their feelings about the organization.

According to Kreitner (2011: 168) that commitment to the organization is a reflection of where an employee recognizes the organization and is bound for its goals. This is an important work attitude because people who have the desired commitment can indicate their availability to work harder to achieve organizational goals and have a greater desire to stay in an organization.

According to Luthans (2006: 135) that commitment to the organization is a reflection of employee loyalty and a continuous process in which organizational members express their concern for the organization and trust to accept the values and goals of the organization.

According to Spector (2005: 178) admits that commitment to the organization reflects the extent to which the person identifies himself and is involved with the organization and does not want to leave the organization.

According to Schultz and Schultz (2006: 129) that commitment to the organization is provoked by employee perceptions of how commitment to the organization itself is. The greater the commitment experienced by employees, the higher the employees' hope that if they work to fulfill organizational goals then they will be rewarded fairly.

According to Colquitt, Lepine and Wasson (2019: 62-63) that commitment to the organization is the desire for elements of employees to remain members of the organization. Dimensions of organizational commitment: (a) Affective commitment: the desire to remain a member of the organization because of an individual's emotional involvement with the organization (emotional-based reasons). for example: many friends in the organization, etc., (b) Continuance commitment: the desire to remain a member of the organization because it is realized that there will be a lot of "costs" when leaving the organization (cost-based reasons). for example: other organizations are located further away from their current home, so if the salary is the same, the transport costs are heavier, and (c)

Normative commitment: the desire to remain a member of the organization because they feel obligated (obligation-based reasons). for example, feel a debt of gratitude to the organization.

According to P.E. Spector (2008: 254-256) states that commitment to organization is the attitude and involvement of individuals to the organization which is indicated by (1) acceptance of organizational goals, (2) willingness to work hard for the organization, and (3) the desire to continue working in the organization. . The dimensions of commitment to the organization include: (a) Affective commitment is influenced by (1) job conditions, namely conditions that are attractive and pleasant to the position, and (2) met expectation, namely memorable experiences during work, (b) Continuance commitment is influenced by ( 1) benefits accrued, namely salary, facilities, etc. which is high and difficult to obtain in other organizations, and (2) job available, that is, it is difficult to move jobs to other organizations, and (c) Normative commitment grows in individuals because (1) the values in individuals, for example: loyalty, awareness,. and (2) felt-obligations, for example: obligations or norms that must be obeyed.

### **Organizational Climate**

Lussier (2005: 31) argues that organizational climate is the opinion of employees on the quality of the organization's internal environment that is relatively perceived by members of the organization which will then influence their subsequent behavior. Organizational climate is the human environment in which the employees of the organization do their jobs. Organizational climate cannot be seen or touched, but climate exists like the air in a room around and affects everything that happens in an organization (Davis, Keith, and Newstrom, John, W 2002: 11).

According to Mary Uhl-Bien, John R. Schermerhorn, Jr., & Richard N. Osborn (2014: 13), that organizational climate represents members' shared perceptions of what the organization looks like, management policies and practices. Indicators include: (a) superior-subordinate relationships, (b) communication between members of the organization, (c) members 'perceptions of organizational policies, (d) members' perceptions of management practices (fairness).

According to Anthonia Adenike (2011: 151-165), organizational climate is defined as employees' perceptions of the work environment and how these perceptions affect individual attitudes regarding work and behavior. Organizational climate is measured by indicators: (a) Management style and leadership, (b) Participation in decision making, (c) Challenging work, (d) Boredom and frustration, (e) Peripheral benefits, (f) Staffing policies, (g) ) Working conditions, and (h) suitable career ladder.

According to Imanol Belausteguigoitia, Juana Patlán, and María Mercedes Navarrete J. (2007: 5-24) that climate is understood as employees' interpretation of environmental work. Organizational climate indicators are: (a) supportive management, (b) clarity (policy), (c) self-expression (freedom), (d) contribution (performance), (e) recognition (from position, achievement, etc.), and (f) Work as a challenge.

Kaushik Kundu (2007: 99-108), that organizational climate is an individual's perception of the organization and a set of traits regulating individual behavior. Organizational climate indicators: (a) Individual autonomy, (b) Position structure impressed on the position, (c) Prize orientation, (d) Consideration and warmth, and (e) Managerial support.

Based on several theories about organizational climate, the authors can synthesize that organizational climate is a set of unique characteristics and features in the form of policies, internal atmosphere within the organization, feelings, freedom of expression, the contribution of organizational members to the organizational environment that will affect their behavior and

performance. Organizational climate indicators include: (a) Structure, namely with regard to the steps and actions of the managerial parties that are enforced within the organization, (b) Standards, namely with regard to work standards for all employees (c) Responsibilities, namely with regard to the responsibilities growing in employees, (d) Recognition, which relates to the level of recognition of employees that they are recognized and valued, and (e) Support, which refers to the organization providing support to employees in carrying out work.

### **Work motivation**

Work motivation is hierarchically starting from the basic needs of humans, starting from the lowest level, namely, physiological, security, social, respect, and self-actualization (Arep and Tanjung, 2003: 87). Work motivation is something that gives rise to work motivation or enthusiasm. The dimensions of work motivation include: (1) encouragement, and (2) morale (Martoyo, 2002: 134). Work motivation is an energetic drive that comes both from within and from outside the employee, initiation, work-related business and determines its direction, intensity, and persistence (Colquitt, Lepine and Wesson, 2013: 164).

According to J. L. Gibson, J. M. Ivancevich, J. H. Donnelly, Jr., and R. Konopaske (2012: 123-126) that motivation is a concept that describes the forces that work on or within individuals to initiate and direct behavior. The concept is used to explain differences in the intensity of behavior, and also to indicate the direction of behavior. Two motivational factors: (a) 1. A set of extrinsic conditions, work context. It includes salary, status, and working conditions, and (b) 2. A set of intrinsic conditions, job content. These conditions include feelings of accomplishment, increased responsibility, and recognition.

According to Rajeswari Devadass (2011: 45-47) that work motivation is a phenomenon related to people in a work context, which is described as a set of internal and external forces that initiate work-related behavior, and determine the shape, direction, intensity, and duration. The definition recognizes the effects of both: (a) environmental forces (eg, organizational reward systems, nature of work performed), and (b) 2. inherent forces within a person (eg, individual needs and motives).

According to Abu Baker Almintisir Abu Baker Akeel and Indra Devi Subramaniam (2013: 99-108) that motivation is a motive that is associated with someone's curiosity to do or not do something. Motivation is generally divided into intrinsic and extrinsic: (a) Intrinsic motivation is a type of motivation related to the fulfillment of a person's personal feelings, pleasures, interests, or pleasures, and (b) Extrinsic motivation occurs when people are externally triggered to perform in the form of play, exploration, and challenges with the aim of achieving external rewards.

Based on a number of theories above regarding work motivation, it can be synthesized that work motivation is an energetic impulse that directs the character of psychological behavior in employee activities that raises the enthusiasm to work optimally in order to achieve organizational goals. Intrinsic motivation indicators include: (a) pride of success, (b) pride in recognition, (c) pride in the work itself, (d) pride in responsibility, and (e) desire to develop. Extrinsic motivation indicators include: (a) Policy and Administration, (b) Quality of Supervision, (c) Interpersonal relationships, (d) Working conditions, and (e) Salary.

## **Relationship between Organizational Climate and Commitment to Organization**

Various factors are thought to be related to organizational commitment, including organizational climate. Organizational climate itself includes the conditions, conditions and characteristics of the workplace environment which characterize an organization which is formed from the attitudes, behaviors and personalities of all members of the organization.

This is in line with the research results of Maria Angela Widya Puspasari (Scientific Journal of Management and Business, Volume 2 No. 1, April 2015) with the research title "The Effect of Motivation and Organizational Climate on Commitment to Organization at PT. Citra Sena Sukses Semarang "shows that there is a significant influence of organizational climate on commitment to the organization.

Organizational climate is closely related to organizational commitment. Commitment to organization can be used to assess behavior that reflects the mental attitude of employees to remain as members of the organization with loyalty and hope for a better future that supports mutual bonds between employees and the company. A good organizational climate will add a sense of belonging and commitment to the organization. Therefore, organizational habits must be able to meet the needs of members of the organization so that it can increase commitment to the organization. In this context, organizational habits must continue to meet the needs of members of the organization or employees so that commitment to the organization is good. The better the organizational habits are expected to increase the commitment to the organization, and conversely the lower the organizational habits are expected to decrease the commitment to the organization. Thus, it can be concluded that there is a positive relationship between organizational climate and commitment to the organization.

## **The Relationship between Work Motivation and Commitment to the Organization**

Various factors are thought to be related to organizational commitment, including work motivation. Work motivation is an energetic impulse that directs the character of psychological behavior in employee activities that creates enthusiasm for working optimally in order to achieve organizational goals.

This is in line with the research results of Sumanto and Anik Herminingsih (Scientific Journal of Management and Business, Volume 2 No. 1, March 2016) with the research title "The Effect of Organizational Climate and Work Motivation on Commitment to Organization. At PT. Bank Central Asia Tbk. Tangerang Main Branch Office ". Based on the test results, work motivation partially has a significant effect on organizational commitment. Low commitment to the organization is thought to be related to low work motivation. The lower the work motivation, the lower the commitment to the organization. Conversely, the increasing work motivation will increase the commitment to the organization. Thus it can be concluded that it is suspected that there is a positive relationship between work motivation and commitment to the organization.

### The Relationship between Organizational Climate and Work Motivation Together with Commitment to the Organization

The low organizational climate and work motivation together are thought to be related to low organizational commitment. Likewise, on the other hand, the increase in organizational climate and work motivation together is thought to be related to low commitment to the organization.

This is in line with the results of Budi Soetrisno's (2014) research entitled "The Relationship between Organizational Climate and Work Motivation with Organizational Commitment at PT. Raharja Perkasa ". The results prove that organizational climate and work motivation are related to organizational commitment. The relationship between Organizational Climate and work motivation together with commitment to the organization is positive. This can be seen from the correlation coefficient value of 0.796. This means that the increasing organizational climate and motivation to work together will increase commitment to the organization.

Thus, as described above, the organizational climate and work motivation together are thought to have a positive relationship with organizational commitment. Thus it is assumed that there is a positive relationship between organizational climate and work motivation together with commitment to organization. The complete correlation between variables can be seen in the following figure:

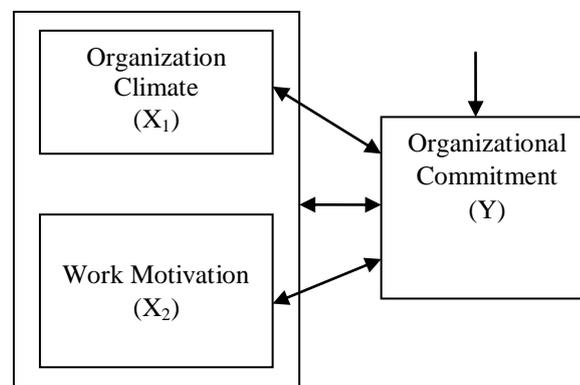


Fig 1. Research Framework

Based on the framework of thinking above, the hypothesis that can be proposed in this study:

1. There is a positive relationship between organizational climate and operator commitment to the organization.
2. There is a positive relationship between work motivation and operator commitment to the organization.
3. There is a positive relationship between organizational climate and work motivation together with operator commitment to the organization

### 3.METHOD

The research method used is a survey method with a correlational approach, namely a research method designed to obtain information about the influence between different variables in a

population. This method is used to collect data from a number of employees at the same time. This study examines the relationship between three variables, namely organizational climate and work motivation, with organizational commitment at PT. True Eternal Image.

The analysis technique used is descriptive statistical analysis and inferential statistical analysis. Descriptive statistical analysis is concerned with recording and summarizing data with the aim of describing important things in a group of data. Meanwhile, inferential statistical analysis is concerned with drawing conclusions from recorded and summarized data.

#### 4.RESULT AND DISCUSSION

##### **The Relationship between Organizational Climate (X1) and Commitment to Organization (Y)**

In accordance with the research hypothesis, the relationship between Organizational Climate and Organizational Commitment by using the product moment correlation technique obtained a correlation coefficient value of  $r_{y.1} = 0.579$ . This means that there is a positive relationship between Organizational Climate and Organizational Commitment. The strength of the relationship between Organizational Climate and Commitment to Organization is in the "medium" category because the value of  $r_{y.1} = 0.579$  is between the values of 0.400 - 0.599 (moderate).

To test whether the relationship is significant or not, the t test is used. Obtained the value of  $t = 5.748$  and the value of  $t_{table} = 1.652$  at the level of  $Sig = 0.05$  and  $N - 1$  or  $213 - 1 = 212$ . It turns out that the value of  $t_{count} > t_{table}$  or  $5.748 > 1.652$ , means the relationship between Organizational Climate (X1) and Commitment to Organization (Y) is significant. Thus it can be concluded that there is a significant positive relationship between Organizational Climate (X1) and Commitment to Organization (Y).

To find out the contribution of Organizational Climate (X1) to Commitment to Organization (Y) it is calculated based on the coefficient of determination, namely  $r^2 = (r_{y.1})^2 = (0.579)^2 \times 100\% = 33.5\%$ . It means that the Organizational Climate variable (X1) contributes 33.5% to Organizational Commitment (Y).

The functional relationship between organizational climate and organizational commitment was calculated using regression analysis techniques  $\hat{Y} = 51.182 + 0.576X_1$ . A constant of 51.182 states that if there is no Organizational Climate then Commitment to Organization (Y) = 51.182. The regression coefficient X1 of 0.576 states that every increase or addition (due to the + sign) one unit of Organizational Climate (X1) will increase Commitment to Organization (Y) by 0.576 one unit. It means that the Organizational Climate variable can be used to predict Organizational Commitment.

Organizational Climate Indicators with Indicators of Commitment to the Organization:

a. The one that has the strongest relationship is the Recognition Indicator (X14) and the Organizational Accounts Payable Indicator (Y6) with a correlation coefficient of 0.595 and a "medium" level of relationship. This moderate relationship shows that the relative recognition has been carried out well so that the debt of gratitude to the organization is also relatively good. It can be concluded that if the recognition indicator is increased, the debt of gratitude to the organization is predicted to increase

b. The one that has the weakest relationship is the Support Indicator (X15) with the Career Period Indicator (Y1) with a correlation coefficient of 0.195 and the level of the relationship is "very weak". This very weak relationship shows that support has not been carried out well so that the career period is not good. Thus, it is necessary to increase support so that the career period also increases

The results of the research by Shonia Rahma Ausri, Heru Susilo, Muhammad Cahyo, and Widyo Sulisty (2018) show that the path test results show a path coefficient value of 0.532 which means that the organizational climate in PDAM Malang City has a direct influence of 0.532 on organizational commitment. Hypothesis test  $t$  with  $t_{count} > t_{table}$  ( $5,510 > 1,991$ ) and sig value  $< 0,05$  ( $0,000 < 0,05$ ) proves that  $H_2$  is supported so that it can be concluded that the organizational climate in PDAM Malang City has a positive and significant effect on organizational commitment.

According to Kaushik Kundu (2007: 99-108), organizational climate is an individual's perception of the organization and a set of traits regulating individual behavior. Furthermore, the organizational climate affects the commitment to the organization. Thus it can be concluded that organizational climate affects commitment to the organization.

From the research results, the re; even research results and the theory stated above, it can be concluded that Organizational Climate is positively and significantly related to Organizational Commitment. The more positive (conducive) the Organizational Climate that is formed in an organization, the more positive (high) the Commitment to the Organization. Conversely, the more negative the Organizational Climate, the lower the Commitment to the Organization.

### **Relationship between Work Motivation (X2) and Organizational Commitment (Y)**

In accordance with the research hypothesis, the relationship between Work Motivation and Commitment to Organization by using the product moment correlation technique obtained the correlation coefficient  $r_{y.2} = 0.789$ . This means that there is a relationship between work motivation and commitment to the organization. The strength of the relationship between work motivation and commitment to the organization is in the "strong" category because the value of  $r_{y.2} = 0.789$  is between the values of 0.600 - 0.799 (strong).

To test whether the relationship is significant or not, the  $t$  test is used. Obtained the value of  $t = 5.293$  and the value of  $t_{table} = 1.652$  at the level of Sig = 0.05 and  $N - 1$  or  $213 - 1 = 212$ . It turns out that the value of  $t_{count} > t_{table}$  or  $5.293 > 1.652$ , means the relationship between Work Motivation (X2) and Commitment to Organization (Y) is significant. Thus it can be concluded that there is a significant positive relationship between Work Motivation (X2) and Commitment to Organization (Y).

To determine the contribution of Work Motivation (X2) to Commitment to Organization (Y), it is calculated based on the coefficient of determination, namely  $r^2 = (r_{y.2})^2 = (0.789)^2 \times 100\% = 62.2\%$ . This means that the Work Motivation variable (X2) contributes 62.2% to Organizational Commitment (Y).

The functional relationship between work motivation and commitment to organization was calculated using regression analysis techniques  $\hat{Y} = 18.786 + 0.879X_2$ . A constant of 18.786 states that if there is no Work Motivation, Commitment to Organization (Y) = 18.786. The X2 regression coefficient of 0.879 states that each increase or addition (due to the + sign) one unit of Work Motivation (X2) will increase the Commitment to Organization (Y) by 0.879 one unit. This means that the Work Motivation variable (X2) can be used to predict Organizational Commitment (Y).

Indicators of Work Motivation with Indicators of Commitment to the Organization:

a. The one that has the strongest relationship is the indicator of pride in responsibility (X24) with the indicator of organizational importance (Y2) with a correlation coefficient of 0.742 and the level of a "strong" relationship. This strong relationship shows that the sense of pride in having a responsibility

has been carried out well so that the importance of the organization is also good. It can be concluded that if the indicator of pride has increased responsibility, the sense of pride in having responsibility is predicted to increase.

b. The one that has the weakest relationship is the Interpersonal Relations Indicator (X28) with the Career Period Indicator (Y1) with a correlation coefficient of 0.207 and the level of a "weak" relationship. This weak relationship shows that interpersonal relationships have not been carried out well so that the career period is not good. Thus, it is necessary to improve interpersonal relationships so that the career period also increases.

The results of research by Rahmayani, Sri Milfayetty, Rosmala Dewi (2017) Accepted if  $t_{count} > t_{table}$  and vice versa if  $t_{count} < t_{table}$  then  $H_0$  is accepted, from the calculations that have been done then the  $t_{count} = 3.97$ , while  $t_{table} = 1.97$  and  $\alpha = 0.05$  of 1.97, thus  $t_{count} > t_{table}$  ( $3.97 > 1.97$ ), then  $H_0$  is rejected and  $H_a$  is accepted, which means that the path coefficient is significant and verified, so work motivation has a positive direct effect on commitment of the teacher organization of State Junior High Schools in Silih Nara Subdistrict, Central Aceh District.

Work motivation is an energetic drive that comes both from within and from outside the employee, initiation, work-related business and determines its direction, intensity, and persistence (Colquitt, Lepine and Wesson, 2013: 164). Furthermore, work motivation affects organizational commitment. Thus it can be concluded that work motivation has an effect on organizational commitment.

From the research results, relevant research results and the theory stated above, it can be concluded that Work Motivation has a positive and significant relationship with Commitment to Organization. The more positive (conductive) Work Motivation that is formed in an organization, the more positive (high) Commitment to the Organization. Conversely, the more negative the Work Motivation, the lower the Commitment to the Organization

### **The relationship between Organizational Climate (X1) and Work Motivation (X2) together with Commitment to Organization (Y)**

In accordance with the research hypothesis, the relationship between Organizational Climate (X1) and Work Motivation (X2) together with Organizational Commitment (Y) using multiple correlation techniques obtained multiple correlation coefficients  $R = 0.792$ . This means that there is a relationship between Organizational Climate (X1) and Work Motivation (X2) together with Commitment to Organization (Y). The strength of the relationship between Organizational Climate (X1) and Work Motivation (X2) together with Commitment to Organization (Y) is in the "strong" category because of the value  $R = 0.792$ . Is between the values of 0.600 - 0.799 (strong).

To test whether the relationship between Organizational Climate (X1) and Work Motivation (X2) is significant or not, the F test is jointly used. The value of  $F_{count} = 177.187$ , and the value of  $F_{table} = 3.03$  at  $\alpha = 0.05$ . It turns out that the value of  $F_{count} = 177.187 > F_{table}$  ( $F_{table} = 3.03$  at  $\alpha = 0.05$ ), it means that the relationship between Organizational Climate (X1) and Work Motivation (X2) together with Commitment to Organization (Y) is significant. Thus it can be concluded that there is a significant positive relationship between Organizational Climate (X1) and Work Motivation (X2) together with Organizational Commitment (Y).

The Contribution of Organizational Climate and Work Motivation together with Commitment to Organization means that the better the Organizational Climate and Work Motivation together, the

better Commitment to Organization. Contribution of Organizational Climate and Work Motivation together with Commitment to Organization is indicated by the coefficient of determination, namely  $R^2 = (0.7922) \times 100\% = 62.8\%$ . It means that the variables of Organizational Climate and Work Motivation together contribute 62.8% of Commitment to Organization.

The functional relationship between Organizational Climate and Work Motivation together with Commitment to Organization is  $\hat{Y} = 34.649 + 0.399X_1 + 0.806X_2$ . A constant of 34.649 states that if there is no Organizational Climate and Work Motivation, Commitment to Organization ( $Y$ ) = 34.649. The regression coefficient  $X_1$  of 0.399 states that each increase or addition (due to the + sign) one unit of Organizational Climate ( $X_1$ ) will increase Commitment to Organization ( $Y$ ) by 0.399 one unit. The  $X_2$  regression coefficient of 0.806 states that each increase or addition (due to the + sign) one unit of Work Motivation ( $X_2$ ) will increase Commitment to Organization ( $Y$ ) by 0.806 one unit. This means that the variables Organizational Climate and Work Motivation can be used together to predict Commitment to the Organization.

From the research results that have been stated above and the relevant research results, it can be concluded that Organizational Climate and Work Motivation together are positively and significantly related to Organizational Commitment. The more positive (conducive) Organizational Climate and Work Motivation collectively formed in an organization, the more positive (high) Commitment to Organization. Conversely, the more negative the Organizational Climate and Work Motivation are together, the lower the Commitment to the Organization.

## **Implications**

### **The Relationship between Organizational Climate and Organizational Commitment**

Organizational commitment problems that arise involve operator employees who feel emotionally uninvolved in the organization where they work. The employees of the operator do not understand about the obligations that should be given to the organization where they work. The operator's employees do not understand about the losses they will face if they leave the organization where they work. The results showed that there was a relationship between Organizational Climate and Organizational Commitment, meaning that the better the Organizational Climate, the better the Organizational Commitment. The implication that can be done is to improve the Organizational Climate. The steps are as follows: (a) Determining work standards for operator employees (b) Giving responsibility to operator employees so that they grow in operator employees (c) Providing recognition and appreciation to operator employees, and (d) Providing support for operator employees in doing work.

### **The Relationship between Work Motivation and Commitment to the Organization**

Organizational commitment problems that arise involve operator employees who feel emotionally uninvolved in the organization where they work. The employees of the operator do not understand about the obligations that should be given to the organization where they work. The operator's employees do not understand about the losses they will face if they leave the organization where they work. The results showed that there was a relationship between Work Motivation and Organizational Commitment, meaning that the better the Work Motivation, the better the Organizational

Commitment. The implication that can be done is to increase work motivation. The steps are as follows: (a) The leader must provide an opportunity to the operator's employees, and if the operator's employees have succeeded in doing their job, the leader must declare the success, (b) Give recognition of the success of the operator's employees which can be done in various ways such as giving certificates awards or cash, (c) Instilling the importance of the work done and trying to avoid boredom in the work of operator employees and ensure that each operator employee is correct in his job.

### **The Relationship between Organizational Climate and Work Motivation Together with Commitment to the Organization**

The results of the study indicate that the relationship between Organizational Climate and Work Motivation together with Commitment to Organization is a complementary relationship and complement each other. This means that a good organizational climate and work motivation will be directly proportional to the commitment to the organization. The Contribution of Organizational Climate and Work Motivation are considered to have a relatively large contribution to the Commitment to the Organization of the Postgraduate School of Bogor Agricultural University.

A good organizational climate and good work motivation will contribute effectively to the Commitment to the Organization. This can be shown that Commitment to Organization can be created in the presence of a good Organizational Climate and good Work Motivation. Likewise, on the other hand, if the Organizational Climate is bad and good work motivation is not fulfilled, the Commitment to the Organization will not be achieved.

## **5.CONCLUSION**

There is a significant positive relationship between Organizational Climate and Commitment to Organization with a correlation coefficient of  $r_{y1} = 0.579$ , the strength of the relationship is "medium". The amount of contribution of organizational climate to commitment to organization is 33.5% and the regression equation  $\hat{Y} = 51.182 + 0.576X1$ . This means that the Commitment to the Organization is determined by the Organizational Climate. A good organizational climate will result in a high commitment to the organization and vice versa if the organizational climate is not good, the commitment to the organization is also low. Organizational Climate Indicators with Organizational Commitment Indicators: The one with the strongest relationship is the Recognition Indicator (X14) with the Organizational Accounts Payable Indicator (Y6) with a correlation coefficient of 0.595 and a "medium" level of relationship. The one that has the weakest relationship is the Support Indicator (X15) with the Career Period Indicator (Y1) with a correlation coefficient of 0.195 and the level of the relationship is "very weak".

There is a significant positive relationship between Work Motivation and Commitment to Organization with a correlation coefficient of  $r_{y2} = 0.789$ , the strength of the relationship is "strong". The amount of contribution of work motivation to organizational commitment is 62.2% and the regression equation  $\hat{Y} = 18.786 + 0.879X2$ . This means that the Commitment to the Organization is determined by Work Motivation. Good work motivation will result in a high commitment to the organization and vice versa if the work motivation is not good then the commitment to the

organization is also low. Work Motivation Indicators with Commitment to Organizational Commitment Indicators: The one with the strongest relationship is the proud responsibility indicator (X24) with the organizational significance indicator (Y2) with a correlation coefficient of 0.742 and the level of a "strong" relationship. The one that has the weakest relationship is the Interpersonal Relations Indicator (X28) with the Career Period Indicator (Y1) with a correlation coefficient of 0.207 and the level of a "weak" relationship.

There is a significant positive relationship between Organizational Climate and Work Motivation together with Commitment to Organization with a correlation coefficient of  $R = 0.792$ , the strength of the relationship is "strong". The amount of the contribution of Organizational Climate and Work Motivation together to Commitment to Organization is 62.8% and the regression equation  $\hat{Y} = 34.649 + 0.399X_1 + 0.806X_2$ . This means that the Commitment to the Organization is determined by the Organizational Climate and Work Motivation together. If the Organizational Climate and Work Motivation together, contribute equally well, it will result in high Commitment to the Organization and vice versa if the Organizational Climate and Work Motivation together do not contribute well, Commitment to the Organization is also low.

Based on the conclusions and implications of the study, several recommendations can be put forward as follows: Organizational Climate Indicators with Organizational Commitment Indicators: The one with the strongest relationship is the Recognition Indicator and the Organizational Debt Indicator with a correlation coefficient of 0.595 and a "medium" level of relationship. This moderate relationship shows that the relative recognition has been carried out well so that the debt of gratitude to the organization is also relatively good. It can be concluded that if the recognition indicator is increased, the debt of gratitude to the organization is predicted to increase. The one that has the weakest relationship is the Support Indicator (X15) with the Career Period Indicator (Y1) with a correlation coefficient of 0.195 and the level of the relationship is "very weak". This very weak relationship shows that support has not been carried out well so that the career period is not good. Thus, it is necessary to increase support so that the career period also increases. Work Motivation Indicators with Commitment to Organizational Commitment Indicators: The one with the strongest relationship is the proud responsibility indicator (X24) with the organizational significance indicator (Y2) with a correlation coefficient of 0.742 and the level of a "strong" relationship. This strong relationship shows that the sense of pride in having a responsibility has been carried out well so that the importance of the organization is also good. It can be concluded that if the indicator of pride has increased responsibility, the sense of pride in having responsibility is predicted to increase. The one that has the weakest relationship is the Interpersonal Relations Indicator (X28) with the Career Period Indicator (Y1) with a correlation coefficient of 0.207 and the level of a "weak" relationship. This weak relationship shows that interpersonal relationships have not been carried out well so that the career period is not good. Thus, it is necessary to improve interpersonal relationships so that the career period also increases. Further research on the relationship between Organizational Climate and Work Motivation with Organizational Commitment should be more in-depth by paying attention to individual performance evaluation criteria with organizational performance evaluation. In this case, if the independent variable is individual performance, the dependent variable is organizational performance or if the independent variable is organizational performance, the dependent variable is individual performance.

## REFERENCES

- Abu Baker Almintisir Abu Baker Akeel and Indra Devi Subramaniam. The Role of Transformation Leadership Style in Motivating Public Sector Employees in Libya. *Australian Journal of Basic and Applied Sciences*, 7(2): 99-108, 2013.
- Anoraga. 2002. *Psikologi Kerja*. Jakarta: Rineka Cipta.
- Anneke Putri Marli, Yuki Fitria. Pengaruh Iklim Organisasi terhadap Komitmen Organisasional dengan Motivasi Kerja sebagai Variabel Antara pada Dinas Pendidikan Kabupaten Merangin, Provinsi Jambi. *Jurnal Praktik Bisnis, Volume 4, Nomor 1, Mei 2015, ISSN 2302-9242*.
- Arep, Ishak dan Hendri Tanjung. 2003. *Manajemen Motivasi*. Penerbit PT. Gramedia Widiasarana Indonesia, Jakarta.
- Anthonia Adenike. Organizational Climate as A Predictor of Employee Job Satisfaction: Evidence from Covenant University. *Business Intelligence Journal, Vol. 14, No. 1, January 2011, pp. 151-165*.
- As'ad, Mohamad. 2002. *Psikologi Industri Seri Ilmu Sumber Daya Manusia*. Liberty, Yogyakarta.
- Colquitt, Lepine and Wesson. 2013. *Organizational Behavior : Improving Performance and Commitment in The Workplace*. McGraw-Hill International Edition. New York.
- Davis, Keith, and Newstrom, John,W. 2002. *Organizational Behavior At Work. 11 edition*. New York. Mc Graw - Hill.
- Imanol Belausteguigoitia, Juana Patlán, and María Mercedes Navarrete J. Organizational Climate as Antecedent of Commitment, Effort and Entrepreneurial Orientation in Mexican Family and Non-Family firms. *Revista del Centro de Investigacion, Universidad La Salle (Méx.), Vol. 7. Núm. 27. Ene. - Jun. 2007, pp. 5-24*.
- J. Greenberg and R.A. Baron. Behavior in Organizations. *Upper Saddle River, NJ: Pearson Education, 2008, pp. 234-236*.
- J. L. Gibson, J. M. Ivancevich, J. H. Donnelly, Jr., and R. Konopaske. *Organizations: Behavior Structure and Processes*. New York: McGraw-Hill/Irwin, 2012, pp. 123-126.
- Kaushik Kundu. Development of the Conceptual Framework of Organizational Climate. *Vidyasagar University Journal of Commerce, Vol. 12, March 2007, pp. 99-108*.
- Kreitner, Robert. 2005. *Perilaku Organisasi*. Buku 1. Penerbit Salemba Empat, Jakarta.
- Liliweri, M. 2007. *Dasar-Dasar Perilaku Organisasi*. Yogyakarta: Pustaka Pelajar.
- Lussier R. 2005. *Human Relations in Organization : Application and Skills Building (6th Ed.)*. New York, Mc-GrawHill/Irwin.
- Luthans, Fred. 2011. *Perilaku Organisasi*. Edisi Bahasa Indonesia Diterbitkan oleh Penerbit ANDI, Yogyakarta.
- Mary Uhl-Bien, John R. Schermerhorn, Jr., & Richard N. Osborn. *Organizational Behavior*. Hoboken, NJ: John Wiley & Sons, 2014, p. 13.
- Mangkunegara, Anwar Prabu 2007. *Manajemen Sumber Daya Manusia Perusahaan*. Penerbit PT. Remaja Rosda Karya, Bandung.
- Martoyo. 2002. *Manajemen Sumber Daya Manusia*. Penerbit BPFE, Yogyakarta.
- Panggabean, Mutiara S. 2004. *Manajemen Sumber Daya Manusia*. Penerbit Ghalia Indonesia, Jakarta.

- P.E. Spector. *Industrial and Organizational Psychology*. New York: John Wiley & Sons, 2008, pp. 254-256.
- Rajeswari Devadass. Employees Motivation in Organizations: An integrative literature Review. *International Conference on Sociality and Economics Development IPEDR Vol. 10 (2011)*, IACSIT Press, Singapore.
- Rahmayani, Sri Milfayetty, Rosmala Dewi. Pengaruh Iklim Organisasi, Motivasi Kerja dan Kepuasan Kerja terhadap Komitmen Organisasi Guru SMP Negeri di Kecamatan Silih Nara Kabupaten Aceh. *Jurnal Manajemen Pendidikan Vol.9 No.2 Nopember 2017. ISSN : 1979-6684*.
- Simamora, Henry. 2006. *Manajemen Sumber Daya Manusia, Edisi 2*. Yogyakarta: STIE. YKPN.
- Siagian, Sondang P.. 2008. *Manajemen Sumber Daya Manusia*. Jakarta: Bumi. Aksara.
- Schultz, D., Schultz, S E. 2006. *Psychology & Work Today Ninth Edition*. New Jersey : Pearson Education. Inc.
- Shonia Rahma Ausri Heru Susilo Muhammad Cahyo Widyo Sulisty. Pengaruh Iklim Organisasi terhadap Komitmen Organisasional (Studi pada Karyawan Perusahaan Daerah Air Minum Kota Malang), *Jurnal Administrasi Bisnis (JAB)/Vol. 60 No. 1 Juli 2018*.
- Sumanto dan Anik Herminingsih. Pengaruh Iklim Organisasi Dan Motivasi Kerja terhadap Komitmen Terhadap Organisasi. Pada PT. Bank Central Asia Tbk. Kantor Cabang Utama Tangerang *Jurnal Ilmiah Manajemen dan Bisnis. Anik Herminingsih. Volume 2, Nomor 1, Maret 2016*
- Steers, John. 2006. *Motivation and Work Behavior*. The McGraw Hill Companies, Inc., New York.
- Tukiran, Martinus. 2016. *Membangun Organisasi Unggul*. Yogyakarta : Leutikaprio.
- Tukiran, Martinus. 2016. *Pemetaan Bisnis Proses : Mengelola Kinerja Operasional Yang Fokus Terhadap Strategi Perusahaan*. Yogyakarta. Leutikaprio.
- Tukiran, Martinus. 2020. *Fondasi Teori Manajemen : Sebuah Tinjauan Filosofis, Teoritis, Metodis, dan Praktis*. Yogyakarta : Kanisius
- Thoha, Miftah. 2003. *Perilaku Organisasi : Konsep Dasar dan Aplikasinya*. CV Rajawali, Jakarta.
- Wirawan. 2009. *Evaluasi Kinerja Sumber Daya Manusia : Teori Aplikasi dan Penelitian*. Salemba Empat, Jakarta.
- Yessi Mailisa, M. Irfani Hendri, Rizky Fauzan. Pengaruh Iklim Organisasi dan Kemampuan Kerja Terhadap Komitmen Organisasional dan Dampaknya Pada Kinerja Pegawai DISPERINDAGKOP dan UKM Kota Pontianak. *Jurnal Ekonomi, Bisnis dan Kewirausahaan-2016, Vol. 5. No. 3, 198 – 215*.
- Yuwono. 2002. *Sistem Manajemen Kinerja Terintegrasi : Balanced. Scorecard dengan Six Sigma untuk Organisasi*. Penerbit Rineka Cipta, Jakarta. 2002..