Organizational Climate Profile of Radio Stations in Bandung (The City with the Most Number of Radio Stations in Indonesia)

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Abstracts

Bandung is the city that is highly recognized as the city of creativity. It is also known as the city with the most radio stations in Indonesia. Over the years, radio stations have become the most admired companies especially among the youth. The aim of the study reported in this paper is to identify the organizational climate profile of radio stations in Bandung and to explore the relationship between organizational climate and employee morale. The research used self administrated questionnaire based on Litwin and Stringer's (1971) six dimensions to measure organizational climate throughout six radio stations with various segmentations. The research showed that team spirit, reward system and conformity are the most prominent dimensions that shaped the climate. The study also revealed that there is a relationship between organizational climate and morale. The attitude towards the job and working environment is mostly influenced by team spirit and conformity; attitude towards the supervisor is mostly influenced by reward and team spirit; and attitude towards the company and leadership is mostly influenced by team spirit and reward. The knowledge about organizational climate profile of the radio stations can be used as a reference for business owners and human resource managers in developing strategies to improve employee performance and organizational success in the media business.

Key Words
Organization Climate, Employee Morale, Radio Station, Media Business

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INTRODUCTION

Bandung is one of the biggest creative cities in Indonesia. With 53 radio stations, it is known as the city with the most packed radio frequency in Indonesia (Reindra, 2010). This shows that the radio business is one of the strongest sectors in the creative industry in Bandung. Also over the years, radio stations have become the most admired companies for job seekers especially among the youth.

Many studies revealed that organizational climate has a strong relationship with the performance of an organization. Organizational climate comprises of a system of shared action, values and beliefs that develops within an organization and guides the behavior of employees (Choudhury, 2011). Also defined by Mullins (1993) organizational climate is a relatively enduring of quality of the internal environment of an organization that (a) is experienced by its member, (b) influences its members, and (c) can be described in terms of the values of a particular set of characteristics or attributes of the organization. The aim of this research is to identify the organizational climate profile of radio stations in Bandung and to explore the relationship between organizational climate and employee morale.

Morale is defined as an intangible concept that refers to how employees feel and support the organization (Haddock, 2010). The feelings will influence their attitude in achieving performance standards, trusting the other members of the organization, and faith in the leadership and organizational success.

The knowledge about the relationship between organizational climate and employee morale can be used as a reference for entrepreneurs and human resource managers in developing strategies to improve employee performance and organizational success in the creative industries. As it's stated by Choudhury (2011) organizational success depends upon the organizational climate; therefore to predict organizational success one can study the climate of the organization.

LITERATURE REVIEW

Organizational Climate

Organizational climate is a set of measurable properties of the working environment, based on the collective perceptions of the people who live and work in the environment, and whose behavior is influenced by their perceptions (Litwin and Stringer, 1968). Organizational climate is not a result based on objective judgments but rather on personal perceptions and feelings. Personal characteristics such as needs, beliefs, attitudes and unique past experiences influenced one's perception towards the environmental aspects.

Milton (1981) described these following as the characteristics of organizational climate: (1) the quality of internal environment that has been around for a relative long time; (2) experienced by all members of the organization; (3) influences their behavior; (4) can be defined in certain characteristics; and (5) differentiates one organization with another. Milton also described the process of behavioral outcomes driven by the climate (figure 1).
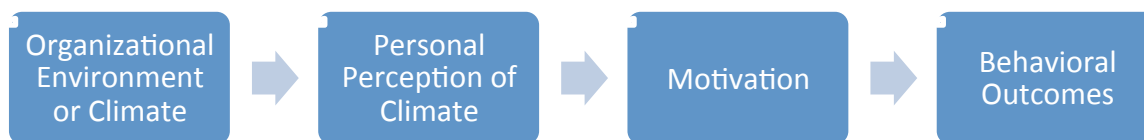
Figure 1. Behavioral Outcomes

According to Litwin and Stringer (1971) organizational climate can be measured using these following six dimensions:

- Conformity
  The level of employee's feeling towards the organizational regulations, policies and procedures to be obeyed; and the restricted freedom to perform the job according to personal preferences.
- Responsibility
  The level of employee's feeling towards the responsibilities to carry out the job in the best way to achieve organization's goals; and the initiative in making decisions and solving problems without always asking the supervisor's opinions.

- Standards
  The level of employee's feeling towards the working performance standardization, the pressure to continuously improve the work output, and supervisor's evaluations.
- Rewards
  The level of employee's feeling towards the recognitions and compensations given by the company for all the works being done well.
- Organizational Clarity
  The level of employee's feeling towards the clarity of the organizational systems, authority lines, and policies; that everything is organized; and all tasks have been well defined.
- Team Spirit
  The level of employee's feeling towards the quality of the relationship, cooperation and trust between organization's members.

Employee Morale

Morale is the state of the spirits of an individual or group as shown in willingness to perform assigned tasks (Morris, 1981). It is how an employee feels about the job, his value for the organization, and how the organization able to meet the employee's needs and expectations. Benge (1976) pointed morale as a result of employee's satisfaction towards the job and the working environment; the professional and social relationship with the supervisor; and the organizational regulations and leadership.

According to Maier (1976) high morale is shown by the following indicators, (1) strong team spirit; (2) consistency in achieving high level of performance; (3) have strong eagerness and passion; and (4) resistant in handling failures and frustrations.

Millet (2010) gives six reasons why working morale is important, (1) improves productivity; (2) improves performance and creativity; (3) reduces number of absentee; (4) higher attention to detail; (5) a safer work place; and (6) increases work quality.

Radio Stations in Bandung

The first radio station in Indonesia was *Bataviassche Radio Vereniging* established in 1925. Radio Republik Indonesia was the first radio station owned by the Indonesian government after the declaration of independence in 1945. Private owned radio stations started to emerge in 1966, and the only private radio stations association in Indonesia called PRSSNI was formed in 1974.

Table 1. Radio Stations in Indonesia

Year	Total of Radio Stations in Indonesia
2011	2590
2005	831
2000	774
1995	647
1990	451
1985	280
1980	235
1975	223

Source: PRSSNI (2011)

Bandung is the capital city of West Java Province. It is highly recognized as the creative city of Indonesia. With 53 radio stations, Bandung is also the city with the most number of radio frequencies in Indonesia. The radio broadcasts are differentiated in 3 general positioning defined by the listeners' (1) age, (2) social economy status, and (3) music reference (Figure 1, 2 and 3).
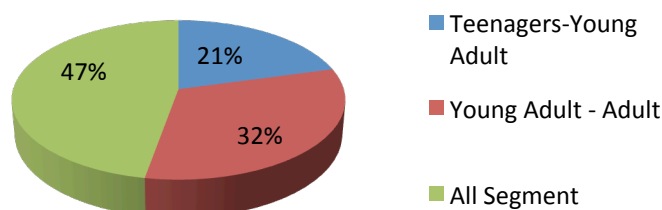
Figure 2. Listeners Age Positioning
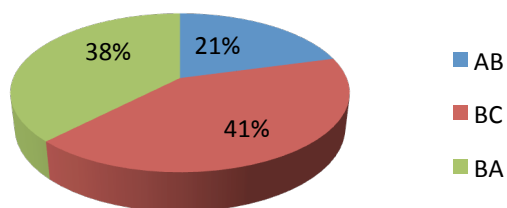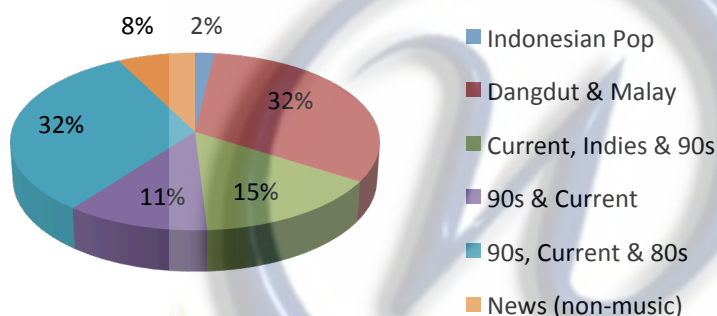
Figure 3. Listeners Social Economic Status

Figure 4. Listeners Music Reference

METHODOLOGY

A quantitative research has been conducted to gain information about the real situation of organization climate and its relationship with employee morale in radio stations. The research used two kinds of self administrated questionnaires, (1) based on Litwin and Stringer's (1971) six dimensions to measure organizational climate; and (2) based on Benge and Hickey's (1984) three dimensions to measure employee morale.

The questionnaire consisted of close-ended and open-ended questions. The close-ended questions used a five-point rating based on the Likert scale measurement method. The ratings are; strongly disagree, disagree, neutral, agree and strongly agree.

To get more information about the dynamics of the situation, this research also conducted several interviews to explore the findings based on the information gained from the questionnaires.

Research Sample

Six radio stations with different positionings in Bandung were being studied in this research. The working atmosphere in each radio station is strongly influenced by its positioning or listener target based on age, economic status and music reference. These following tables indicate the positioning profile of the radio stations.

Table 2. Positioning Based on Age Range

Segmentation	Age Range	Numbers of Radio Station
Teenager – Young Adult	15 – 25 years old	2
Young Adult – Adult	21 – 45 years old	3
All Segment	· 10 years old	1

Table 3. Positioning Based on Economical Status

Economy Status	Numbers of Radio Station
Upper, Middle Class	2
Middle, Lower Class	2
Middle, Upper Class	2

Table 4. Positioning Based on Music References

Music Reference	Numbers of Radio Station
Indonesian Urban Pop Music	1
Traditional Dangdut and Malay Pop	1
Current Hits, Indies Hits and 90's Hits	2
90's Hits and Current Hits	1
90's Hits, Current Hits and 80's Hits	1

The respondents of this research are both part time and full time employees from all departments. All announcers in every radio station serve as part time employees; producers and script writers can be part time or full time employees; and the rest are full time employees. There are five common departments in all radio stations, which are:

1. Program / Creative / On-Air Department
2. Marketing Department
3. Finance Department
4. Promotions and Off-Air Events Department
5. Human Resource and General Affairs Department

The average total of employees in every radio station is 35 people. The total average total of respondent surveyed in this research is 25 employees per each radio.

RESULTS AND DISCUSSIONS

Organizational Climate

The findings of this study regarding organization climate and its relationship with employee morale can be summarized and categorized as follow:

Table 5. Mean Score

Dimension	Mean
Team Spirit	3.15
Responsibility	3.01
Standard	2.87
Organizational Clarity	2.70
Reward	2.28
Conformity	1.86

The most favorable organizational climate dimension is Team Spirit. Most of the employees have positive feelings about the work and social relationship between the members of the organization, not just among colleagues but also with the supervisors. The working environment is perceived warm, fun, casual but still professional, and few have developed into friendships. This kind of environment makes the employees feel comfortable in working together and is believed has a positive effect in bringing the creativity out of the employees. The positive team spirit is felt in all departments especially in the program departments, where they often do social activities outside the office together. They also work as partners for other professional work such as hosting events (MC) and presenting in TV shows.

The least favorable organizational climate dimension is Conformity. The interesting thing about this dimension is that employees are not uncomfortable with so many restrictions or procedures given by the company or the supervisor, but in contrary they felt that the organization is lack of regulations, rules and especially procedures that can give them guidance and control in performing their job. This condition could cause them difficulties especially in performing new task and for the less experienced employees to get the job well done.

The lack of restrictions on the other hand also brings positive effect for the employees. It gives them the sense of freedom in doing the job according to their own preferable ways. It encourages them to show more initiatives and gives them confidence to solve problems without being dependent to their supervisor. The employees find these working experiences as valuable lessons for their career in the future. This condition explains why Responsibility is the second most favorable organizational climate dimension.

Self initiative is very much influenced by self motivation. Higher motivation can drive employees to be more proactive in performing their job. Many researches had been done to study the relationship between reward and work motivation. Not few found that there is a significant relationship between monetary compensations such as salaries, commissions, bonuses and promotions with employee motivation (Khan, 2010; Roberts, 2005). Based on the interview results, employees with higher motivation are mostly from the program department. In contrary with the theory mentioned before, employees from the program department surveyed in this research are reported very dissatisfied with the amount of monetary reward they earned from the company. As shown in Table 4 Reward is the second

least favorable organizational climate dimension perceived by the employees. The common perceptions are that working in a radio station means low salary, hard to get a raise and not easy to get a promotion.

Most of the employees from the program department are part timers who do not get fixed monthly salary, allowances, or insurance. The amount of payment each received is simply by multiplying their rate fee per hour with the total of working hours in a month. Most of them feel that they are underpaid, and the payment is not enough to cover their living expenses. If the employees are not satisfied with the monetary compensation, so what kinds of reward that have positive effect on their work motivation? This research finds that recognition, social status and career opportunities are considered to be the kinds of reward that motivate the employees.

For announcers, being popular and recognized by the society means increased social status level and bigger career opportunities. Working in radio stations is also believed to be the best stepping stones for script writers and producers in pursuing their career in entertainment and advertisement industries. They also feel that their achievements are being recognized by their supervisor, and they feel much appreciated because of it.

The Relationship between Organizational Climate and Employee Morale

To find out whether there is a correlation between organizational climate and employee morale, this research used the Pearson Correlation Coefficient with the result as shown in table 5.

Table 6. Pearson Correlation Coefficient

Sig.(1-tailed)	Conformity	Responsibility	Organizational Clarity	Standard	Team Spirit	Reward
Attitude towards the Job	0.000	0.001	0.000	0.003	0.000	0.028
Attitude towards the Supervisor	0.033	0.012	0.000	0.002	0.000	0.000
Attitude towards the Company	0.020	0.020	0.008	0.016	0.000	0.000

Based on the result it is believed that there is a relationship between the organizational climate dimensions and the employee morale dimension. Table 6 shows the correlation between each organizational climate dimension with each employee morale dimension.

Table 7. The Relationship between Organizational Climate and Employee Morale

	Conformity	Responsibility	Organizational Clarity	Standard	Team Spirit	Reward
Attitude towards the Job	0.238	0.104	0.205	-0.154	0.429	0.075
Attitude towards the Supervisor	-0.018	0.254	0.055	-0.215	0.520	0.568
Attitude towards the Company	-0.087	0.155	-0.279	0.240	0.691	0.302

Team Spirit and Conformity have the strongest correlation with employees' attitude towards the job and working environment. Employees are enthusiast to perform their job because they feel very comfortable with the working environment and feel supported by their colleagues. Their working performance is believed can be increased if there are clearer procedures or rules about the work. They need to believe that everything are managed and controlled well by the company. The clearer the procedures and rules the more confident the employees in doing their job.

Procedures, regulations and rules also help the employees in understanding the standard their supervisor have set as guidelines to evaluate their performance. Steers and Porter (1979) pointed that managers with the ability to define task objectives, set clear borderlines, give proportional amount of freedom for employees to run the task, and give instructive feedbacks can create an achievement-oriented organizational climate where its members are motivated to achieve group and organization's goals.

The attitude towards the supervisor has the strongest correlation with Reward and Team Spirit. Non monetary rewards given to the employees are mostly depending to the supervisor. Better recognition and career opportunities given by the supervisor means higher work motivation and better performance. The casual relationship with their supervisor also influenced the employees to have a positive perception about their supervisor. The supervisor is perceived as a person who they can trust and comfortable to work with. The relationship between employee and supervisor is a very essential factor that forms the organizational climate. An employee will likely perceived the working atmosphere as a formal or informal one mainly based on the formality of the relationship with the direct supervisor (Sikula, 1976).

In general, the positive attitude towards the company is driven by the positive feelings about the working environment and interpersonal relationships. But the dissatisfaction towards the monetary compensation can be a threat for the employees' loyalty to the company. Employees are easy to resign and move to another radio station that can offer them better payment. This dissatisfaction also influenced how the employees feel and react on working standard set by the company or supervisor. The research found that Standard has a negative correlation with two out of the three morale dimensions. The higher working standard demanded, the lower the level of attitude towards the job and supervisor. This happened

because the employees do not feel that achievements are well rewarded. Improving job performance quality is seldom followed by better payment.

Since the employees are motivated by the recognitions given by the supervisor, it is strongly recommended for the companies to create a reward system to award achievements not just with informal recognitions but also formal recognitions. And for companies with very strict financial policies, instead of raising the salary, the companies can give bonuses or prizes for the employees. The companies do not have to pay extra money for the employees continuously, but only if they can accomplish a certain achievement based on the award category at that time. Because the award is at the company level, it is important to always choose the award category that is open for employees from multidepartment to be part of.

CONCLUSION

The study about organizational climate profile of radio stations in Bandung showed that Team Spirit and Responsibility are the two most favorable dimensions; and Conformity and Reward are the two least unfavorable ones.

Organizational climate is an important aspect for the radio business that can affect employee morale. The result in this research showed that the relationship between members, reward system, and organizational regulations or work procedures have the strongest relationship with employee work motivation and performance.

Team spirit has a positive correlation with employee attitude towards the job and working environment; the supervisor; and the company. This finding supported by literature that stated team cohesion and psycho-social factor influence the behavior and performance; group member are most satisfied when they are cohesive; and remain united in pursuing goals (Singh, Kanchan and Tarandeep; 2012).

Study showed that there is a direct and positive relationship between rewards and employee work motivation. Monetary compensation is related to employees' perceptions about the company, and there is an indication it is related also with the level of employee turnovers. Meanwhile non-monetary rewards are much expected from the supervisors. The rewards such as recognitions, awards, and better career opportunities give strong motivation for employee to continuously improve their work performance. It is recommended for the companies to improve their reward systems to increase employee work motivation. It is believed the change in rewards necessarily changes the work motivation and performance of employees (Khan, Farooq and Ullah; 2010)

Although working in a radio station involves lots of creativity and freedom of thinking, most of employees in this research find difficulties in performing their job because of the lack of procedures, rules, and directions supposedly given by their supervisors. Conflicts also often happen as a result of unclear and undefined regulations or policies given by the company.

RECOMMENDATION FOR FURTHER RESEARCH

This research has limitation in giving explanations on why employees still show good productivity and performance even though they have negative perceptions about some aspects of the organizational climate. It is recommended to conduct further research about

needs such as the need to be recognized, higher social image and self-actualization for media workers, because needs is one of the factors that can influence employee motivation.

Milton (1982) believed that there are different climates in every unit or department in an organization. So it is also recommended for further research to study the differences between the working climate in the program department which involves lots of creative work; and working climate in the other departments which involve administrative and routine works.

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