



THE EFFECT OF EMPLOYABILITY, AND ORGANIZATIONAL CLIMATE ON EMPLOYEE PERFORMANCE

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Abstract

Employee performance strongly supports the creation of maximum organizational performance. It is closely related to the quality and quantity of employees. In addition, conditions in the workplace also support performance development, one of which is the climatic conditions of the organization. Therefore, this study will observe the role of employability and organizational climate influencing the creation of employee performance. The population in this survey study was employees at a company in Sidoarjo City which amounted to 71 employees and all with the census method were used as research samples. The statistical tool used in this study is a multiple regression model with the means of the SPSS computer program version 26.00. The research findings stated that employability have been shown to have a role in shaping employee performance. The organizational climate also contributes to the role of developing employee performance. Both simultaneously have an effect on the development of employee performance.

Keywords: employability, organizational climate, employee performance, organizational behavior.

Introduction

Any management of the organization seeks to increase effectiveness. Attention to improving the effectiveness of the organization to ensure the success of the human resource management process can ultimately be measured by how effectively the managers manage human resources in the organization. The problem of organizational effectiveness is the main issue of all stages of behavioral analysis of the behavior of individuals, groups and organizational systems (Ahmad *et al.*, 2014).

Actually, there are many benchmarks for the effectiveness of an organization, but one that has received a lot of attention is the issue of performance as a benchmark for organizational management, so high employee performance indicates that management works very effectively in realizing organizational goals (Wahyudi *et al.*, 2006). Therefore, the role of human resources in organizations is increasingly important and must always be developed (Ramadan *et al.*, 2013). Employee performance will have an impact on the employees concerned and the company (Sinambela & Darmawan, 2021). High performance will increase company productivity, reduce employee turnover rates and strengthen company management (Purnamasari *et al.*, 2021). For employees, a high level of performance can provide its own benefits, such as increasing salaries, expanding opportunities for promotion, and making workers more skilled and experienced in their fields of work (Freddy *et al.*, 2015; Mahyanalia *et al.*, 2017; Djazilan, 2020). Conversely, when the performance of employees of an organization is low, it gives an indication that management is working ineffectively (Hariani *et al.*, 2016). Thus, it can be said that performance is a central factor for the work of management in managing the organization (Andayani, 2011). In addition, the low level of employee performance indicates that the employee is actually incompetent in his job, as a result of which he is difficult to be promoted to a higher level of work, and in the end, it can also cause the employee to experience termination (Mardikaningsih & Darmawan, 2021). Low employee performance can reduce the level of quality and work productivity, increase the level of employee entry and exit, which will ultimately have an impact on reducing the company's revenue (Novrianda *et al.*, 2012; Putra *et al.*, 2017). Therefore, it is important for management to recognize and understand various aspects related to employee performance from the causative factors as well as in terms of consequent factors (Andersen & Jonsson, 2006).

In theory, there are many factors related to employee performance. These factors come from the organization, from the employees themselves as well as from factors outside the employee and outside the organization. For factors sourced from the employee itself, one of them is the ability to carry out work (Andayani *et al.*, 2010). When you have the required employability, it is almost certain that the person is reliable (Rusman *et al.*, 2007; Darmawan *et al.*, 2021). According to Sinambela and Lestari (2021), employability has a real impact on employee performance. One of the work abilities is the ability to face problems in the workplace. Those who do not have the ability to analyze problems may not make serious efforts to solve problems in their work and this will interfere with the work (Razali, 2006; Hutomo, 2011). Therefore, it is very important to know the role of employability in developing work results (Fitriyani *et al.*, 2011; Mardikaningsih & Sinambela, 2021).

In addition to factors from the ability in employees, factors that come from outside also determine the achievement of organizational goals and the achievement of performance. One of them is the work climate that exists in the organization or organizational climate (Jamaluddin *et al.*, 2013). This is quite reasonable considering that the organizational climate is a series of work environment traits that can be measured based on the collective perception of people who live and work in that environment and can affect individual behavior and performance (Darmawan, 2012). An organizational climate that can support the achievement of the goals of all parties in a company is a very ideal expectation for any company (Ishak *et al.*, 2016). The creation of a climate of employee relations in terms of confidence, trust, and openness is a high productivity and effective implementation of organizational strategies (Ningwulan *et al.*, 2012; Mardikaningsih, 2012). If the organizational climate is an open climate and encourages employees to express their dissatisfaction and interests without fear of reprisals, then such dissatisfaction and attention can be handled in a positive way. The implications of such an organizational climate will be realized when employees have high confidence and believe in the fairness of managerial decisions and actions (Shanker *et al.*, 2017).

Employee performance strongly supports the creation of organizational performance and its development. It also relates to the extent of the quality and quantity of employees as well as support from conditions in the workplace. Therefore, this study will observe the role of employability and organizational climate influencing the creation of employee performance.

Method

The population in this survey study is employees of PT Setya Mandiri Jaya in Sidoarjo which amounts to 71 employees. The sample is the smallest part of the population, the larger the number of samples, the better. The sampling in this study is to look at the number of employees who are classified as not many, and are in the same location, then the samples in this study use the census method, namely by determining the entire population is used as a research sample, The sample of this study is all employees.

The operational definition of each variable is described as follows. Employability is an individual capacity to do various tasks in a job (Darmawan, 2019). Employability is measured through three dimensions, namely knowledge, skills, and work experience (Khasanah *et al.*, 2010). Darmawan *et al.* (2020) state that the organizational climate is the internal environment or organizational psychology. The climate of the organization affects the human resource practices and policies accepted by the members of the organization. The organizational climate can be measured through the following indicators of structure, standards, responsibility, recognition, and support (Darmawan, 2013). According to Lestari and Darmawan (2014), performance is a result of work achieved by a person in carrying out the tasks charged to him, which are based on skills, experience, and sincerity. According to Mardikaningsih (2014), performance measurement is directed at six aspects, namely work results, work knowledge, initiative, dexterity, attitude, and discipline.

A questionnaire as a data source that contains statements based on variable indicators. Closed questionnaires are used by presenting answers to respondents where alternative scores 5 for strongly agreed responses, scores 4 for affirmative responses, scores 3 for less agree responses, scores 2 for disapproval responses and 1 scores for strongly disagree responses.

The statistical tool used in this study is a multiple regression model with the means of the SPSS computer program version 26.00. This is to facilitate data analysis where it is necessary to determine the influence and significance of free variables on non-free variables simultaneously or partially. Multiple regression analysis is used to measure the influence between the independent variable (X) consisting of employability and organizational climate on employee performance (Y).

Result and Discussion

The study sample had 71 employees involved as data sources. They consisted of 49 males and 24 females. There are only five employees who have only been working for less than a year. They have the possibility of still adapting to the climatic conditions of the organization. There are 66 employees who have been with the organization for more than a year and are estimated to have understood what the condition of the organization really is. The data collected from respondents will then be tested for quality through validity and reliability.

Test the validity of each item of the statement has a validity of meeting the standard of more than 0.3 and is declared all valid. In reliability results such as in the SPSS output, a value of 0.759 is obtained for the workability variable; a value of 0.804 for the organizational climate variable; and a value of 0.797 for the employee performance variable. This means that questionnaires that have been compiled as a source of data collection and data materials have proven to be valid and reliable.

The regression test begins with a partial test to determine the magnitude of the influence of employability (X.1) and organizational climate (X.2) in partially shaping employee performance. At the level of significant 0.05, a calculation is obtained for the workability variable (X.1), amounting to 9.929 and known to be significant $0.000 < 0.05$. Thus, the workability variable (X. 1) proven to have a significant effect on employee performance variables. At the level of significant 0.05 a calculation is obtained for the organizational climate variable (X. 2), amounting to 7.749 and known to be significant $0.00 > 0.05$. Thus, the organizational climate variable (X.2) proven to have a significant effect on employee performance variables.

Table 1. t-Test and Regression Model

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	29.927	3.468		8.630	.000
	X.1	5.739	.578	.598	9.929	.000
	X.2	4.159	.537	.466	7.749	.000

Source: SPSS Output Results

The multiple linear regression model obtained was $Y = 29.927 + 5.739 X.1 + 4.159 X.2$. The model shows that independent variables

(employability and organizational climate) have a positive direction towards dependent variables (employee performance). A constant value of 29.927 states that if the free variable is workability (X.1) and organizational climate (X.2) fixed or zero value then the resulting employee performance will be worth 29,927. The regression coefficient of the workability variable (X.1) of 5,739 and positively marked states that each increase in one unit of workability variable (X.1) will increase employee performance (Y) by 5,739 if other variables are considered constant. The regression coefficient of organizational climate variables (X.2) of 4,159 and positively marked states that each increase in one unit of organizational climate variable (X.2) will increase employee performance (Y) by 4,159 if other variables are considered constant.

Table 2. ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8468.979	2	4234.489	128.232	,000 ^b
	Residual	2245.500	68	33.022		
	Total	10714.479	70			

Source: SPSS Output Results

Feasibility test model was carried out on statistical test F to determine the influence of employability and organizational climate on employee performance variables (Y) simultaneously. The results of the F test are as in table 2 which shows that F counts at 128.232 and at a significant level of 0.000. Thus, it can be concluded that the variables of employability and organizational climate are variables that have a simultaneous and significant effect on employee performance.

Table 3. Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.889 ^a	.790	.784	5.746	1.929

Source: SPSS Output Results

Based on the results of the data, the value of the correlation coefficient (R) was obtained by 0.889. This means that there is a relationship between the variables of employability and organizational climate to the variables of employee performance (Y) with a very strong level of relationship because it is in the interval coefficient of 0.800-1.000.

A coefficient of determination of 0.790 means that 79% of the variation of employee performance variables can be explained by variables of employability and organizational climate. While the other 21% is explained by other variables that are not included in the model.

Employability has been proven to play an important role in employee performance. Ini in accordance with the findings of Sinambela and Lestari (2021). Every soldier is required to be able to carry out the duties charged to him through employability. Karyawan must have the view to always think, work hard, work full-time, discipline, honesty, high loyalty and full of dedication to the success of his work (Retnowati *et al.*, 2021). For this reason, it is necessary to have coaching and grow awareness as well as high employability (Mendrika *et al.*, 2021). According to Fatimah *et al.* (2018) If employees consciously work optimally, then organizational goals will be easier to achieve. A person tends to work vigorously and use work skills correctly, which will be the key driver of morale, discipline, and employee performance in supporting the realization of company goals (Aprilianti *et al.*, 2019).

The organizational climate has also shaped employee performance. This is in accordance with the findings of Lestari and Mardikaningsih (2020). The main thing that the company demands from employees is their work performance in accordance with the standards that have been set by the company (Walumbwa *et al.*, 2011). In everyday reality, organizations actually only expect the best work from their employees (Lestari *et al.*, 2020). However, without the support of the organizational climate, employees will feel disturbed doing work (Werdati *et al.*, 2020; Issalillah *et al.*, 2021). Organizations do not demand enough development of work if they do not play a role in creating a conducive organizational climate. Organizational leaders must be able to implement the right strategy and be able to direct employees to excel or provide the best work results so that the organization can survive and continue to grow (Jahroni *et al.*, 2021).

Conclusion

Employability is proven to have a role in shaping employee performance. The organizational climate also contributes to the role of developing employee performance. Both simultaneously have an effect on the development of employee performance.

With the ability to work that has met work standards, work targets are possible to be met. All employee's achievements need to be considered and assessed objectively. When employees have tried their best and got good results, the company should not stand still, because they need to be appreciated for their hard work, the company should appreciate it by providing a counter-impact that can make employees more enthusiastic about working. If the company can appreciate then this can certainly encourage positive motivation so that employees can work well.

On the other hand, to create a positive organizational climate, it requires the sincerity of the company's top management for the needs of treating employees reasonably, as well as the existence of organizational goals that meet and integrate the needs and goals of employees and the organization. The organizational climate can be observed through the atmosphere and conditions created through the interaction and combination of top management values and objectives, certain fundamental policies and also the implementation and implementation of those policies. A conducive organizational climate provides a sense of security and allows employees to work optimally. A conducive organizational climate is needed to support the implementation of employee duties. Thus, the organizational climate is an important factor in efforts to improve employee performance in the company.

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