
ORGANIZATIONAL CLIMATE AND MANAGERIAL ABILITY, TEAMWORK, AND PERFORMANCE

(Case Study at UPT Tahura Sultan Adam, Karang Intan District, South
Kalimantan Province)

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ABSTRACT

This study aims to investigate the relationship between organizational climate, managerial ability, and teamwork on management performance in an organization. The background of this research is based on the recognition that the role of human resources (HR) in organizations is increasingly important and strategic in achieving organizational goals. Factors such as organizational climate, managerial ability, and teamwork are considered to influence employee performance. Through hypothesis testing, it was found that the results of organizational climate, managerial ability, and teamwork have a significant influence on management performance in organizations. The results of this study provide a further understanding of the importance of creating a good organizational climate, developing managerial skills, and strengthening teamwork in achieving optimal performance in an organizational context. The practical implications of this research are the need for more attention in managing the organizational climate, developing managerial capabilities, and developing teamwork to improve management performance.

Keywords: *Organizational Climate, Managerial Ability, Teamwork, Performance*

INTRODUCTION

The role of HR in the new paradigm focuses more on the role of the HR division, which is considered very strategic, meaning that the HR division must have a contribution in determining the future of the organization through the organizational climate and include programs to improve managerial capabilities at every level in relation to the performance of employees so that they have a Team. reliable work. Organizational leaders must be able to see various problems in the short- and long-term oriented toward the role of HR.

Another factor that is thought to influence employee performance is the organizational climate. Robbins (2007:88) views organizational climate as the personality of an organization that differentiates it from other organizations, which leads to the perception of each member in viewing the organization. Thus, it can be concluded that the organizational climate is a series of descriptions of organizational characteristics

that distinguish an organization from other organizations that lead to the perception of each member in viewing the organization.

On the other hand, the element of teamwork is needed in the organization so that it can run correctly and consistently all the time regardless of which part or unit the teamwork is in. To ensure and improve teamwork, firmness is needed from the organization so that each member can comply with regulations and work norms, and work standards that must be achieved by employees. Weak teamwork in an organization will weaken cooperation between units and between members of the organization. Work teams that have harmonious interaction bonds spur change and the growth and personal development of employees and the organization. Harmonious engagement and interaction will emerge in the form of an integrated way of thinking, emotional and motivational patterns, and action patterns. There is a unified mindset Emotional and motivational patterns facilitate the convergence of various wants and needs into a common goal. The most vulnerable problem in the organization There is no perfect employee; therefore, employees need to perform joint activities effectively so that the work runs effectively, this is where a work team is needed (teamwork) is when the desires and needs of individuals within the organization face each other in the win or lose category. The importance of teamwork is in an organization to realize personal performance and organizational performance, so teams need to be formed, maintained, and developed regardless of whether the team will work effectively or not. These elements are of interest to researchers who conduct research using the following formula:

1. Does Organizational Climate have a significant effect on Team Work?
2. Does Organizational Climate have a significant effect on Performance?
3. Does Managerial Ability have a significant effect on Team Work?
4. Does managerial ability have a significant effect on performance?
5. Does Team Work have a significant effect on performance?

LITERATURE REVIEW

HRM

Human Resource Management is defined by Guest (1987) in Irianto (2001:3) as follows: Human resource management (HRM) comprises a set of policies designed to maximize organizational integration, employee commitment, flexibility, and quality of work. According to Guest, the policies taken by the organization in managing its human resources are directed at the reality of organizational elements, employee commitment, organizational flexibility in operations and achieving maximum quality work results. There are several main functions of HRM.

ORGANIZATIONAL CLIMATE

Every travel organization is always influenced by its environment, both internal and external because the organization is a social system. According to Litwin and Stringer, 1968 quoted by Stringer (2008), "Organizational climate is a concept that explains the quality of the organizational environment that is felt or experienced by its members and can be measured using the right questionnaire". Wirawan (2008) states that

"organizational climate is the perception of organizational members regarding the internal environment of their organization". According to Swansburg (2007), "organizational climate is the emotional status shown by members of the system". This climate can be formal, relaxed, defensive, cautious, accepting, trusting and so on. This climate is the employee's subjective impression or perception of their organization. The climate cannot be seen or touched, but the climate exists and can be felt. The climate is affected by almost everything that happens in an organization. The climate is a dynamic system concept that reflects the overall lifestyle of an organization. Measuring Organizational Climate Variables, Litwin and Stringer (2009) describe five dimensions or indicators of organizational climate, namely:

1. Responsibility,
2. Identity,
3. Warmth (warmth),
4. Support (support),
5. Conflict (conflict).

MANAGERIAL ABILITY

Managers or people in charge of the organization to be able to carry out their duties and obligations properly can rely on conceptual abilities or skills, human relations skills, technical expertise, and decision-making skills (Jeff Madura, 2001: 230). These skills will become managerial abilities in developing and controlling the organization, because the success of organizational leaders depends on their managerial abilities. Lower positions require more technical skills and use less managerial skills. Managerial ability is the ability to understand and implement management functions within the organization according to the organizational environment (Handoko, 1990: 23) The higher the level of position, the more required to improve managerial abilities. The principle of managerial is the core mastery of management which consists of:

- 1). Planning function (Planning),
- 2). Organizing (Organizing),
- 3). Preparation (Staffing),
- 4). briefing (Directing),
- 5). Supervision (Controlling).

TEAMWORK

According to Wandi.S Barata and Pius M, Sumaktoyo in Umam (2018), team work is a collection of people working together with specific goals, in order to achieve clear goals that are known by all team members in an atmosphere of mutual trust and confident and put work first. In an effective team, team members are willing to accept differences and contributions of thought and each personnel has different roles. Problem solving is carried out positively without involving individual hatred. Team members and team leaders are willing to share knowledge, information and skills so that the whole team has the same abilities, so there is no personal prominence. If there is a difference of opinion, will sit together and solve existing problems with a cool head and solve problems openly. Division and delegation of authority and responsibility with personnel who work independently, but still within the framework of teamwork. Various suggestions to

improve organizational performance were well received even though they came from other team members. All team members do not hesitate to take initiatives and take necessary actions, without worrying about voices of opposition.

Robbins and Timothy in (Sarboini, Surya, & Safiansyah, 2017) state that teamwork is a group of individuals trying to produce performance that is higher than the sum of their individual inputs. In this case a good team will try to adapt with other individuals in order to achieve common goals effectively and efficiently. Teamwork is a form of team activity where this activity is carried out in groups that function as a unit to carry out work, tasks, and activities related to the type of work given (Priskilla & Santika, 2019). Other experts also state that teamwork is a fuel for employees to carry out their duties together in order to obtain extraordinary results (Aldag & Kuzuhara, 2015). *Teamwork* being important for organizational activities, with teamwork the task will be easy and light if all team members can contribute commensurate with their respective abilities. From the explanation that has been described, a synthesis is obtained, namely teamwork is a group of individuals who work together with the same goal to carry out the tasks and activities that have been given so that the expected results can be realized effectively and efficiently. To measure teamwork, indicators are needed that can be used as an assessment of employee teamwork. There are several indicators in teamwork, namely (1) the same goals, (2) enthusiasm, (3) clear roles and responsibilities, (4) effective communication, (5) conflict resolution: find agreement to solve problems, (6) share power (sharing power), and (7) the expertise possessed by group members (Hidayat Lubis, & Majid, 2019). Research that has been conducted by (Ariyanto Wardoyo, & Rusdiyanti, 2019) whose results show that there is a significant effect between teamwork and work discipline on employee performance, but perceived organizational support has not proven to have an effect as a moderating variable between teamwork, work discipline and employee performance variables (Ariyanto Wardoyo, & Rusdiyanti, 2019).

Then research has also proven that teamwork has a significant effect on employee performance (Saerang, nd, 2017). 2019 whose results show that there is a significant effect between teamwork and work discipline on employee performance, but perceived organizational support has not proven to have an effect as a moderating variable between teamwork, work discipline and employee performance (Ariyanto Wardoyo, & Rusdiyanti, 2019). Then research has also proven that teamwork has a significant effect on employee performance (Saerang, nd, 2017). 2019 whose results show that there is a significant effect between teamwork and work discipline on employee performance, but perceived organizational support has not proven to have an effect as a moderating variable between teamwork, work discipline and employee performance (Ariyanto Wardoyo, & Rusdiyanti, 2019). Then research has also proven that teamwork has a significant effect on employee performance (Saerang, nd, 2017).

EMPLOYEE PERFORMANCE

Performance is a record of the results produced in a job function or activity during a certain period related to organizational goals (Bernadin & Russell 1998, Cascio 1998) in Umam (2018). Organizational success can be achieved by efforts to quality human

resources available in the organization. Efforts made can take the form of developing work system improvements, providing compensation and increasing managerial capabilities as well as technical capabilities. Organizational performance can be achieved starting from the performance of its members which is always increasing. Performance is action or implementation that can be measured (Seymor, 1994:304) and performance measures can include data on the production of goods and services, personnel data and other data (Cascio, 1982:310).

Employee Performance Indicators

In addition to the opinions of experts, the government has employee performance indicators, namely in Law Number 46 of 2011 concerning the evaluation of the implementation of the work of civil servants. These indicators are:

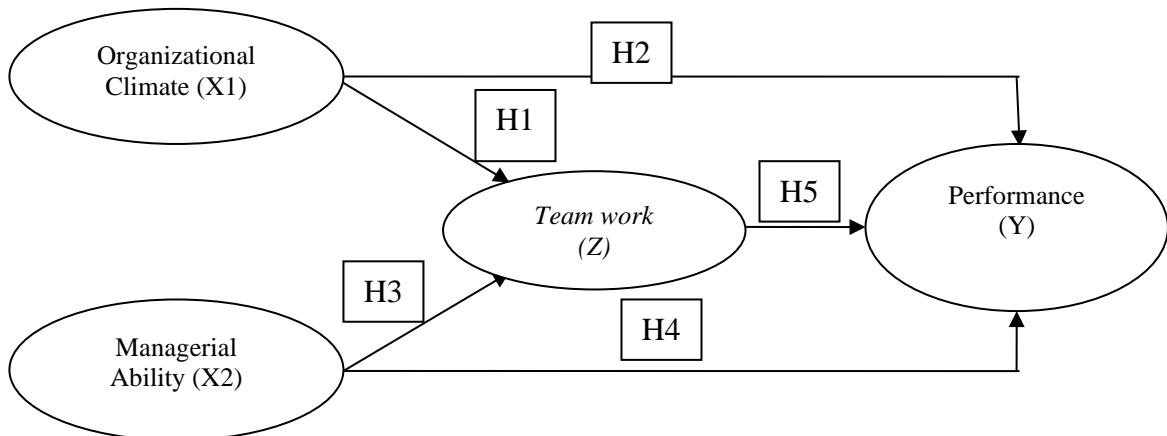
1. Service orientation.
2. Integrity.
3. Commitment
4. Discipline
5. Cooperation
6. Leadership

PREVIOUS RESEARCH

1. Kristina Romauli, 2016. The Influence of Organizational Climate, Work Motivation and Job Satisfaction on Employee Performance at the Regional Office of the Directorate General of Taxes of North Sumatra I. Islamic University of North Sumatra krisna.romauli@gmail.com
2. Maria Hartiningsih 2018, with the title "The Influence of Achievement Motivation and Managerial Ability on Employee Performance at the Asset and Regional Finance Agency of Sleman Regency".
3. Latifah Intan Safitri1*, Renny Husniati2, Yul Tito Permadhy3, 2021. The Influence of Teamwork, Work Discipline, and Organizational Climate on Employee Performance: Study at X Hospital, South Jakarta (The Influence of Teamwork, Work Discipline, and Organizational Climate on Performance Employees: Study at Hospital X South Jakarta
4. Marudut Marpaung, 2014. The Influence of Leadership and Team Work on Employee Performance at the Cooperative Secretary General of the Ministry of Education and Culture Senaya Jakarta.

RESEARCH CONCEPTUAL FRAMEWORK

The framework that underlies the hypothesis submission is based on theory, ability, organizational climate developed by Robbins (2001:46). In this study, the effect of organizational climate and managerial ability on teamwork and management performance will be studied. From the description of the problem formulation and the literature review that has been described, the following conceptual framework has been prepared:



HYPOTHESIS

Based on the conceptual framework of the research, the hypothesis can be formulated as follows:

1. Organizational climate (X1) has a significant influence on Team Work (Z)
2. Organizational Climate (X2) has a significant influence on employee performance (Y)
3. Managerial Ability (X1) has an influence on Team Work (Z)
4. Managerial Ability (X2) has a significant influence on employee performance (Y)
5. Team Work(Z) has a significant influence on employee performance (Y)

RESEARCH METHODS

Research design

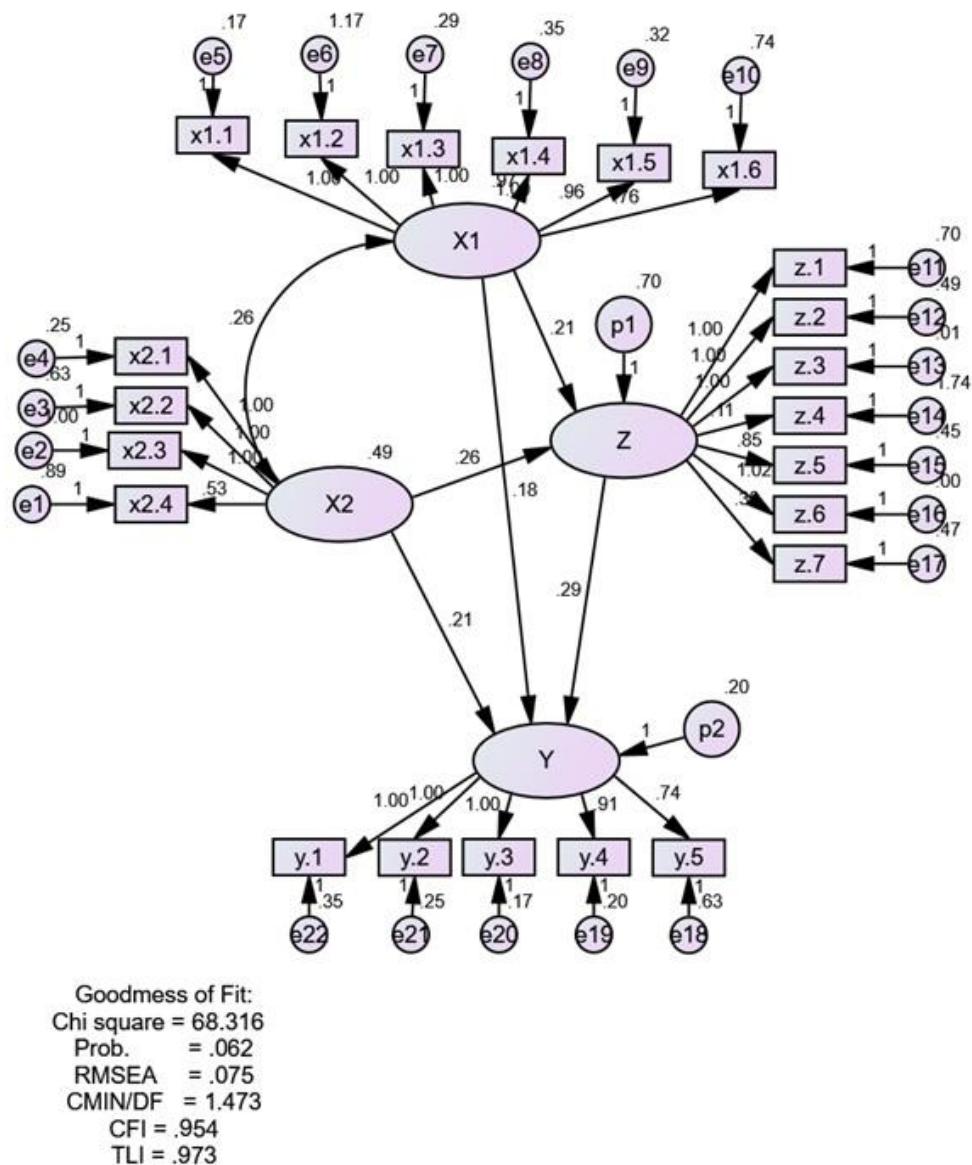
This type of research uses a quantitative method with a probabilistic character using Structural Equation Modeling (SEM) assisted by the Amos 25 program, with a series of instrument tests and various tests. According to Sugiyono (2018), quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to research on a particular population or sample. The sampling technique is generally carried out randomly (random sampling), data collection uses research instruments, data analysis is quantitative/statistical in nature with the aim of testing the hypotheses that have been set.

Meanwhile, as stated by Burns and Bush (in Mangkunegara, 2011) that, Quantitative research is research that requires the use of a structured question whose answer choices have been provided and requires a large number of respondents. The format obtained is in the form of numbers or numeric. In this study, tracing the influence of organizational climate and managerial ability on team work and employee performance was obtained using the survey method, which used a questionnaire as the main instrument. This research data collection technique compiles the respondents' answers. As stated by Sugiyono (2011: 6) that, survey methods are used to obtain data from natural research object locations, but researchers carry out treatments in data collection, with questionnaire instruments, tests, structured interviews. The population in this study were individual employees who were still actively working at UPT Tahura Sultan Adam, Karang Intan District, Ministry of Forestry. So the research population was taken based on the number of employees at the end of December 2022 as many as 114 employees, the sample was taken in all 114 employees with PNS status and non civil servants. with the sampling technique using the census method or saturated sampling, which is a method that explains that samples are taken based on the total population (Sugiyono, 2018: 68). Data analysis in this study used the

Structural Equation Modeling (SEM) test. In the SEM test there are two stages that must be carried out, namely the first is the measurement model through Confirmatory Factor Analysis and the second is the causal model or Structural Equation Model (Ferdinand, 2005: 111).

ANALYSIS OF RESULTS AND DISCUSSION

After the SEM requirements test is met, then entering the model suitability testing step which is the degree of conformity of the model estimation results with the research data matrix input. The following are the results of the structural model testing.



Hypothesis Test Results

1. The results of testing the first hypothesis show that organizational climate influences team work. This is indicated by a CR value of 2.107 with a probability value (p) of 0.035 which is smaller than the value of 0.05.
2. The results of testing the second hypothesis show that organizational climate influences employee performance. This is indicated by a CR value of 2.894 with a probability value (p) of 0.004 which is smaller than the value of 0.05.
3. The results of testing the third hypothesis show that managerial ability affects team work. This is indicated by a CR value of 2.045 with a probability value (p) of 0.045 which is smaller than the value of 0.05.
4. The results of testing the fourth hypothesis show that managerial ability influences employee performance. This is indicated by a CR value of 2.328 with a probability value (p) of 0.020 which is smaller than the value of 0.05.
5. The results of testing the fifth hypothesis show that Team Work has an effect on employee performance. This is indicated by a CR value of 4.884 with a probability value (p) of 0.000 which is less than the value of 0.05.

DISCUSSION

Based on the results of hypothesis testing can be explained as follows:

1. The results of testing the first hypothesis show that organizational climate influences team work. This is indicated by a CR value of 2.107 with a probability value (p) of 0.035 which is smaller than the value of 0.05. Because organizational climate is a concept that explains the quality of the organizational environment felt or experienced by its members and makes organizational members' perceptions of the internal environment of their organization so that organizational climate becomes an environment that can affect the performance of members and their team because . Climate is formal, relaxed, defensive, cautious, accepting, trusting and so on and this climate is a subjective impression. Moreover, climate cannot be seen or touched, but climate exists and can be felt. Climate is affected by almost everything that happens in an organization. Climate is a dynamic system concept that reflects the overall lifestyle of an organization. The team work that exists within the organization will be carried away by the organizational climate model that characterizes the organization. Organizational atmosphere has been measured across multiple dimensions, including level of structure, centralization of decision-making, openness versus defensiveness, and recognition and feedback.
2. The results of testing the second hypothesis show that organizational climate influences employee performance. This is indicated by a CR value of 2.894 with a probability value (p) of 0.004 which is smaller than the value of 0.05. Performance is a continuous process that involves human resources to achieve the desired results. Because the process, performance is very dependent on the surrounding environmental conditions, can greatly contribute to changes in performance, both decreased performance and increased performance. influenced by external factors, namely the physical environment and socio-cultural environment. Organizationally, namely centralization, configuration, formalization, standardization, size, structure and technology and people namely managerial behavior, leadership and

reward/control. The results of this study are in line with research that was conducted by Kristina Romauli, 2016. The Influence of Organizational Climate, Work Motivation and Job Satisfaction on Employee Performance at the Regional Office of the Directorate General of Taxes, North Sumatra I.

3. The results of testing the third hypothesis show that managerial ability affects team work. This is indicated by a CR value of 2.045 with a probability value (p) of 0.045 which is smaller than the value of 0.05. Managerial ability is important to be able to carry out their duties and obligations properly by relying on conceptual abilities or skills, human relations skills, technical skills and decision-making skills. The skills possessed will become managerial abilities in developing and controlling the organization, because the success of organizational leaders depends on their managerial abilities. Lower positions require more technical skills and use less managerial skills. Managerial ability is the ability to understand and implement management functions within the organization according to the organizational environment. The higher the level of position, the more required to improve managerial abilities. If each individual as a member of the organization has good managerial skills, then joining a work team will make the organization's work team better.
4. The results of testing the fourth hypothesis show that managerial ability influences employee performance. This is indicated by a CR value of 2.328 with a probability value (p) of 0.020 which is smaller than the value of 0.05. The results of this study are in accordance with research that was conducted by Maria Hartiningsih in 2018, with the title "The Influence of Achievement Motivation and Managerial Ability on Employee Performance at the Asset and Regional Financial Institutions of Sleman Regency". This study uses a quantitative approach to the survey method. The sample in this study were 70 people. Data was collected using a questionnaire that had been tested for validity and reliability. The results of the study at the 5% significance level show that: (1) the ability to have a positive effect on the performance of employees of the Sleman Regency Regional Finance and Asset Agency, as evidenced by a beta coefficient (β) of 0.383. The contribution of the ability to explain employee performance is (ΔR^2) 14.2%; (2) motivation has a positive and significant effect on the performance of employees of the Financial Services Agency and Regional Assets of Sleman Regency, as evidenced by a beta coefficient of (β) 0.338. The contribution of motivation to explain employee performance is (ΔR^2) 10.8%; and (3) achievement motivation and work managerial ability have a positive effect on the performance of employees of the Regional Financial and Asset Agency of Sleman Regency. This is evidenced by the beta coefficient (β) on the working ability variable of 0.336 and the beta coefficient (β) on the motivational variable of 0.280.
5. The results of testing the fifth hypothesis show that Team Work has an effect on employee performance. This is indicated by a CR value of 4.884 with a probability value (p) of 0.000 which is less than the value of 0.05. The results of this study are in accordance with research that was conducted by Latifah Intan Safitri^{1*}, Renny Husniati², Yul Tito Permadhy³, 2021. The Influence of Teamwork, Work

Discipline, and Organizational Climate on Employee Performance: Studies at X Hospital, South Jakarta The results show that partially Team work, Discipline and Organizational Climate have a significant effect on employee performance and simultaneously Team work, Discipline and Organizational Climate have an effect on employee performance.

CONCLUSION

Based on the findings of the research conducted, it can be concluded that a good organizational climate has a significant influence on the formation of a reliable team work and optimal employee performance. Factors such as the quality of the organizational environment, organizational structure, individual managerial skills, and good teamwork, all interact and contribute to creating a work environment that allows good performance to be achieved both in terms of individuals and the organization as a whole. Therefore, it is important for organizations to pay attention to developing a supportive organizational climate, improving employee managerial capabilities, and forming a solid team work in order to achieve optimal performance and organizational success.

SUGGESTION

Further research needs to focus on analyzing the factors that cause a lack of opportunities and employee involvement in providing input to superiors. Identification of obstacles and constraints faced by employees in providing input can help design the right improvement strategy. It is important to develop managerial and training programs that suit the needs of employees. Training in time management, leadership, communication, and developing relevant job skills can improve employee performance. Further research is needed to analyze the factors that influence teamwork. Factors such as communication between team members, effective leadership, collaboration, and trust need to be explored further to understand their influence on the formation of optimal teamwork.

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