Effect of Organizational Climate on Service Quality at Universitas Kristen Indonesia

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ABSTRACT: This study is about the effect of **organizational climate on service quality**. The purpose of doing this study is finding out the effect of organizational climate on service quality. It was done at *Universitas Kristen Indonesia* (UKI). The method of the study used is quantitative with survey design. The population of the study is the employees of UKI (234 Employees) while the sample of the study is 150 employees. The instrument of this study was a set of questionnaire which consisted of 27 statements. The data analysis technique used is descriptive data analysis techniques, data analysis with statistical statistics and test the analysis requirements. The findings of facts and data in the analysis of this study further support the direct influence between organizational climate and service quality. From the finding, it is concluded that the increasing organizational climate will have an impact on improving the quality of service for employees of the Universitas Kristen Indonesia.

Keywords: Organizational climate, service quality, effect

I. Introduction

Each country will face various forms of change and competition in the 21st Century. These changes have an impact on politics, social culture, information technology, especially the labour market to create a competitive condition of competition. Quality, educated and qualified human resources (HR) management is a must for every organization to exist and survive in the face of fierce competition. To produce high quality of human resources, educated and characterized becomes a challenge for the world of education [1;2;3]. It is well known that education has a strategic and fundamental role as an effort to educate the nation's life so that it can align itself with other nations.

To produce the quality of human resources, education and character become a challenge for the world of education. It is well known that education has a strategic and fundamental role as an effort to educate the nation's life so that it can align itself with other nations [4;5]. The education world must be able to realize its role in the intellectual life of the nation by adjusting itself to any global changes and must also be supported by human resources employees who can produce superior performance.

Higher Education is the most strategic educational institution in developing and maintaining the quality of education. Based on data obtained from the Directorate General of Science and Technology Institutions and Higher Education, Ministry of Research, Technology and Higher Education, in 2016 there were 4,312 universities in Indonesia. This shows that there has been a fairly tight competition against the service sector in the field of higher education. From this data 3940 or 91.38% are Private Universities, while State Universities only amount to 372 or 8.62%.

Private universities have a significant role and potential in the field of higher education because the number of prospective students is increasing every year so it is not accommodated by the state universities because of the limited number. For this reason, private universities are required to have good quality in facing the challenges and considerable opportunities [6;7]. Therefore, universities need to know what factors influence the quality of service. Theoretically and based on previous research studies, there are quite several factors that can affect service quality [8;9;10]. The first factor, the organizational climate which is a set of nature of the work environment that is assessed directly or indirectly by employees is considered to be a major force in influencing behaviour [11;12;13;14]. So there will be cooperation and mutual support between employees, satisfaction with what is received from the organization and pride as members of the organization will increase motivation and ownership and responsibility for the survival and existence of the organization. Organizational climate is a quality of the organization's internal environment that is relatively ongoing, (a) experienced by members of the organization, (b) influences their behaviour, and can be described in certain values a series of characteristics (or attributes) of the organization, can also be seen as a study of individual perceptions about various aspects of the organizational environment [15;16;17].

Organizational climate can be defined as perceptions of policies, practices, and procedures that exist in the organization [18;19;20;21]. Organizational climate is also

referred to as 'organizational atmosphere' which is a set of work environment properties that can be measured based on the collective perception of the people who live and work in that environment and are proven to influence their motivation and behaviour [22;23;24]. Other theories define that organizational climate is a set of measurable criteria in the work environment that are understood directly or indirectly by those who act in such an environment and have an impact on their motivation and behaviour [25;26;27;28}.

The organizational climate makes an important relationship between organizational leaders and the organization itself. The organizational climate serves as a measure of individual perception or feeling about the organization. The climate of the organization is reflected in the organization's goal to develop its staff or employees by giving them a good work environment and conditions to help and support them so that they can achieve job satisfaction. This will increase employee commitment to the organization [29;30;31]. A positive organizational climate will be important because it will motivate and encourage employees to produce higher productivity for the organization [32;33].

Organizational climate is very influential in changing the behaviour of organizational members. Therefore a leader needs to pay attention to the climate of the organization. This is as said by Litwin and Stringer in Setiawan that organizational climate is the effect of subjective perceptions on the formal system, informal style of managers, and other environmental factors that influence the attitudes, beliefs, values, and motivations of people who work in a certain organization [34;35;36]. Organizations that develop dynamically will certainly have a positive impact on the survival of the organization. One way of organizational development is by achieving a conducive organizational climate that can be felt by its members to produce a good perception or interpretation of the organization that will be used as a reference for the behaviour of subsequent members [37;38;39]. Climate is largely determined by how well members are directed, built and valued by organizations.

There are several problems found at the *Universitas Kristen Indonesia* (UKI) related to the quality of services carried out at the campus, some of which are: a) Lack of awareness of UKI residents about the importance of a conducive and optimal organizational climate which certainly has an impact on service quality so that UKI can continue to exist in global competition,

and b) The organizational climate of the UKI is felt to be not optimal and conducive, this can be seen that employees have not been well organized, working conditions and conflicts that continue to be felt by employees, service fees that have not been fair to employees, and regulations that have not been implemented consistently. That is the background of this research so that researchers are interested in researching organizational climate in the UKI, therefore a study with the title "The Effect of Organizational Climate on Service Quality in *Universitas Kristen Indonesia* " aims to find out in-depth whether there is a significant influence on organizational climate on the quality of services carried out at UKI.

II. Method

This research uses a quantitative approach through survey methods. The variables in this study consisted of endogenous variables, namely service quality and exogenous variables, namely organizational climate and it was done at *Universitas Kristen Indonesia* (UKI). This study population is 234 employees in the faculties and units in the UKI. To determine the number of samples taken, the Taro Yamane formula (Riduan and Kuncoro, 2013: 44) is used as follows:

$$n = \frac{N}{N.d^2 + 1}$$

Information:

n = Number of samples
N = Number of population
d2 = Precision set at 5% with a
confidence level of 95%.

Based on the formula above, the research sample amounts to:

$$n = \frac{234}{(234).(0.05)^2 + 1} = 147.63 = 150 \text{ respondent}$$

By the design of this study, which uses a survey, the data collection technique used is field research using an instrument in the form of a questionnaire. The questionnaire was created using a rating scale with five alternative answers, namely: (A) strongly agree/always given a score of 5, (B) agree/often given a score of 4, (C) doubtful/sometimes given a score of 3, (D) disagree/ever given a score of 2, (E) strongly disagree/never given a score of 1.

The organization's climate instrument grid is arranged based on six indicators. The indicator is then developed into a grid of research instruments complete with statement items. The complete list of organizational climate instruments can be seen in the following table.

Table 1. Organizational Climate Instrument Indicator

No.	Indicator	No. Test Items	Dropped	Valid	Valid Test Items
1	Structure	1, 2, 3, 4, 5	1	2, 3, 4, 5	4
2	Standard	6, 7, 8, 9, 10		6, 7, 8, 9, 10	5
3	Responsibilities	11,12, 13, 14, 15		11, 12, 13, 14, 15	5
4	Confession	16, 17, 18, 19, 20		16, 17, 18, 19, 20	5
5	Supports	21, 22, 23, 24, 25	22	21, 23, 24, 25	4
6	Conflicts	26, 27, 28, 29, 30	29	26, 27,28, 30	4
	Number of Items				27

The data analysis technique used is descriptive data analysis techniques, data analysis with statistical statistics and test the analysis requirements. The use of descriptive data analysis techniques to obtain a picture of the spread characteristics of each variable studied. Data analysis with descriptive statistics can be presented in the form of frequency distribution tables and histograms. The central size includes the mean (mean), middle (median) and mode (mode). The size of its distribution includes variance and standard deviation (standard deviation).

Based on the research hypothesis, the statistical hypothesis can be formulated as follows. The first hypothesis examines the direct effect of organizational climate (X1) on service quality (Y)

H0: β Y1$\leq$ 0
H1: βY1> 0

III. Result and Discussion

Characteristics of respondents in this study were grouped by sex, age, years of service and last education. Most respondents were predominantly male as many as 81 people with a percentage of 54 per cent. Based on the percentage it can be explained that the majority of respondents aged over 40 years were 83 people with a percentage of 55.34 per cent. Based on the percentage, it is explained that the majority of respondents who have worked under 10 years are 61 people with a percentage of 40.67 per cent, while those who have work periods above 20 years are 65 people with a percentage of 43.33 per cent. Based on the percentage it can be explained that the education of respondents is dominated by high school as many as 63 people with a percentage of 42 per cent. Measurements in the study were conducted on service quality variables (Y) which are referred to as endogenous variables and organizational climate variables (X1) referred to as exogenous variables

1. Quality of Service (Y)

From the data obtained in the field which are then processed statistically into a frequency distribution list, the number of classes is calculated according to Sturges rules, eight classes are obtained with a maximum score of 129 and a minimum score of 108, so the range of scores is 21. The results of the calculation of the data are obtained on average 118.81; the standard deviation of 4.45; variance of 19.7636; a median of 119.0; and mode of 118. The grouping of service quality data can be seen in the frequency distribution table as follows.

Table 2. Frequency Distribution of Service Quality Scores (Y)

No	Interval Class			Limit		Frequency		
				Lower	Top	Absolute	Relative	Cumulative
1	108	-	110	107,5	110,5	5	3,33%	3,33%
2	111	-	113	110,5	113,5	12	8,00%	11,33%
3	114	-	116	113,5	116,5	28	18,67%	30,00%
4	117	-	119	116,5	119,5	38	25,33%	55,33%
5	120	-	122	119,5	122,5	36	24,00%	79,33%
6	123	-	125	122,5	125,5	19	12,67%	92,00%
7	126	-	128	125,5	128,5	11	7,33%	99,33%
8	129	-	131	128,5	131,5	1	0,67%	100%
						150	100%	

From the frequency distribution table, it can be seen that the most scores were in the score group of 117-119 (25.33%) as many as 38 people, while the smallest scores were in the score group 129-

131 (0.67%) of 1 person. Based on the above table, the histogram will then be made. There are two axes needed in making the histogram, namely the vertical axis is the absolute frequency axis and the horizontal axis as the service quality score axis. In this case, on the horizontal axis, the limits of the interval class are from 107.5 to 131.5. These prices are obtained by subtracting the number 0.5 from the smallest data and adding the number 0.5 for each class boundary at the highest limit. Histogram graph of the distribution of service quality data as in the following figure.
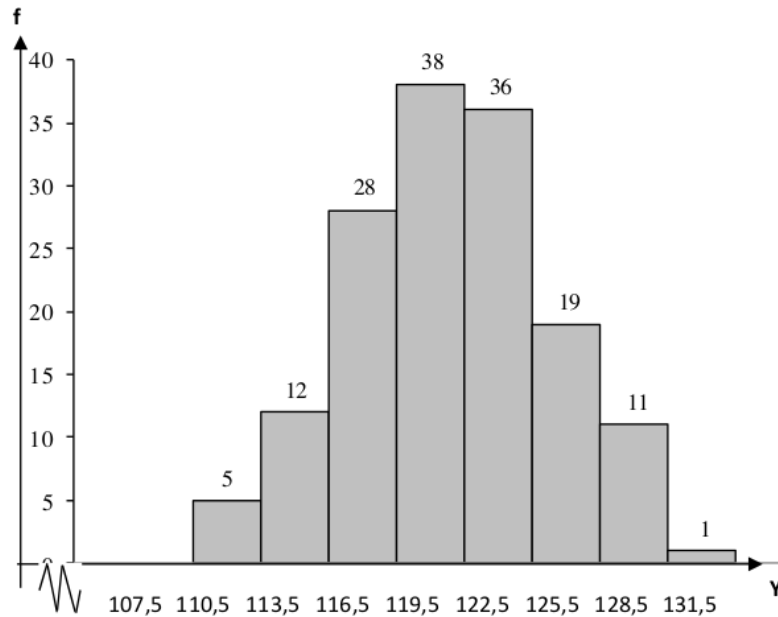

Figure 1. Service Quality Data Histogram (Y)

To see the distribution of service quality variable data according to indicator variables as outlined in the service quality variable grid, see the following table:

Table 3. Average Service Quality Indicators

No	Indicator	Items Number	Items	Total Per Items	Means Per Items	Average Score Per Item

No	Indicator		No		Mean	
1	Physical Proof	6	1	644	4,29	4,22
			2	664	4,43	
			3	632	4,21	
			4	623	4,15	
			5	612	4,08	
			6	624	4,16	
2	Reliability	6	7	636	4,24	4,22
			8	618	4,12	
			9	623	4,15	
			10	634	4,23	
			11	644	4,29	
			12	640	4,27	
3	Responsiveness	6	13	648	4,32	4,26
			14	643	4,29	
			15	622	4,15	
			16	644	4,29	
			17	635	4,23	
			18	639	4,26	
4	Guarantee	5	19	637	4,25	4,20
			20	635	4,23	
			21	629	4,19	
			22	627	4,18	
			23	621	4,14	
5	Empathy	5	24	643	4,29	4,33
			25	656	4,37	
			26	656	4,37	
			27	637	4,25	
			28	656	4,37	

The table above shows that of the 5 (five) service quality variable indicators, the lowest mean score of the indicator is the "Guarantee" indicator of 4.20 followed by the "Physical Evidence and Reliability" indicator with an average score of 4.22. This information means that the quality of services provided by employees still needs to be improved, especially the "guarantee" of knowledge of work, abilities, and scores and employee behaviour in serving customers. While the "responsiveness" indicator and the "empathy" indicator are relatively good, this can be seen from the average score given to the "empathy" indicator, the results are already relatively high at 4.33 and against the "responsiveness" indicator, which is 4.26.

2. Organizational Climate (X1)

Organizational climate data has an empirical score range of 94 to 130, so the range of scores is 36. The results of the calculation of the data obtained an average of 112.05; the standard deviation of 7.50; variance of 56.2193; a median of 122.5; and mode of 112. Organizational climate grouping data can be seen in the frequency distribution table as follows.

Table 4. Frequency Distribution of Organizational Climate Scores (X1)

No	Class Interval			Limit		Frequency		
				Lower	Top	Absolute	Relative	Cumulative
1	94	-	98	93,5	98,5	9	6,00%	6,00%
2	99	-	103	98,5	103,5	12	8,00%	14,00%
3	104	-	108	103,5	108,5	22	14,67%	28,67%
4	109	-	113	108,5	113,5	41	27,33%	56,00%
5	114	-	118	113,5	118,5	43	28,67%	84,67%
6	119	-	123	118,5	123,5	13	8,67%	93,33%
7	124	-	128	123,5	128,5	6	4,00%	97,33%
8	129	-	133	128,5	133,5	4	2,67%	100%
						150	100%	

From the frequency distribution table, it can be seen that the most scores were in the score group of 114-118 (28.67%) as many as 43 people, while the smallest scores were in the score group 129-133 (2.67%) of 4 people. Based on the above table, the histogram will then be made as follows.
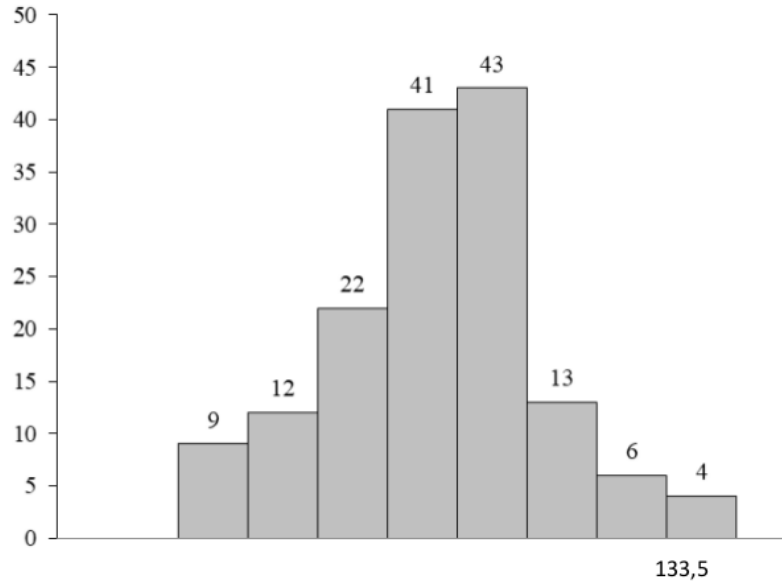
f

Figure 2.
Organizational Climate Data Histogram (X1)

[1] There are two axes needed in making the histogram, namely the vertical axis is the absolute frequency axis and the horizontal axis as the organization's climate score axis. In this case on the horizontal axis written limits of the interval class, ranging from 93.5 to 133.5. These prices are obtained by subtracting the number 0.5 from the smallest data and adding the number 0.5 for each class boundary at the highest limit. Histogram graph of the organization's climate data distribution as in the following figure.

To see the distribution of organizational climate variable data according to indicator variables as described in the service quality variable grid, see the following table:

Table 4.3.1 Average Organizational Climate Indicators

No	Indicator	Items Number	Items	Total Per Items	Means Per Items	Average Score Per Item

No	Indicator		Item	Sum	Mean	Indicator Mean
1	Structure	4	1	585	3,90	3.96
			2	581	3,87	
			3	604	4,03	
			4	605	4,03	
2	Standard	5	5	602	4,01	4.23
			6	630	4,20	
			7	649	4,33	
			8	643	4,29	
			9	645	4,30	
3	Responsible	5	10	648	4,32	4.24
			11	651	4,34	
			12	629	4,19	
			13	630	4,20	
			14	623	4,15	
4	Recognition	5	15	624	4,16	4.14
			16	628	4,19	
			17	621	4,14	
			18	615	4,10	
			19	617	4,11	
5	Support	4	20	636	4,24	4.23
			21	624	4,16	
			22	644	4,29	
			23	633	4,22	
6	Conflict	4	24	633	4,22	4.07
			25	612	4,08	
			26	605	4,03	
			27	590	3,93	

The table above shows that of the 6 (six) indicators of organizational climate variables, the lowest mean score of the indicator is the "structure" indicator of 3.96 and followed by the average score of the indicator of "conflict" of 4.07. This information means that the organizational climate of UKI still needs to be improved, especially the "structural" and "conflict" indicators. As for the "standard" indicator, the "responsibility" indicator, the "recognition" indicator, and the "support" indicator are relatively good, this can be seen from the average score given for the "standard" indicator the results are already relatively high at 4.23, the " responsibility "of 4.24, an indicator of" recognition "of 4.14, and indicator of" support "of 4.23.

From the calculation results obtained L_{count} value = 0.0289 this value is smaller than the value of L_{table} (n = 150; α = 0.05) of 0.072. Considering that L_{count} is smaller than L_{table}, the distribution of service quality data on organizational climate was normally distributed populations.

From the calculation data for the preparation of the regression equation model between service quality and organizational climate in appendix 5 obtained a regression constant a = 96.79 and a regression coefficient b = 0.20. Thus the relationship of the simple regression equation model is $\hat{Y}$ = 96.79 + 0.20X1. Before the regression equation model is further analyzed and used in concluding, first the significance and linearity of the regression equation are tested. The results of the calculations of significance and linearity are arranged in the ANAVA table as in the following table:

Regression equation $\hat{Y}$ = 96.79 + 0.20X1, for the significance test obtained F_{count} 18.27 is greater than F_{table} (0.05; 1: 148) 3.91 at α = 0.05. Because $F_{count} > F_{table}$, the regression equation is stated to be very significant. For the linearity test, the F_{count} is 0.85 smaller than the F_{table} (0.05; 31: 117) of 1.55 at α = 0.05. Because $F_{count} < F_{table}$, the estimated point distribution forming a linear line is acceptable.

After calculating the path coefficient done then the next hypothesis is drawn. Hypothesis conclusions are made based on the results of the calculation of the path coefficient and significance through t-test for each path studied. The following describes the results of testing the research hypothesis as follows:

Positive Direct Effect of Organizational Climate on Service Quality

The hypothesis being tested is:

$H_0: \beta_{y1} \leq 0$

$H_1: \beta_{y1} > 0$

The coefficient value of the organization's climate path towards service quality is 0.237 with a t_{count} of 3.24. Because the value of t is greater than the table value at dk = 146 for α = 0.05 of 1.98 then H_0 is rejected and H_1 is accepted, which means there is a positive direct effect of organizational climate variables on the service quality variable which is very significant.

The results obtained after analyzing the model are used as a basis for answering hypotheses and drawing conclusions in this study. The explanation of the hypothesis's answer can be described as follows:

The results of the first hypothesis analysis produced findings that the organizational climate had a direct positive effect on service quality. Based on the finding, it can be concluded that service quality is directly affected positively by the organizational climate. The improved climate of the organization will increase service quality. The results of this study are in line with research on the quality of services provided by medics at the Regional Public Service Agency (BLUD) Aceh Mental Hospital, where the results of the study indicate that the organizational climate both partially and simultaneously has a positive and significant effect on service quality, this shows that The organizational climate of the Aceh Mental Hospital greatly influences the quality of medical services at Aceh Mental Hospital [40;42;42;43]. Thus the findings of facts and data in the analysis of this study further support the direct influence between organizational climate and service quality.

IV. Conclusion

Based on the analysis carried out in the previous section, the findings in this study are as follows: Organizational climate has a direct positive effect on service quality. This finding indicates that the increasing organizational climate will have an impact on improving the quality of service for employees of the *Universitas Kristen Indonesia*. Based on the conclusions of the research results and implications that have been described previously, it can be put forward some suggestions to improve service quality as follows. Creating a conducive, safe and comfortable organizational climate by establishing a clear and complete organizational structure so that employees are well organized to understand the roles, duties and responsibilities in carrying out their work, rules and regulations must be obeyed and applied objectively towards all employees including leaders so that justice is created. Differences in views and opinions that can develop into conflict must be resolved immediately so as not to be widespread and prolonged which can have an impact on the working climate which is not good and affects the quality of service.

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