

THE EFFECTS OF ORGANIZATIONAL CLIMATE, ORGANIZATIONAL COMMITMENT, AND COMPETENCE ON EMPLOYEE PERFORMANCE AT BREEZE GARMENT IN DENPASAR

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ABSTRACT

In the era of globalization, advances in science and technology have driven the rapid development of the global economy. These conditions require organizations to be able to improve human resource performance in order to remain competitive. This study aims to determine and analyze the influence of organizational climate, organizational commitment, and competence on employee performance at Breeze Garment in Denpasar. The sample size for this study consisted of 30 employees selected using a saturation sampling technique. Research data were collected via a questionnaire using a Likert scale and analyzed using the Statistical Program for Social Sciences (SPSS). The results indicate that organizational climate has a positive and significant effect on employee performance at Breeze Garment in Denpasar. Furthermore, organizational commitment and competence were also found to have a positive and significant effect on employee performance. Based on these findings, future researchers are advised to include additional variables that may influence employee performance and to expand the sample size, thereby yielding more comprehensive and accurate findings in the future.

Keywords: organizational climate, organizational commitment, competence, employee performance

1. INTRODUCTION

In the era of globalization, where advancements in knowledge and technology have driven the global economy to develop at a rapid pace, Indonesia is one of the nations actively participating in the international trade arena. This has become a key driver for the progress of domestic business and industry. Development in the industrial sector is a top priority in national development, expected to bring fundamental changes to other economic structures, so that advancements achieved in the industrial sector will be followed by progress in other sectors. To support the development of the business and industrial sectors, there is undoubtedly a need for human resources capable of driving the industrial development process to the stage desired by the company.

Human resources (HR) are a vital instrument for organizations in achieving their various objectives and must therefore be effectively managed through human resource management (HRM). Human resource management is the key determinant of a company's development in achieving organizational goals (Pramudya et al., 2022). According to Akbar (2018), "human resource management is the science and art of regulating the relationships and roles of the workforce to effectively and efficiently help realize the goals of the company, employees, and society." To ensure these activities achieve the expected results, management efforts are required in their implementation. Well-managed human resources yield results that are directly proportional to the achievements targeted in a company's or organization's vision and mission. Conversely, poorly managed human resources will produce unsatisfactory results, such as the failure to meet company targets due to disrupted employee performance.

One of the key factors determining a company's success or failure is its employees' performance. Employee performance is a primary area that can be improved if employees understand what is expected of them, when they can contribute, and are evaluated based on their performance outcomes rooted in their behavior. "Performance evaluations must be conducted fairly and impartially and must accurately

reflect actual performance” (Harahap & Tirtayasa, 2020). “Workload is one indicator of issues related to the volume of work and employee performance produced by employees within a specific timeframe or the results achieved by employees in a specific quantity based on standards previously determined by the company” (Sedarmayanti, 2020).

Priansa (2016: 260) “notes that performance in English is referred to as job performance, actual performance, or level of performance, which refers to the degree to which an employee successfully completes their work.” According to Sinambela (2016), “performance can be optimized through the establishment of clear and measurable job descriptions for officials (employees), so that they understand their functions and responsibilities.” According to Sinambela (2016:480), “performance is the work output that can be achieved by an individual or a group of people within an organization, in accordance with their respective authorities and responsibilities, as part of efforts to achieve the organization’s objectives in a lawful manner, without violating the law, and in accordance with moral and ethical standards.”

According to goal-setting theory, “individuals have multiple goals, select specific goals, and are motivated to achieve those goals” (Srimindarti, 2012). One characteristic of goal-setting theory is the level of difficulty of the goal. A low level of difficulty leads individuals to view the goal as a routine achievement that is easily attained, thereby reducing their motivation to be creative and develop their abilities—and vice versa. This theory also states that individual behavior is governed by one’s ideas (thoughts) and intentions. It further explains that setting challenging (difficult) goals with measurable outcomes can enhance work performance, which in turn improves work skills and abilities. Thus, it is assumed that to achieve optimal performance, there must be alignment between individual and organizational goals.

By improving performance, the achievement of organizational goals becomes more assured. However, at Breeze Garment, performance has not yet reached its optimal level. Breeze Garment is a business located at Jl. Patih Nambi Utara No. 7A, Ubung Kaja, North Denpasar District, Denpasar City, operating in the garment industry and specializing in custom clothing services—ranging from the production of t-shirts, shirts, uniforms, to fashion garments made to order. ’s employees have shown a decline in performance, as evidenced by a decrease in production target achievement each month from January 2025 to June 2025.

Observations revealed that production targets at Breeze Garment Denpasar from January through June 2025 were not met, as actual production fell short of the targets initially set by the company. Therefore, it can be concluded that employee productivity remains suboptimal, as it fails to meet the established production targets. Given this situation, issues have arisen, necessitating improvements and enhancements to employee performance.

One factor that can improve employee performance is organizational climate. Organizational climate is a crucial factor that shapes the life of an organization. Organizational climate is a depiction of the internal atmosphere of the organizational environment as perceived by employees during their activities aimed at achieving organizational goals. According to Nurhasanah and Triniwati (2022), “organizational climate is the quality of the internal organizational environment experienced by its members, which influences their behavior and can be described through the organization’s characteristic values.” According to Gahlawat and Kundu (2019), “organizational climate is a psychological climate that constitutes a multidimensional construct comprising various employee perceptions related to work.”

A positive organizational climate has a significant impact on employee performance through psychological mechanisms that enable employees to contribute actively without fear of punishment or non-constructive criticism. Additionally, a conducive and supportive work climate influences employee

performance by creating an atmosphere where they feel valued, heard, and emotionally engaged in achieving the company's goals. Thus, these organizational climate factors collectively support improvements in performance, employee engagement, and productivity within the organization.

Based on the researcher's observations and interviews with Breeze Garment management, there is a lack of cohesion among employees in carrying out their daily work. The lack of concern and poor communication among employees hinder the achievement of a comfortable work environment, and desired targets remain unmet. Meanwhile, interviews with several employees revealed issues related to perceived unfairness in employee assignments. Such conditions reflect that the organizational climate within the company is suboptimal.

Previous research on organizational climate conducted by Tampubolon (2022), Renaldi & Khaira (2021), Nufus (2021), Halomoan (2020), and Hasyim & Pasaribu (2021) "indicate that organizational climate has a positive and significant influence on employee performance, meaning that if the organizational climate within a company is good, it can enhance overall company performance and success." In contrast, differs from the findings of studies conducted by Gentari (2022) and Fitria (2024), "which indicate that organizational climate does not have a significant effect on employee performance, meaning that if the organizational climate deteriorates, it will be followed by a decline in employee performance."

In addition to organizational climate, one factor that can enhance employee performance is organizational commitment. "Organizational commitment is an employee's adherence to company policies or regulations in the workplace" (Kasmir, 2016:193). Organizational commitment is also defined as an employee's adherence to promises they have made; in other words, commitment is adherence to fulfilling agreements that have been established. By adhering to these promises or agreements, employees strive to perform well and feel guilty if they cannot fulfill the promises or agreements they have made. "Ultimately, their adherence to fulfilling the promises or agreements they have made will influence their performance" (Kasmir, 2016:193). Employee commitment to the organization is necessary to ensure the organization's performance is more effective, thereby achieving the organization's goals. Employee commitment is fostered when the organization demonstrates commitment to its employees; thus, this commitment can be viewed from two perspectives: employee commitment to the organization and organizational commitment to employees.

Employee commitment to the organization is not a one-sided phenomenon. In this context, the organization and employees must jointly create conducive conditions to achieve the intended commitment. "Employees and the organization are mutually committed to one another, and employees are willing, of their own accord, to contribute" (Nadapdap, 2017).

Based on the researcher's observations and interviews with Breeze Garment management, there is a phenomenon indicating that organizational commitment toward employees remains low. This is evident from indicators showing employees' lack of willingness to take responsibility for their work, such as employees delaying their tasks, resulting in the company's set targets not being met within the expected timeframe. This demonstrates a low level of organizational commitment. Additionally, some employees lack full dedication to their work, and there are employees who frequently take leave during working hours. This makes it difficult to complete tasks quickly.

The relationship between organizational commitment can be seen in the results of previous research on the influence of organizational commitment on employee performance. A previous study conducted by Nadapdap (2017) "found a positive and significant combined effect of organizational culture and organizational commitment on employee performance, as well as a positive and significant partial effect of organizational culture on employee performance." Pane and Fatmawati (2017) "also stated that

organizational commitment has a positive and significant effect on employee performance.” Sapitri (2016) “found in her study that work commitment has a positive and significant influence on employee performance .” However, research conducted by Marsoit et al. (2017) “found that organizational commitment does not have a significant influence on employee performance.”

For a company to maximize performance, it requires employees who possess competencies in their respective fields. “Competency is an individual’s ability to perform a job correctly and with excellence, based on knowledge, skills, and attitudes” (Emron, 2016;140). “Competence is the ability to perform a task based on knowledge, skills, and attitudes in accordance with the required performance standards” (Safira & Rozak, 2020). “Competence is the foundation of work that must be carried out in accordance with the demands of the job assigned to them” (Sitanggang et al., 2020). Thus, employees are expected to adapt to possess the capabilities that meet the competency standards implemented by the company. The competencies possessed by each employee vary, so competencies can be used as the primary criteria for determining employee performance. If an employee’s competencies do not align with their actual performance, the productivity expected by the company will not be effective or efficient.

Based on the results of the researcher’s observations and interviews with Breeze Garment management, there are phenomena related to employee competencies within the company. One of the recurring issues is the lack of communication skills between customers and employees, as well as the inability to effectively present products and handle customer complaints. Meanwhile, interviews with several employees revealed a lack of corporate attention in providing training related to employee competency skills, resulting in varying levels of knowledge and skills among employees. If employees are provided with regular training, their competency skill levels are likely to increase, which in turn will boost production output.

This aligns with the research by Pragiwani et al. (2021), Faiza et al. (2022), and Makiah & Suryani (2024), who “state that competencies have a positive and significant influence on employee performance.” “The alignment of employees’ competencies with their job duties influences employee performance” (Seran et al., 2023). However, Pancasasti (2023) “states that competencies have no significant influence on employee performance.”

Based on the background description above and the existing gap between several previous studies, the researcher is interested in conducting research involving the variables to be studied as mentioned above, with an emphasis on three independent variables: organizational climate, organizational commitment, and competence. Given the supporting research findings regarding this phenomenon, the researcher will conduct a study titled "The Influence of Organizational Climate, Organizational Commitment, and Competence on Employee Performance at Breeze Garment in Denpasar City."

2. LITERATURE AND HYPOTHESIS

Performance

According to Soelistya et al. (2021: 91), “performance is the willingness of an individual or group to carry out assigned tasks through a work process that will produce results in accordance with the company’s timelines and criteria, as well as the belief that the quality and quantity of work produced today must be better than that produced yesterday and tomorrow.” Furthermore, according to Mangkunegara (2019:75), “performance is defined as the quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them.” According to Afandi’s theory (2018), “there are 9 indicators of employee performance, namely: quantity of work output, quality of work output, efficiency, discipline, initiative, accuracy, leadership, honesty, and creativity.”

Organizational Climate

According to Nurhasanah & Triniwati (2022), “organizational climate is the quality of an organization’s internal environment experienced by its members, which influences their behavior and can be described through the organization’s characteristic values.” According to Suwanto et al. (2023), “organizational climate is members’ perception of the internal environment or psychology, which consists of shared assumptions regarding policies, implementation, and various formal and informal procedures among organizational members that determine their performance, thereby directly influencing organizational performance as well in order to achieve desired outcomes.” According to the theory by Bassem et al. (2017), “seven indicators of organizational climate are formulated, namely: structure, responsibility, risk, rewards, warmth, support, and conflict.”

Organizational Commitment

According to Busro (2018:75), “organizational commitment is the manifestation of an individual’s willingness, awareness, and sincerity to be bound to and remain within an organization, as evidenced by the extent of effort, determination, and belief in achieving the organization’s vision, mission, and shared goals.” According to Nadapdap (2017), “organizational commitment is an attitude reflecting the extent to which an individual identifies with and is bound to their organization.” According to the theory by Pane and Fatmawati (2017), “there are three indicators of organizational commitment: affective commitment, continuance commitment, and normative commitment.”

Competency

According to Hasibuan (2020: 76), “competence is defined as the ability to perform a job or task based on skills and knowledge and supported by the work attitude required by that job.” “Competence is an individual’s ability to perform at a satisfactory level in the workplace, including, among other things, the ability to transfer and apply those skills and knowledge in new situations and to enhance agreed-upon benefits” (Mangkunegara, 2020: 34). According to Wirawan (2020:33), “measuring competence requires considering several indicators within it, namely: skills, knowledge, social roles, and attitudes.”

Research Hypothesis

The influence of organizational climate on employee performance

According to Nurhasanah & Triniwati (2022), “organizational climate is the quality of an organization’s internal environment experienced by its members, influencing their behavior, and can be described through the organization’s characteristic values.” Organizational climate influences employee performance by creating work conditions that affect the feelings, attitudes, and behaviors of individuals within it. Organizational climate not only affects employee job satisfaction but also influences motivation, engagement, psychological well-being, creativity, innovation, the quality of work relationships, and employee development. Overall, good and supportive working conditions tend to create an environment where employees feel motivated to perform at a high level and contribute effectively to the organization’s goals. Research conducted by Tampubolon (2022), Renaldi & Khaira (2021), Nufus (2021), Halomoan (2020), and Hasyim & Pasaribu (2021) indicates that “organizational climate has a positive and significant influence on employee performance.” Based on the previous studies, the following hypothesis can be formulated:

H1: Organizational climate has a positive and significant effect on employee performance.

The effect of organizational commitment on employee performance

Organizational commitment is an employee’s adherence to company policies or regulations in the workplace (Kasmir, 2016:193). By adhering to these promises or agreements, employees strive to perform well and feel guilty if they are unable to fulfill the promises or agreements they have made. Ultimately, their adherence to the promises or agreements they have made will influence their performance (Kasmir,

2016:193). Employee commitment to the organization is necessary to ensure the organization's performance is more effective, thereby achieving the organization's goals. Research conducted by Nadapdap (2017) and Pane and Fatmawati (2017) indicates that "the results of the study show that organizational commitment can influence employee performance." Based on previous research, the following hypotheses can be formulated:

H2: Organizational commitment has a positive and significant effect on employee performance.

The influence of competence on employee performance

Marshall (2007:107) states that "competence is a fundamental characteristic of an individual that enables them to deliver superior performance in a specific job, role, or situation. The competencies possessed by an employee are crucial in helping managers create value and contribute to the company's strategy." Therefore, companies must pay attention to the competencies of each employee. Since the competencies possessed by each employee vary, competencies can serve as the primary criterion for determining employee productivity. If an employee's competencies do not align with their performance, the performance expected by the company will not be effective or efficient. Research conducted by Mia (2016), Fenti et al. (2018), and Dian and Ari (2018) "found that competencies have a significant and positive influence on employee performance." Based on previous research, the following hypothesis can be formulated:

H3: Competence has a positive and significant effect on employee performance.

3. RESEARCH METHOD

This study was conducted at Breeze Garment in Denpasar, located at Jl. Patih Nambi Utara No. 7A, Ubung Kaja, North Denpasar District, Denpasar City. This study is a quantitative descriptive study, a research method that describes and explains independent variables to analyze their influence on the dependent variable. The sample in this study consists of all 30 employees at Breeze Garment in Denpasar. Given that the population in this study consists of 30 people, all 30 members of the population were used as respondents. The data collection used in this study were documentation, interviews, and questionnaires. The data analysis techniques used were the Research Instrument Test, Classical Assumption Test, Multiple Linear Regression Analysis, Coefficient of Determination Test (adjusted R^2), F-Test, and Hypothesis Testing (t-Test).

4. RESULTS AND DISCUSSION

Research Instrument Test

a. Validity Test

Table 1. Results of the Instrument Validity Test

No	Variable	Item Statement	Correlation	Note
1	Organizational Climate (X_1)	X1.1	0.885	Valid
		X1.2	0.846	Valid
		X1.3	0.785	Valid
		X1.4	0.797	Valid
		X1.5	0.822	Valid
		X1.6	0.903	Valid
		X1.7	0.813	Valid
2	Organizational Commitment (X_2)	X2.1	0.830	Valid
		X2.2	0.821	Valid
		X2.3	0.853	Valid
		X2.4	0.884	Valid
		X2.5	0.840	Valid
		X2.6	0.830	Valid

3	Competence (X_3)	X3.1	0.886	Valid
		X3.2	0.701	Valid
		X3.3	0.911	Valid
		X3.4	0.848	Valid
4	Employee performance (Y)	Y.1	0.641	Valid
		Y.2	0.785	Valid
		Y.3	0.785	Valid
		Y.4	0.656	Valid
		Y.5	0.770	Valid
		Y.6	0.726	Valid
		Y.7	0.717	Valid
		Y.8	0.811	Valid
		Y.9	0.741	Valid

Table 1 shows that all correlation coefficients of the tested variable indicators are greater than 0.30. These results indicate that all indicators in this study are proven to be valid.

b. Reliability Test

Table 2. Instrument Reliability Test Results

Variable	Cronbach's Alpha	Description
Organizational Climate (X_1)	0.927	Reliable
Organizational Commitment (X_2)	0.908	Reliable
Competence (X_3)	0.854	Reliable
Employee performance (Y)	0.783	Reliable

Table 2 shows that the Cronbach's Alpha values for each instrument are greater than 0.60 (Cronbach's Alpha > 0.60). This indicates that all instruments are reliable.

Classical Assumption Test

Table 3. Normality Test Results

Results of the Normality Assumption Test	Unstandardized Residual	
N	30	
Test Statistic	0.095	
Asympt. Sig. (2-tailed)	0.200	
Multicollinearity Assumption Test	Tolerance	VIF
Organizational climate (X_1)	0.259	3.866
Organizational commitment (X_2)	0.219	4.567
Competence (X_3)	0.307	3.253
Results of the Heteroscedasticity Assumption Test		
ABS_RES = 1.930 + 0.045 (X_1) + 0.025 (X_2) - 0.182 (X_3)		
Sig (X_1)	= 0.528	
Sig (X_2)	= 0.797	
Sig (X_3)	= 0.133	

- a. The results of the normality test using the Kolmogorov-Smirnov-Z technique show that the Asymp. Sig (2-tailed) value of 0.200 is greater than $\alpha = 0.05$. This indicates that the regression model meets the normality assumption, meaning the data is normally distributed.
- b. The results of the multicollinearity test show that no independent variable has a Tolerance value less than 0.10. The results of the Variance Inflation Factor (VIF) calculation also indicate the same: no independent variable has a VIF value greater than 1.0, so there is no multicollinearity among the independent variables in the regression model .
- c. The results of the heteroscedasticity test using the Glazer test revealed that the organizational climate variable had a Sig value of 0.528, organizational commitment had a Sig value of 0.797, and competence had a Sig value of 0.133. Since all variables had Sig values greater than 0.05, it can be concluded that there is no heteroscedasticity in the regression model .

Data Analysis Results

Table 4. Summary of Multiple Linear Regression Analysis Results

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta (β)		
(Constant)	9.126	1.876		4.863	0.000
Organizational climate	0.314	0.126	0.338	2.497	0.019
Organizational commitment	0.435	0.171	0.375	2.547	0.017
Competency	0.485	0.210	0.286	2.306	0.029
Adjusted R ²	= 0.863				
F-calculated	= 61.705				
Sig. F-calculated	= 0.000				
Constant	= 9.126				
Regression Equation:	$Y = 9.126 + 0.314X_1 + 0.435X_2 + 0.485X_3$				

a. Results of Multiple Linear Regression Analysis

Based on the data presented in Table 6, the following multiple linear regression equation can be derived:

$$Y = 9.126 + 0.314X_1 + 0.435X_2 + 0.485X_3$$

Based on the multiple linear regression equation above, the regression line equation is derived, which indicates that:

- 1) The coefficient value for the organizational climate variable is positive at 0.314. This means that organizational climate has a positive influence on employee performance. In other words, the more organizational climate is implemented, the higher the employee performance at Breeze Garment in Denpasar.
- 2) The coefficient value for the organizational commitment variable is positive at 0.435. This means that organizational commitment has a positive influence on employee performance. In other words, as organizational commitment increases, employee performance at Breeze Garment in Denpasar will improve.
- 3) The coefficient value for the competency variable is positive at 0.485. This means that competency has a positive influence on employee performance. In other words, the higher the level of competency, the greater the improvement in employee performance at Breeze Garment in Denpasar.

b. Coefficient of Determination

The results of the data analysis in Table 4 show that the adjusted R-squared (R^2) value is 0.863, or 86.3%. This indicates that organizational climate (X_1), organizational commitment (X_2), and competence (X_3)

account for 86.3% of the variation in employee performance, with the remaining 13.7% attributed to other factors.

c. Results of the F-Test

In this study, the F-test was used to determine the influence of organizational climate, organizational commitment, and competence on employee performance. Based on Table 4, the results of the simultaneous significance test (F-test) above show that the calculated F-value is 61.705 with a significance level of 0.000. Since the significance value is less than 0.05, it can be concluded that organizational climate, organizational commitment, and competence have a positive and significant effect on employee performance, so the model can be said to fit.

d. t-Test

The results of the data analysis presented in Table 6 above lead to the following conclusions:

- 1) The effect of the organizational climate variable on employee performance. The organizational climate variable has a t-value_{calculated} of 2.497 and a significance level of $0.019 < 0.05$; therefore, H_1 is accepted. This means that organizational climate has a positive and significant effect on employee performance at Breeze Garment in Denpasar.
- 2) The effect of the organizational commitment variable on employee performance. The organizational commitment variable has a t-value of 2.547 and a p-value of $0.017 < 0.05$, so H_2 is accepted. This means that organizational commitment has a positive and significant effect on employee performance at Breeze Garment in Denpasar.
- 3) The effect of the competency variable on employee performance. The competency variable has a t-value of 2.306 and a significance level of $0.029 < 0.05$, so H_3 is accepted. This means that competency has a positive and significant effect on employee performance at Breeze Garment in Denpasar.

Discussion

The influence of organizational climate on employee performance

The test results yielded a calculated t-value of 2.497, which is not equal to 0, and a significance level of 0.019, which is smaller than 0.05. This indicates that the organizational climate variable has a positive and significant partial effect on employee performance. These data demonstrate that the organizational climate supports employee performance at Breeze Garment in Denpasar. These research results imply that the better the organizational climate, the better the employee performance at Breeze Garment in Denpasar. According to Nurhasanah & Triniwati (2022), organizational climate is a quality of the internal organizational environment experienced by its members, influencing their behavior, and can be described by the organization's characteristic values. Organizational climate affects employee performance because it creates working conditions that influence the feelings, attitudes, and behaviors of individuals within it. The results of this study support the findings of Tampubolon (2022), Renaldi & Khaira (2021), Nufus (2021), Halomoan (2020), and Hasyim & Pasaribu (2021), who state that organizational climate has a positive and significant influence on employee performance.

The Effect of Organizational Commitment on Employee Performance

The test results showed a t-value of 2.547, which is not equal to 0, and a significance level of 0.017, which is smaller than 0.05. This indicates that the organizational commitment variable has a positive and significant partial effect on employee performance. These data demonstrate that organizational commitment supports employee performance at Breeze Garment in Denpasar. These research results imply that the higher the organizational commitment, the better the employee performance at Breeze Garment in Denpasar. Organizational commitment is an employee's adherence to company policies or regulations in the workplace (Kasmir, 2016:193). By adhering to these promises or agreements, employees strive to perform well and feel guilty if they cannot fulfill the promises or agreements they have

made. The results of this study support the findings of Nadapdap (2017) and Pane and Fatmawati (2017), who found a positive combined effect of organizational culture and organizational commitment on employee performance.

The influence of competence on employee performance

The test results yielded a t-value of 2.306, which is not equal to 0, and a significance level of 0.029, which is smaller than 0.05. This indicates that the competency variable has a positive and significant partial effect on employee performance. These data demonstrate that competency supports employee performance at Breeze Garment in Denpasar. These research results imply that the higher the competency, the better the employee performance at Breeze Garment in Denpasar. Marshall (2007:107) states that competency is a fundamental characteristic of an individual that enables them to deliver superior performance in a specific job, role, or situation. The competencies possessed by an employee are crucial in helping managers create value and contribute to the company's strategy. Therefore, companies need to pay attention to the competencies of each employee. If an employee's competencies do not align with their performance, the performance expected by the company will not be effective or efficient. The results of this study support the findings of Mia (2016), Fenti et al. (2018), and Dian and Ari (2018), who found that competencies have a significant and positive influence on employee performance.

5. CONCLUSIONS AND LIMITATIONS

Based on the results of the analysis, the following conclusions can be drawn: Organizational climate has a positive and significant effect on employee performance at Breeze Garment in Denpasar. Organizational commitment has a positive and significant effect on employee performance at Breeze Garment in Denpasar. Competence has a positive and significant effect on employee performance at Breeze Garment in Denpasar. The limitations of this study experienced by the researcher may serve as factors for future researchers to consider in order to further refine their research results in the future, namely: the variables used are limited to organizational climate, organizational commitment, and competence regarding employee performance, whereas there are many other variables that may further influence employee performance. Future researchers are advised to include additional variables that may influence employee performance and to increase the sample size used, in order to produce even better research in the future.

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