

## THE INFLUENCE OF ORGANITAZIONAL CLIMATE AND WORK ENVIROMENT ON EMPLOYESS PERFORMANCE OF XTRANS BANDUNG

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### Abstract

*This study reveals that there is a gap between Organizational Climate and Work Environment on the performance of Xtrans Bandung employees. This study aims to determine whether the Organizational Climate and Work Environment on the performance of Xtrans Bandung employees. The factors tested in this study were Organizational Climate and Work Environment as independent variables, while performance as the dependent variable. The research method used is descriptive method, with data collection techniques through observation and distributing questionnaires. The population in this study were employees of Xtrans Bandung with a sample of 144 respondents. The data analysis used multiple linear regression analysis at a significant level of 5%. The program used is SPSS 25. The results showed that the variables of Organizational Climate and Work Environment have a significant effect on employee performance.*

*Keywords: Organizational Climate, Work Environment, Performance*

### Introduction

Human resources are one of the important components in the development of a country. A country will experience significant progress depending on the level of knowledge of the country's human resources. Indonesia's human resource development is part of the process and objectives in Indonesia's national development. It is expected that this process brings benefits and encourages the national development process. Therefore, the development of an advanced and independent nation, to realize prosperity, requires the development of the concept of development that rests on humans and their communities. On that basis to achieve such development goals, the heavy point of development is placed on the economic field with the quality of human resources. In Indonesia, West Java province is an important area because in terms of geography, West Java Province is adjacent to DKI Jakarta Province which is the center of government and national economy so that it can be used as a center of market, finance and capital, as well as technology development. Currently transportation services in West Java are the center of attention. West Java has its own advantages over other provinces in Indonesia, in terms of weather, natural tourism, culinary, arts, education and other things. This is what makes a lot of visitors who come to West Java. No exception in the city of Bandung there are many categories that have been mentioned above are also available in this city. Bandung city becomes the main choice for tourists who want to spend the holidays with relatives or family because various choices exist in this city, such as natural attractions, culinary, historical places and many more.

Xtrans is a company engaged in passenger transportation, known as the pioneer of Time Shuttle. Established since May 5, 2005, by introducing the Point to Point (shuttle) service system, passengers who want to use Xtrans services must depart from the point or departure center and be delivered to point or Xtrans arrival centers in destination cities such as Jakarta, Bekasi, Semarang, Solo, Pekalongan. Xtrans Bandung is located in Cihampelas No. 112 which is engaged in transportation services that have many routes and there are 9 departure branches in Bandung. A company will never be able to perform its functions if it does not have employees. So do not be surprised if each company craves employees with maximum performance according to Mangkunegara (2017: 67) performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Organizational climate is a concept that describes the internal atmosphere of the organizational environment that its members feel during their activities in order to achieve organizational goals. As for other opinions by Kusnan in Darodjat (2015: 85) the organizational climate as something that can be measured in the work environment

either directly or indirectly affects employees and their work where they work. Good working environment conditions are one of the factors supporting employee productivity that ultimately has an impact on increasing employee performance levels.

According to Sedarmayanti (2013: 21), the work environment is the whole or tool and materials faced, the surrounding environment in which a person works, his method of work, and his work arrangements both as an individual and as a group. The following is the target data and realization of Xtrans Bandung employee performance from 2015 to 2019.

**Table 1**  
**Target and Realization of Xtrans Bandung Employee Performance 2015 to 2019**

No	Performance Indicators	Target(%)	Realization (%)				
			2015	2016	2017	2018	2019
1	Courtesy and hospitality in providing service	90	83	80	79	77	76
2	Effective and efficient passenger service	90	85	85	84	83	80
3	Improve online booking management	90	83	82	82	79	77
4	Improve passenger control and supervision	90	88	88	86	82	80
5	Improved service to passengers	90	87	85	84	82	80
6	Improve the provision of accurate passenger data and information	90	89	88	87	85	83
7	Improve the ability of employees in the performance of their duties	90	87	86	81	80	79
8	Improve passenger safety and comfort	90	89	85	83	80	75
9	Improve the ease of travel information to passengers	90	87	83	80	75	70
10	Improve timeliness in specified routes	90	77	75	71	65	60

Source : HRD Xtrans Bandung, 2019

The performance Xtrans Bandung employees from 2015 to 2019 cannot reach the targets set by the company and experienced a decrease in performance from 2015 to 2019. With the lowest achievement in 2019, only 60% on indicators to determine the increase in time in the specified route. And in the previous year from 2015 to 2018 the indicator numbers were 77%, 75%, 71% and 65% with the achievement of the target that has been determined is 90%. From this explanation, the climate of the Xtrans Bandung organization does not work well because there are still problems such as responsibilities, communication relations, and the work environment there are also problems such as work environment conditions and work facilities. Based on the background that has been explained earlier, the author will conduct a study entitled "The Influence of Organizational Climate and Work Environment on Employee Performance Xtrans Bandung"

## Literature Review

- **Organizational Climate**

Organizational climate is one aspect of the study of the MSDM function, namely the employee maintenance function so that organizational goals can be achieved. The work environment atmosphere felt by each individual in an organization is often referred to as the organizational climate. Lack of attention to the organizational climate will have a bad impact on the organization, this is because employees will experience disruption in carrying out their work so they are less eager in completing the work for which they are responsible.

According to Kusnan in Darodjat (2015: 85) the organizational climate as a measured in the work environment either directly or indirectly affects employees and their work where they work. According to Lussier in Ardiansyah (2017: 3) the organizational climate is the perception of employees about the quality of the organization's internal environment that is relatively felt by members of the organization that will then affect their subsequent behavior.

- **Work Environment**

Although the work environment does not conduct production processes directly in the company, the work environment has a direct influence on employees. That's why the work environment in the company is important to be maintained by management. The work environment includes the working relationships formed between fellow employees and the working relationship between subordinates and superiors as well as the physical environment in which employees work. The work environment is all tools and atmosphere where employees do activities every day. Sedarmayanti (2013: 21), defines the work environment as follows:

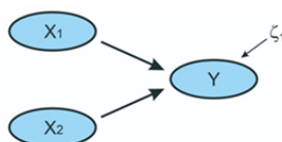
"The work environment is the whole or tool and materials encountered, the surrounding environment in which a person works, his method of work, and his work arrangements both as an individual and as a group."

- **Performance**

Performance comes from the word actual performance or job performance which means actual achievement achieved by someone. To understand it, performance is the quality and quantity achieved by an employee in carrying out the duties and responsibilities given to him.

According to Mangkunegara (2017: 67) performance is the result of work in quality and quantity achieved by an employee to carrying out his duties in accordance with the responsibilities given to him.

### Research Paradigm



**Figure 2. Relationship Flow Framework between Latent Variables**

$X_1$	= <i>Organizational Climate</i> (variabel laten eksogen)
$X_2$	= <i>Work Environment</i> , (variabel laten eksogen)
$Y$	= <i>Performance</i> (variabel laten endogen)
$\zeta$	= Residue factor

### Hypothesis

Based on the theory that has been described, the hypotheses in this study are as follows:

Influence of organizational climate variables on employee performance

H1: There is an organizational climate influence on the performance of Xtrans Bandung employees

Effect of work environment variables on employee performance

H1: There is an influence on the work environment on the performance of Xtrans Bandung employees

Influence of organizational climate variables and the work environment on employee performance

H1: There is an influence on the organizational climate and work environment on the performance of Xtrans Bandung employees

### Research Methods

According to Sugiyono (2017: 80) population is defined as a generalization area consisting of: objects or subjects that have certain qualities and characteristics that researchers set for study and then conclusions. According to Arikunto (2013: 173) the population is the whole of the study subjects. So what is meant by population is individuals who have the same traits even though the percentage of similarities is small, or in other words all individuals who will be used as objects of research. The population in this study is Xtrans Bandung employees who only work in the Bandung branch. The population in the study was 226 people. The data source referred to in the study is the subject from which the data can be obtained and has clarity information about how to retrieve the data and how the data is processed. Understanding data sources according to Arikunto (2013: 172) is the source of data referred to in research is the subject from which data can be obtained. According to Umar (2013: 42) primary data is primary data is data obtained from the first source either from individuals or individuals such as the results of interviews or questionnaires that are commonly done by researchers. Where the primary data source is data obtained directly collected through field surveys using data collection techniques obtained directly at Xtrans Bandung from interviews, documentation, and observations. According to Umar (2013: 42) secondary data is primary data that has been further processed and presented either by the primary data collector or by other parties for example in the form of tables or diagrams. Secondary data sources are data obtained indirectly or through other sources that are already available before the author conducts the study. Secondary data is obtained from the website of the library provided by Widyatama University.

## Results and Discussions

- **Multiple Linear Regression Analysis**

Multiple linear regression tests are used to prove the existence of significant partial or simultaneous influences between independent variables namely Organizational Climate and Work Environment to dependent variables of Employee Performance. Here are the results of calculations to this study using Software IBM SPSS Statistics Windows Version 25.

**Table 4**  
**Multiple Linear Regression Test Results**  
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.004	.092		.042	.967
	Organizational Climate	1.065	.019	1.008	56.960	.000
	Work Environment	.076	.020	.066	3.712	.000

*Source : Output SPSS, 2020*

The form of standardized regression equations is :

$$Y = 0,004 + 1,065 X_1 + 0,076 X_2$$

Based on the results of calculations using IBM SPSS Statistics Windows Version 25 software obtained the following results:

- The constant of 0.004 states that if the Organizational Climate and Work Environment is worth 0 (zero) and there is no change, then it is predicted that employee performance will be worth 0.004.
- The value of variable X1 i.e. Climate Organization has a regression coefficient of 1.065 means that if the Organization Climate increases by one unit, and the other variable is constant, then employee performance (Y) will increase by 1,065 units.
- The value of the Working Environment variable (X2) has a regression coefficient of 0.076, meaning that if the Work Environment (X2) increases by one unit, while the other variable is constant, then employee performance (Y) will increase by 0.076 units.

Analysis is used find out extent the relationship (correlation) Organizational Climate (X1) and Work Environment (X2) to Employee Performance (Y) at Xtrans Bandung.

*Table 5*  
*Results of Correlation Coefficient Simultaneously*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.982 <sup>a</sup>	.964	.964	.10121

- Predictors: (Constant), Work Environment, Organizational Climate
- Dependent Variable: Employee Performance

*Source : Output SPSS, 2020*

From the table above, it can be seen that the value of the correlation coefficient (R) is 0.982. The value is then interpreted based on predetermined criteria, meaning that the correlation coefficient of 0.982 indicates a very strong relationship between free variables simultaneously and bound variables, because it lies in the interval class of 0.80 - 1.000 with strong relationship criteria.

**Table 6**  
**Partial Correlation Coefficient (X1)**  
**Correlations**

		Organizational Climate (X1)	Employee Performance (Y)
Organizational Climate	Pearson Correlation	1000	.980**
	Sig. (2-tailed)		.000
	N	144	144
Employee Performance	Pearson Correlation	.980**	1000
	Sig. (2-tailed)	.000	
	N	144	144

\*\* . Correlation is significant at the 0.01 level (2-tailed).

*Source : Output SPSS, 2020*

Based on the data in Table 6 above, the results of the organizational climate correlation coefficient (X1) to employee performance (Y) in Xtrans Bandung amounted to 0.980. The value of 0.980 according to the coefficient correlation criteria at intervals 0.80-1.000 entered a very strong relationship category and had a positive value. Statistical conclusion, there is a moderate relationship between the Organization Climate (X1) and Employee Performance (Y) at Xtrans Bandung. This means that the Organizational Climate is not too influential for Employee Performance in Xtrans Bandung because it has many important points that must be understood by all employees.

**Table 7**  
**Partial Correlation Coefficient (X2) Correlations**

		Work Environment (X2)	Employee Performance (Y)
Work Environment	Pearson Correlation	1	.369**
	Sig. (2-tailed)		.000
	N	144	144
Employee Performance	Pearson Correlation	.369**	1
	Sig. (2-tailed)	.000	
	N	144	144

\*\* . Correlation is significant at the 0.01 level (2-tailed).

*Source : Output SPSS, 2020*

Based on the data in table 7 above, the results of the correlation coefficient of the Work Environment (X2) to Employee Performance (Y) at Xtrans Bandung amounted to 0.369. The value of 0.369 according to the coefficient correlation criteria at intervals 0.20-0.399 belongs to the low relationship category and has a less positive value. Statistical conclusion, there is a moderate or quite strong relationship between the Work Environment (X2) to Employee v bPerformance (Y) at Xtrans Bandung.

- **Coefficient analysis of determination ( $R^2$ )**

The coefficient of determination ( $r^2$ ) essentially measures how far the model's ability to explain dependent variables, Ghozali (2016:95). The coefficient of determination is 0 and 1. If  $R^2$  value close to 1 it means the independent variable have almost all the information needed to predict variations in dependent variable but if  $R^2$  value is close to 0 it means the ability of independent variables is very limited to explain variations in dependent variables. Following the results of the application using IBM SPSS Statistics Software from the coefficient of determination.

Table 8  
Results of Determination Coefficient Testing (R-Square) Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.982 <sup>a</sup>	.964	.964	.10121

a. Predictors: (Constant), Work Environment, Organizational Climate

b. Dependent Variable: Employee Performance

Source : Output SPSS, 2020

Based on Table 8 above can be seen the value of  $r^2$  of 0.964 which means that of the two independent variables affect the dependent variables in Xtrans Bandung by 96.4%, while the rest (100% - 96.4% = 3.6%) is influenced by other variables. As for looking at the large influence of each free variable on the bound variable, calculations are performed using the Beta x Zero Order formula. Beta is a regression coefficient that has been standardized, while zero order is a partial correlation of each free variable to the bound variable, based on the results of the following results:

Table 9  
Partial Coefficient of Determination Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	.004	.092		.042	.967			
	Organizational Climate	1.065	.019	1.008	56.960	.000	.979	.910	.910
	Work Environment	.076	.020	.066	3.712	.000	.298	.059	.059

a. Dependent Variable: Employee Performance

Source : Output SPSS, 2020

Based on data in table 9, calculations can be performed to drive partial influence between free variables to variables bound to the formula beta x zero order as follows:

1. Organizational Climate Variables  $1,008 \times 0,980 = 0,988$ , or 98,8%
2. Working Environment Variables  $0,066 \times 0,369 = 0,024$  or 2,43%

From the results of the calculations above, it is known that from the results of contributions given 98.8% given to the Climate Organization and the other 2.43% of the Work Environment, so it is seen that the Organization Climate contributes the most dominant to employee performance.

- **Partial Hypothesis Testing (Test t)**

The partial test (t test) aims to determine the effect of each independent variable on the bound variable. The decision-making criteria in this test according to **Ghozali (2016:99)**, is if the value  $< 0.05$  then H1 is accepted. Conversely, if the value  $\geq 0.05$  then H1 is rejected the t test basically shows how far the influence of one explanatory variable or independently individually in explaining the variation of the free variable to the bound variable affects partially or separately.

Table 10  
Partial Hypothesis Testing Results (Test t)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.004	.092		.042	.967
	Organizational Climate	1.065	.019	1.008	56.960	.000
	Work Environment	.076	.020	.066	3.712	.000

a. Dependent Variable: Employee Performance

- **The Effect of The Organization's Climate on Employee Performance**

From Table 10 of these outputs, it can be seen that the value obtained by the Climate Organization variable (X1) is 56,960.  $\alpha = 0.05$ ,  $df = (144-2) = 142$  so that the table t value is obtained for two-party testing (1,655). From the above values that the thitung value obtained by the Climate Organization variable (X1) amounted to 56,960 > t table (1,655), according to the hypothesis testing criteria that H0 was rejected and H1 accepted. This means that partially, the organizational climate has a significant effect on employee performance (Y).

- **Environmental Influence on Employee Performance**

$H_0 : \beta_1 = 0$ , it means the work environment does not significantly affect employee performance.

$H_1 : \beta_2 \neq 0$ , it means that the work environment significantly affects employee performance.

With a degree of signification 0,05

Criteria: Reject X0 if t calculates > t table, accept in other respects

From the figure 3 output table, it can be seen that the value obtained by the Working Environment variable (X2) is 3,712.  $\alpha = 0.05$ ,  $df = (144-2) = 142$  so that the for two-party testing (1,655). From above values that the thitung value obtained by the Working Environment variable (X2) amounted to 3.712 > It means that partially, Work Environment (X2) Has a considerable effect on employee performance (Y) **Simultaneous Hypothesis Test (Test F)**

Furthermore, simultaneous hypotheses were carried out between the Organizational Climate and the Work Environment to employee performance at Xtrans Bandung. By using the tool in the form of IBM SPSS Statistics Windows Software Version 25, obtained the following output:

Table 11  
Simultaneous Hypothesis Testing Results (Test f)  
ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	38.703	2	19.352	1889.051	.000 <sup>b</sup>
	Residual	1.444	141	.010		
	Total	40.147	143			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Environment, Organizational Climate

Source : Output SPSS, 2020

Hypothesis:

$H_0: \beta_1 = 0$ , That is, there is no significant influence between the Organizational Climate (X1) and the Work Environment (X2) on Employee Performance (Y) at Xtrans Bandung.

$H_1 : \beta_2 \neq 0$ , That is, there is a significant influence between the Organizational Climate (X1) and the Work Environment (X2) on Employee Performance (Y) at Xtrans Bandung.

With a degree of signification 0,05

Criteria: Reject H0 if F calculates > F table, accept in other respects

This shows that there is a significant influence between the Organizational Climate (X1) and the Work Environment (X2) on Employee Performance (Y) on Xtrans Bandung.

## Conclusion and Suggestion

- **Conclusion:**

1. The quality of service, price, customer satisfaction, and the word of mouth hotel "Janevalla" are included in the high or good category.
2. Service quality has a significant effect on customer satisfaction, meaning that the better the quality of customer service, the more satisfied with the performance and facilities provided by the "Janevalla" hotel.
3. Price has a significant effect on customer satisfaction, meaning that if the price issued by the customer is in accordance with the perceived benefits and quality, the customer will be satisfied with the costs incurred.
4. Service quality and price have a simultaneous and significant effect on customer satisfaction with a coefficient of determination of 0.747 or 74.7%, 25.3%.
5. Customer satisfaction has Word of Mouth with a coefficient of determination of 0.697 or 69.7%, while the remaining 30.3% is the influence of other variables not examined.

- **Suggestion:**
  1. Even though it has been included in the good category, the service quality of the “Janevalla” hotel still has to be improved by several things, such as maintaining and improving the quality of both hotel facilities and human resources by continuing to provide the best.
  2. Price is the most important thing for the company, therefore the “Janevalla” hotel should hold more promotions so that customers are not easily tempted by other hotel companies that hold discounts or promotions in certain months. Pricing must be in accordance with what is offered and provided by the hotel so that customers do not feel disappointed and dissatisfied with the benefits provided by the hotel.
  3. This study has limitations, namely a narrow population and less sample. Therefore, future researchers may be able to conduct research with a wider population and larger samples. From the results of the study, the hotel “Janevalla” must continue to take advantage of the quality of service properly so that customers feel satisfied.

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