

The Role of Organizational Climate in Increasing the Commitment of DPD KNPI Karawang Members

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KEYWORDS	ABSTRACT
Organizational climate; Organizational commitment; Youth Organization	This research aims to determine the effect of organizational climate on organizational commitment. The research method used is quantitative with a causality research design. The data collection technique uses saturated samples, where the entire population is sampled. The population in this study were 110 members of the Karawang Regency Regional Executive Board of the Indonesian Youth National Committee, consisting of 97 men and 13 women. Data were collected using the Organizational Commitment Questionnaire (OCQ) and the organizational climate scale constructed by the researcher. Hypothesis testing was conducted with simple regression analysis using SPSS version 25.0 for Windows 64-bit. The results showed a significance value of 0.025 ($P < 0.05$), which means that there is a negative effect of organizational climate on organizational commitment in members of the Karawang Regency Indonesian Youth National Committee. The coefficient of determination (R Square) value of 0.045 indicates that 4.5% of the variation in organizational commitment is explained by organizational climate. In comparison, the remaining 95.5% is influenced by other factors not included in this study.

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Introduction

The success of an organization is highly dependent on the influence of human resources in achieving predetermined goals, so competent and high-performing human resources will greatly affect the success of the organization or company. According to Ardana (Astuti & Rizana, 2022), human resources are a crucial factor that must be managed properly to achieve organizational goals; one aspect of human resource management that has received great attention in the field of management and organizations is individual commitment to the organization. Commitment is considered an important factor that improves individual performance to be determined, hardworking, and responsible for achieving personal and organizational goals. Therefore, organizations need quality members or administrators with high commitment so that they can survive competitively.

Robbins and Judge in (Nasution, 2017) define organizational commitment as a state in which members feel bound to a particular organization and have a desire to maintain their membership. According to Allen and Meyer (Dewi, 2020), organizational commitment reflects an individual's

attachment to the organization, which involves emotional aspects, identification, and individual involvement in the organization. Organizational commitment has a significant impact on member performance, affecting attendance, productivity, and intention to remain in the organization. High commitment can improve members' performance, making them feel emotionally connected so that a loyal attitude and a high sense of responsibility are formed (Ahakwa, 2024; Widiarti & Dewi, 2016).

In this study, organizational commitment refers to the theory of Allen and Meyer in (Novita et al., 2016), who refer to commitment as a psychological state or mindset that connects individuals with their organization so that individuals choose to stay with the organization. There are three aspects of organizational commitment, according to Allen and Meyer (Novita et al., 2016): affective commitment, continuance commitment, and normative commitment.

Organizational climate refers to members' perceptions of the quality of the work environment that affects their behavior. According to Litwin and Stringer in (Tresniasari, 2018), organizational climate reflects the psychological state within the organization as perceived by its members. A good climate can create a supportive environment for members to work optimally, feel comfortable, and contribute better to the organization. The level of commitment of a member to the organization is reflected in the member's involvement and contribution to their duties in the organization. Increasing members' commitment to the organization requires meeting individual needs and expectations in the organization. If individual needs are met, they will be more willing to contribute to the organization actively. Widiarti and Dewi (2016) state that members' commitment to the organization measures this. This leads to the ability to work well, which can be used to encourage organizational progress and ultimately achieve organizational goals.

Empirical studies by Maizar Saputra and Wahyu Rahardjo (2017) show that a good organizational climate has a positive effect on the formation of member commitment to the company. Organizations need to understand that member commitment does not grow by itself; in this case, one of them is influenced by organizational climate factors. On the other hand, Kirana (Firnanda & Budiani, 2019) explained that organizational climate is abstract but can still be felt directly or indirectly by every member of the organization and can be observed by external parties who are not members of the organization. Organizational climate is formed through the collective perceptions and expectations of members of the system that applies in the company or organization; the organizational climate reflects the conditions or properties that describe the psychological environment of the organization, as perceived by the individuals who are in it.

The Indonesian Youth National Committee (KNPI) is a youth organization in Indonesia that serves as a forum for various Youth Organizations (OKP). In Karawang Regency, KNPI is an important platform for youth to contribute to regional development through different activities that encourage organizational commitment and active participation. KNPI plays a role in fostering and directing youth to play an effective role in the organization and contribute positively to regional progress. The author conducted pre-research through a questionnaire filled out by 42 respondents from DPD KNPI Karawang Regency. The results showed 23.8% of respondents had high commitment, 66.7% medium, and 9.5% low. In the Affective Commitment aspect, 73.8% of respondents felt they had a strong emotional bond with the organization. However, only 19% felt compelled to stay because of the benefits obtained (Continuance Commitment). As many as 73.8% of respondents consider commitment as a moral obligation (Normative Commitment). This imbalance between emotional bonds, benefits, and ethical obligations triggers questions about the factors that influence

organizational commitment in KNPI, as well as how organizations can improve such commitment. Therefore, this research focuses on the influence of organizational climate on organizational commitment in DPD KNPI Karawang. It is hoped that this research can make a positive contribution to improving the quality of youth and member commitment in KNPI Karawang Regency.

The hypothesis proposed in this study is that there is a significant influence between organizational climate and organizational commitment. This study seeks to examine how members' perceptions of organizational climate affect their level of commitment to the organization, either positively or negatively.

Research Methods

This research uses quantitative methods that analyze numerical data through statistical processing to evaluate the significance of differences between groups or relationships between variables (Azwar, 2017). The research design applied is causality, allowing researchers to infer the existence of a cause-and-effect relationship between the independent variable and the dependent variable. In the context of this study, the investigated variable is the impact of organizational climate on organizational commitment. The research population consists of administrators and members of DPD KNPI Karawang Regency, and it has a total of 110 people. This research uses a non-probability sampling technique with the saturated sample, in which all members of the population are sampled due to the relatively small population. The research location was carried out at DPD KNPI Karawang Regency.

The data collection technique in this study used a psychological scale consisting of two scales, namely the Organizational Commitment Scale adapted from Allen and Meyer (1990) and the Organizational Climate Scale constructed based on Litwin and Stringer's theory (in Tresniasari, 2015). Both scales use a Likert scale with statements that have been formulated. The organizational climate measuring instrument constructed by the author includes seven aspects, namely Structure, Responsibility, Reward, Warmth, Support, Organizational Identity and Loyalty, and Risk, with a total of 28 statement items, consisting of 14 favorable items and 14 unfavorable items. Based on the results of the tryout, the validity value for this scale ranged from 0.3 to 0.76, with an Alpha Cronbach coefficient of 0.89. Thus, this scale is declared valid and reliable so that it can be used as an instrument in this study. In addition, organizational commitment was measured using the Organizational Commitment Questionnaire (OCQ) from Allen and Meyer (1990), which includes three dimensions: affective commitment, continuance commitment, and normative commitment. This scale consists of 24 statement items. After trying out, the validity values for this scale ranged from 0.3 to 0.73, with an Alpha Cronbach coefficient value of 0.68. This means that this scale is valid and has moderate reliability so that it can be used as an instrument in this study.

The data analysis technique used is a simple linear regression test, which begins with several prerequisite tests to ensure that the data is normally distributed, has a linear relationship, and has a feasible strength of influence to be further tested with linear regression using the IBM SPSS 25 program.

Results and Discussion

This research aims to test the hypothesis that there is an influence between organizational climate and organizational commitment in DPD KNPI Karawang members. Based on the results of the data analysis, several statistical tests have been applied to explain the relationship between the variables studied.

The results of demographic data analysis show that the majority of respondents are male, as many as 88.2% of the total 110 respondents, while women are only 11.8%. Based on age, the majority of respondents were in the 31-35 year age range (42.7%), followed by the 27-30 year age group (34.6%) and the 36-40 year age group (20.9%). A total of 1.8% of respondents were aged 41-44 years. This data shows that most respondents are at a productive age, which may affect their level of commitment and involvement in the organization.

Table 1. Demographic Data

Demographic Description	Frequency	Percent (%)	Percent Valid
Gender			
Male	97	88.2	88.2
Female	13	11.8	11.8
Age			
27 - 30 Years	38	34.6	34.6
31 - 35 Years	47	42.7	42.7
36 - 40 Years	23	20.9	20.9
41 - 44 Years	2	1.8	1.8
Total	110	100	100

Source: Processed Data (2024)

Before conducting hypothesis testing, a data normality test using the Kolmogorov-Smirnov test was performed to ensure that the data was normally distributed. After the author conducted the exact test, the result was 0.081, which indicates that the data is normally distributed. Thus, this data qualifies for further analysis using regression tests.

Table 2. Normality Test

One-Sample Kolmogorov-Smirnov Test	
	Unstandardized Residual
Exact Sig. (2-tailed)	.081

Source: Processed Data (2024)

Furthermore, a linearity test was conducted to determine whether the relationship between organizational climate (independent variable) and organizational commitment (dependent variable) is linear. The linearity test results showed a linear relationship with an F value for linearity of 11.036 and a significance of 0.001 ($P < 0.05$), which means that the relationship between the two variables is statistically significant. Despite the deviation from linearity, the linear relationship remains strong, indicating that the better the member's perception of the organizational climate, the more likely the member's commitment to the organization increases.

Table 3. Linearity Test

			ANOVA Table				
			Sum of Squares	df	Mean Square	F	Sig.
Organizational Commitment *	Between Groups	(Combined) Linearity	4127.968	21	196.570	7.366	.000
		Linearity	294.495	1	294.495	11.036	.001
Organizational Climate		Deviation from Linearity	3833.473	20	191.674	7.183	.000
	Within Groups		2348.296	88	26.685		
	Total		6476.264	109			

Source: Processed Data (2024)

The simple regression test is used to determine the effect of organizational climate on organizational commitment. The results of the analysis show that the significance value is 0.025 ($P < 0.05$), which means that the hypothesis is accepted. There is a significant influence between organizational climate and organizational commitment. However, the direction of the effect is negative, meaning that the lower the members' perception of organizational climate, the higher their commitment to the organization.

The regression equation obtained is:

$$Y = 93.818 - 0.178X$$

This equation shows that every decrease in the perception of organizational climate will cause an increase in organizational commitment by 0.178. This result indicates that although members' perceptions of the organizational environment decreased, their level of commitment to the organization increased.

Table 4. Simple Regression Test**Coefficients^a**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	93.818	7.046		13.314	.000
	Organizational Climate	-.178	.079	-.213	-2.268	.025

Source: Processed Data (2024)

In addition, the coefficient of determination test results show that organizational climate only explains a small part of the variation in organizational commitment, as shown in the following table:

Table 5. Determination Coefficient Test**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.213 ^a	.045	.037	7.566

Source: Processed Data (2024)

From the table above, the R Square value of 0.045 indicates that organizational climate explains 4.5% of the variation in organizational commitment. In comparison, the remaining 95.5% is influenced by other factors not examined in this study.

Discussion

The results of the analysis indicate a significant influence between organizational climate and organizational commitment in DPD KNPI Karawang members. Interestingly, a decrease in the perception of organizational climate is actually followed by an increase in organizational commitment. However, the coefficient of determination test shows that organizational climate only explains 4.5% of the variation in organizational commitment. In comparison, the remaining 95.5% is influenced by other factors not examined in this study. The majority of the respondents are males who are in their productive age and may have particular views regarding their commitment to the organization. This finding can be the basis for further research to explore other factors that influence organizational commitment. The hypothesis proposed in this study was accepted, with the results showing a negative influence on organizational climate and organizational commitment. That is, when members' perception of organizational climate decreases, their commitment to the organization increases.

The results of this study are consistent with research conducted by Maizar Saputra and Wahyu Rahardjo (2017), which shows that organizational climate does influence member commitment. However, the difference in the direction of influence between this study and previous research indicates the complexity of the relationship between organizational climate and commitment. In the context of DPD KNPI Karawang, higher commitment can be caused by organizational culture factors that emphasize individual initiative, where members feel the need to prove their commitment even though the organizational climate is not optimal.

The negative effect found in this study can be understood with the approach proposed by Shamir and Howell (2018). When the organizational climate is not supportive, individuals tend to be motivated to increase their commitment as a form of compensation for a less-than-ideal environment. In the context of DPD KNPI members, the results showed that they felt responsible for maintaining the image of the organization, so they increased their commitment even though the organizational climate conditions were not optimal. This finding shows that, although members are dissatisfied with the existing climate, they still show high dedication. This finding implies that improvements in organizational climate, such as increased management support and open communication, may lower members' need to prove themselves through high commitment in an unsupportive environment. Improvements in these factors can have a positive impact on strengthening members' affective, continuance, and normative commitment.

This research shows that organizational commitment is largely influenced by other factors that have not been studied. According to Meyer and Allen in Pratiwi et al. (2020), the factors that influence organizational commitment include individual personal characteristics, organizational characteristics, and organizational experience. Individual personal characteristics include demographic and dispositional variables, while organizational characteristics include organizational structure and the way policies are socialized. Organizational experiences include job satisfaction (Arifudin et al., 2023), motivation, roles in the organization, and relationships with leaders or fellow

members. In addition, factors such as leadership style and the quality of relationships between members can also contribute to commitment. Therefore, future research needs to consider these variables to provide a more comprehensive picture of the factors that determine commitment in youth organizations, such as DPD KNPI Karawang.

Thus, these findings contribute to the understanding of the dynamics between organizational climate and commitment in DPD KNPI Karawang. This study also shows that, although organizational climate has an influence, there are still many other factors that play a role in shaping member commitment, which can be the focus of future research.

Conclusion

Based on the results of the analysis and discussion, it can be concluded that there is an influence between organizational climate and organizational commitment in DPD KNPI Karawang members, with a significance value of 0.025 ($P < 0.05$). The coefficient of determination (R Square) of 4.5% indicates that organizational climate only explains a small part of the variation in organizational commitment. In comparison, the remaining 95.5% is influenced by other factors not described in this study. Therefore, it is recommended that future research explore different factors that may contribute to organizational commitment, such as organizational culture, leadership, motivation, and management support, as well as demographic factors such as age and gender. Further research should also be conducted using a longitudinal approach to understand the dynamics of the relationship between organizational climate and organizational commitment in the long term.

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