The Influence of Organizational Climate, Organizational Commitment and Self-Efficacy into Employee Performance in PT BPR Khrisna Darma Adipala Badung, Bali

Ni Luh Ayu Evik Oktaviari[1*], *I Gede* Gama[1], *Gde Bayu Surya* Parwita[1]

[1]Faculty of Economics and Business, Mahasaraswati Denpasar University, Bali

Abstract. Performance is a concept that shown the connection between working achievements and time management needed to present a product or service by an employee. The succeed of employee works directly build an organizational success. Employee performance not only was the measure but also the quality. This research purposed to test and empirically proved the influence organizational climate, organizational commitment and self efficacy into employee performance in PT. BPR Khrisna Darma Adipala Badung, Bali. The population in this research was the permanent employees whose already owned more than 3 years of service is 40 persons. The research used total sampling technique and whole population represent as sample. The research placed on PT.BPR Khrisna Darma Adipala Badung, Bali. Data collection done by doing a questionnaire. The analysis technique used is instrument test, classic assumption test and multiple linear regression. The research result shown that organizational climate, organizational commitment and self efficacy owned positive and significant influence to employee performance in PT. BPR Khrisna Darma Adipala Badung, Bali. The next result hopefully would develop this research with use another variable that theoretically owned more influence to employee performance, such as working discipline..

1 Introduction

1.1 Background

An organization or a company established as a goal which is achieved, in achieving the goal of any organization is influenced by the behavior and attitude of the people organization is an organization that strives to improve the ability of human resources, because it is a key factor to improve employee performance. Performance as a concept which shows the relation between the achievement of working with unit the time needed to produce certain products and services from a workforce. The performance of employees not only in the form of quantity but also quality.

Organizational climate is a dynamic system that affect the overall behavior of individuals in the organization and affect the way organizations interact with other viewed as the personality of the organization because of the nature of the work environment are only perceived and affect the behavior of the members in it and the climate of the organization formed due to the presence of activities in the organization.

Organizational commitment is the desire of employees to remain loyal to the organization and beserdia work to achieve the goals of the organization. Commitment needed by the organization so that competent human resources within the organization can be maintained and well preserved. This is because they take part in the decision making process and also hold responsibility for their actions.

The efficacy of self is a self- belief to be able to successfully cope with and lead in certain situations. Beliefs associated with the encouragement or motivation of the employees to be more confident and have belief in his own abilities.

1.2 Objectives

The purpose of this study was to determine the influence of :
1. To determine the effect of organizational climate on employee performance at PT. BPR Angga Darma Adipala, Badung, Bali.
2. To determine the influence of organizational commitment on employee performance at PT. BPR Angga Darma Adipala, Badung, Bali.
3. To determine the effect of the efficacy of self on the performance of employees at PT. BPR Angga Darma Adipala, Badung, Bali.

1.3 Plan of Solving Problem

Based on the background above, the problems raised in this research are as follows :
1. Does organizational climate influence on employee performance at PT. BPR Angga Darma Adipala Badung, Bali ?
2. Does organizational commitment affect on employee performance at PT. BPR Angga Darma Adipala Badung, Bali ?
3. Does Efficacy of self influence on employee performance at PT. BPR Angga Darma Adipala Badung, Bali ?

2 Literature Review

2.1 Organizational Climate

Kartini, et al,. (2017:194) stated that organizational climate is the condition of the internal environment of the organization that last a relatively long time and affect the members of the organization in the conduct of their duties and responsibilities.

2.2 Organizational Commitment

According to Winarja, et al,. (2018) stated that organizational commitment is the desire of the members of the organization to maintain membership in their organization and are willing to fight for the achievement of organizational goals.

2.3 Self Efficacy

According to Salman, et al,. (2016:139) stated that self efficacy belief of an employee that he is able to complete the task and the responsibility given to him. This can be referred to as the employee's ability to perform a task or job that is challenging.

2.4 Employee Performance

According to Anggapradja and Wijaya (2017:75) states that performance is the result of the work that has been achieved by a person, executed on the task and their responsibilities in accordance with their respective expertise to jointly promote the company and does not violate the provisions of the law and ethics in practice.

2.5 The Results of Previous Studies

S.King, et al., (2019) in his research entitled "Influence of Organizational Climate on Employee Performance in Manufacturing Industry" organizational climate has positive and significant effect on employee performance. The equation of this study with research now equally examine the influence of organizational climate on employee performance.

Anggapradja and Wijaya (2017) in his research entitled "The Effect Of Commitment Organizational, Organizational Culture, and Motivation To Performance Of Employees" organizational commitment and significant positive effect on employee performance. The equation of this study with research now equally examine the influence of organizational commitment on employee performance.

Mujanah (2020) in his research entitled "The Effect of Self-Efficacy, Competence, And Emotional Quotient On Employee Performance Through Career Development As An Intervening Variable On Companies" self efficacy, competency and emotional intelligence has positive and significant effect on employee performance. The equation of this study with research now equally examine the influence of the efficacy of self on the performance of employees.

2.6 Hypothesis

The hypothesis of this research is:

H1: Organizational Climate has a positive effect on employee performance at PT. BPR Angga Darma Adipala, Badung, Bali.

H2: Organizational Commitment has positive influence on employee performance at PT. BPR Angga Darma Adipala, Badung, Bali.

H3: The Efficacy of self has a positive effect on employee performance at PT. BPR Angga Darma Adipala, Badung, Bali.

3 Method

3.1 Research Object

In this study, which made the object of research is the influence of organizational climate, organizational commitment and the efficacy of self on the performance of employees of PT. BPR Angga Darma Adipala, Badung, Bali.

3.2 The Place Of Research

This research was conducted in PT. BPR Angga Darma Adipala which is located at Jalan Raya Darmasaba No.9, Darmasaba, Abiansemal, Badung-Bali.

3.3 Population and Research Sample

The population in this study are permanent employees who have working period of 3 years refers to the variable of organizational commitment where the employees have a high commitment, then the employee will maintain their membership in the company. The population at PT.BPR Angga Darma Adipala Badung, Bali as many as 40 people. In this study sampling technique is the technique with saturated sample (total sampling). That is the whole population represents a sample. Thus, the number of members of the research sample is equal to the number of members of the population, as many as 40 people.

3.4 Data Collection Techniques

1. The questionnaire of data collection techniques is done by giving a set of statements or questions written to respondents to answer (Sugiyono, 2018:142).
2. Studies documentation of data collection by studying the records and documents related to the research in PT.BPR Angga Darma Adipala, Badung, Bali.
3. Observation is a way to obtain accurate data by doing direct observation to the object of research, in this case is PT.BPR Angga Darma Adipala, Badung, Bali.

3.5 Operational Definition Of Variables

1. Climate organization (X1) is a perception of employee towards working environment where arising out of the activities in the organization that directly influence employee behavior. The indicators in this study refers to the Diputra, et al (2018): structure, responsibility standards, rewards, support and commitment.
2. Organizational commitment (X2) is the desire of employees to remain loyal to the organization and beserdia work to achieve the goals of the organization. The indicators in this study refers to the Kawiana, et al (2018): the acceptance of values and goals of the organization, readiness and willingness to strive earnestly on behalf of the organization and desire to maintain membership in the organization.
3. The efficacy of self (X3) is the individual's belief in their ability to undergo the task and responsibility given to him. The indicators in this study refers to the Mujanah (2020): magnitude (level of task difficulty), strength (stability beliefs) and spread (wide field behavior).
4. Employee performance (Y) is the result obtained by a person in doing his job at a certain time in accordance with the responsibilities given. The indicators in this study refers to the Diputra, et al (2018): quality of work, quantity of work, timeliness, effectiveness of work and self-reliance.

3.6 Analysis Techniques

Data analysis in this study using descriptive analysis with the analysis tool is multiple linear regression and in this study using SPSS version 22 for windows, this is done to simplify the calculation.

4 Results and Discussion

Table 1. Description of Respondents

No.	Characteristics	Choice	Frequency (persons)	Percentage (%)
1	Type Sex	a.Men	21	51
		b.Women	19	49
	Amount		**40**	**100**

Based On The Table.1 gender of respondents gender male are as many as 21 people or 51% and the female gender as many as 19 people or 49%.

4.2 Testing the Validity and Reliability

1. Validity Test

Validity test is done to determine the ability of a list of questions to measure what should be measured. The criteria of validity testing is to compare the r count r table, at the significant level 95% or $\alpha = 5\%$. According to Sugiyono (2017), an indicator said to be valid if it has a correlation coefficient greater than 0.30.

Table 2. The Results Of Validity Test

No	Variables	Indicators	Koefisisen Correlation	Description
1	Organizational Climate	$X_{1.1}$	0,425	Valid
		$X_{1.2}$	0,836	Valid
		$X_{1.3}$	0,837	Valid
		$X_{1.4}$	0,515	Valid
		$X_{1.5}$	0,785	Valid
		$X_{1.6}$	0,327	Valid
2	Organizational Commitment	$X_{2.1}$	0,727	Valid
		$X_{2.2}$	0,874	Valid
		$X_{2.3}$	0,903	Valid
3	Self Efficacy	$X_{3.1}$	0,723	Valid
		$X_{3.2}$	0,638	Valid
		$X_{3.3}$	0,780	Valid
4	Performance Employees	$Y_{1.1}$	0,871	Valid
		$Y_{1.2}$	0,698	Valid
		$Y_{1.3}$	0,838	Valid
		$Y_{1.4}$	0,550	Valid
		$Y_{1.5}$	0,638	Valid

On the results of the exposure Table 2 shows all indicators on the 4 variables has a correlation coefficient value greater than 0.30 so that all of the indicators in this study can be said to be valid and can be used for further analysis

2. Reliability Test

Reliability test aims to find out the extent to which the consistency of the measuring instruments used, so that when the measuring tool is used again to examine the same object with a technique which the same, although the times are different, then the result that will be obtained will be the same.

Table 3. Results of reliability test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		40
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	1.39415629
Most Extreme Differences	Absolute	.092
	Positive	.092
	Negative	-.072
Test Statistic		.092
Asymp. Sig. (2-tailed)		.200[c,d]
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

On the results of the exposure Table 3 it can be shown that all the research variables used are reliable, because it has a reliability coefficient (cronbach alpha) greater than 0.6. Thus the variables of the research.

4.3 Normality Test

Normality test aims to test whether in the regression model the dependent variable and independent variables both have a normal distribution or not. To detect met whether or not the normality test, then this study using the Kolmogorov-Smirnov test, with the provisions if signinifikansi each variable is greater than 0.05, then the normal distribution, whereas if the significance of each variable is smaller than 0.05 then the data is not normally distributed (Sugiono, 2017).

Table 4. Results of Normality test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		40
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	1.39415629
Most Extreme Differences	Absolute	.092
	Positive	.092
	Negative	-.072
Test Statistic		.092
Asymp. Sig. (2-tailed)		.200[c,d]
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

The results of the normality test has a significance level of variable 0.200 or> 0,05 (Table 4) so it can be said regression model meets the assumption of normality in other words allows to test more.

4.4 Multicollinearity Test

Test of multicollinearity aims to test whether the regression model found the correlation between the independent variables. The regression Model is free of multicollinearity is the Variance Inflation Factor (VIF) is not more than 10 and have a numeric tolerance is not less than 10% (Sugiyono,2017).

Table 5. Results of Multicollinearity test

Variables	Collinearity Statistics	
	Tolerance	VIF
Organizational Climate	.473	2.115
Organizational Commitment	.391	2.557
Self Efficacy	.384	2.604

Based on table 5 that the regression model is free from problems of multicollinearity because the values of tolerance above 10% and the value of VIF is below 10. Because there is no case of multicollinearity in this data so that analysis can be carried further.

4.5 Heteroscedasticity Test

Heterokedastisitas aims to test whether in the regression model dissimilarity variance and the residual of one observation to the observation of others.

Table 6. Results of Heteroscedasticity test

Model		T	Sig.
1	(Constant)	1.363	.181
	X_1	-1.459	.153
	X_2	1.416	.165
	X_3	.366	.716

Based on table 6 it can be seen that the independent variable has no significant effect on the dependent variable of the regression model is used because the significance of each independent variable is of the real level (α) of 0.05. So it can be concluded that there is heteroscedasticity.

4.6 Regression Analysis of Multiple Linear

Table 7. Results of Analysis of Multiple Linear Test

Tmodel	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	1.083	1.374		.788	.436
Organizational Climate (X_1)	.268	.111	.243	2.405	.021
Organizational Commitment (X_2)	.419	.156	.299	2.691	.011
Self Efficacy (X_3)	.653	.157	.467	4.171	.000
F hitung					57.239
Signifikansi F					0.000
R					0.909
R Square					0.827
Adjusted R Square					0.812

Based on table 7 the obtained equation of multiple linear regression the following :

$Y = 1.083 + 0.268 X1 + 0.419 X2 + 0.653 X3$

From the above equation can be interpreted as follows:

1. $b1 = 0.268$ this means that if the climate of the organization (X1) the better, while organizational commitment (X2) and the efficacy of self (X3) anyway, the performance of employees (Y) will increase .
2. $b2 = 0.419$ means that if organizational commitment (X2) getting better, while the climate of the Organization (X1) and the efficacy of self (X3) anyway, the performance of employees (Y) will increase.
3. $b3 = 0,653$ means that if the efficacy of self (X3) the better, while the climate of the organization (X1) and organizational commitment (X2) are fixed, the performance of employees (Y) will increase.

4.7   Discussion

1. The Influence Of Organizational Climate On Employee Performance
Based on the test results obtained by the variable organizational climate has positive and significant effect on employee performance. So the better the organizational climate that every employee can improve the performance of employees at PT. BPR Angga Darma Adipala Badung. These results are in accordance with the results of previous research conducted by S.King, et al., (2019) in his research "Influence Of Organizational Climate On Employee Performance In Manufacturing Industry " which states that organizational climate has positive and significant effect on employee performance.

2. The Influence Of Organizational Commitment On Employee Performance
Based on the test results obtained by the variable of organizational commitment has positive and significant effect on employee performance. So the better the organization's commitment that every employee can improve the performance of employees at PT. BPR Angga Darma Adipala Badung. This result is in accordance with previous research conducted Anggapradja and Wijaya (2017) in his research "Effect Of Commitment Organizational, Employees" which states that organizational commitment has positive and significant effect on employee performance.

3. The Influence Of The Efficacy Of Self On The Performance Of Employees
Based on the test results obtained by the variable efficacy of self have a positive and significant on employee performance. So the better efficacy of self each employee can improve the performance of employees at PT. BPR Angga Darma Adipala Badung. This result is in accordance with previous research conducted by Salman, et al., (2016) in the study "Impact of Self- Efficacy on Employee's Job Performance in Health Sector of Pakistan" states that self efficcay positive and significant effect on employee performance.

5. Conclusion and Suggestions

5.1 Conclusion

Conclusion in this study is:

1. Organizational climate has positive and significant effect on Performance at PT. BPR Angga Darma Adipala Badung, which means that the better organizational climate which is owned in PT. BPR Angga Darma Adipala Badung then it can improve the performance of the employee.

2. Organizational commitment and significant positive effect on Performance at PT. BPR Angga Darma Adipala Badung, which means that the better organizational commitment possessed by every employee at PT. BPR Angga Darma Adipala Badung then it can improve the performance of the employee.

3. The efficacy of Self have a positive and significant impact on Performance at PT. BPR Angga Darma Adipala Badung, which means that the better efficacy of the self (self-confidence) which is owned by every employee in PT. BPR Angga Darma Adipala Badung then it can improve the performance of the employee.

5.2 Suggestions

Based on the results of the research and the discussion above, the authors give the following suggestions:

1. Assessment of respondents to the organizational climate, especially on the award against the employees is quite good on the PT. BPR Angga Darma Adipala Badung, nevertheless need to be increased again so that can have a positive effect on employee performance.

2. Assessment of the respondents towards organizational commitment at PT. BPR Angga Darma Adipala Badung good enough to be further enhanced, especially regarding the assessment of respondents to the indicators of "readiness and willingness to strive earnestly " which is where the companies need to pay attention to the members of the employees in performing their duties and responsibilities.

3. Respondents rating the efficacy of self at PT. BPR Angga Darma Adipala Badung good enough to be further enhanced, especially regarding indicators of the level of difficulty of the task. This indicates that companies need to pay attention to the level of difficulty of the task that is given to employees so as not to go beyond the capabilities of its employees.

References

1. Anggapradja, I. T., & Wijaya, R. (2017). Effect of Commitment Organization, Organizational Culture, and Motivation to Performance of Employees. Jurnal Aplikasi Manajemen, 15(1), 74-80.

2. Diputra, D. G. A. S., Agung, A. A. P.,& Kepramareni, P. (2018). The Influence of Leadership and Organizational Climate of Employee Performance through Motivation as a Mediation Variable. International Journal of Contemporary Research and Review, 9(08), 20986-20996.

3. Kartini, K., Sujanto, B., & Mukhtar, M. (2017). The Influence of Organizational Climate, Transformational, and Work Motivation on Teacher Job Performance. IJHCM (International Journal of Human Capital Management), 1(01), 192-205.

4. Kawiana, I. G. P., Dewi, L. K. C., Martini, L. K. B., & Suardana, I. B. R. (2018). The influence of organizational culture, employee satisfaction, personality, and organizational commitment towards employee performance. International research journal of management, IT and social sciences, 5(3), 35-45.

5. Maulana, F. H. (2015). Pengaruh Motivasi Intrinsik, Motivasi Ekstrinsik Dan Komitmen Organsasi Terhadap Kinerja Karyawan Pada Bank Btn Kantor Cabang Malang. Jurnal Administrasi Bisnis, 22(1), 1-8.

6. Mujanah, S. (2020, January). The Effect of Self-Efficacy, Competence, and Emotional Quotient on Employee Performance Through Career Development as an Intervening Variable on Companies. In 17th International Symposium on Management , 155, pp. 58-62. Atlantis Press.

7. Raja, S., Madhavi, Dr. C., & Sankar, Dr. S. (2019). Influence of Organizational Climate on Employee Performance in Manufacturing Industry. Suraj Punj Journal For Multidisciplinary Research, 9(3),145-156.

8. Salman, M., Khan, M. N., Draz, U., Iqbal, M. J., & Aslam, K. (2016). Impact of self-efficacy on employee's job performance in health sector of Pakistan. American Journal of Business and Society, 1(3), 136-142.

9. Sugiyono. (2017). Metode Penelitian kuantitatif, kualitatif, dan R&D. Bandung: Alfabeta.

10. Sugiyono. (2018). Metode Penelitian kuantitatif, kualitatif, dan R&D. Bandung: Alfabeta.

11. Winarja, W., Sodikin, A., & Widodo, D. S. (2018). The effect of Organizational Commitment and Job Pressure to Job Performance through the Job Satisfaction in Employees Directorate transformation Technology Communication and Information Indonesia. International Journal of Business and Applied Social Science (IJBASS), 4(2), 51-70.