

## PalArch's Journal of Archaeology of Egypt / Egyptology

### ORGANIZATIONAL CLIMATE AT PRIVATE UNIVERSITY IN INDONESIA (STUDIES AT PRIVATE UNIVERSITIES IN WEST JAVA)

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**Ratna Komala Putri, Ani Kuspini. Organizational Climate At Private University In Indonesia (Studies At Private Universities In West Java)-- Palarch's Journal Of Archaeology Of Egypt/Egyptology 17(10), 3027-3033. ISSN 1567-214x**

**Keywords: Organizational Climate; Private University; Indonesian Universities**

#### ABSTRACT

This paper aims to analyze and produce a study on Organizational Climate at private universities in Indonesia. This research is a descriptive study using a quantitative approach, to find a conceptual model of organizational climate in private universities in Indonesia. Based on empirical research, it was found that the organizational climate at private universities in Indonesia was still not conducive, marked by the low level of research innovation, the flow of communication was still not smooth. The difficulty of research administration, encouragement and supervision is still low. Research resources are still limited, and research collaboration with domestic and international institutions is still low. The research sample was 275 respondents from several private university lecturers in West Java. The findings of this study are very useful for managers / leaders at universities and lecturers in creating a conducive organizational climate at the University. This research makes a useful contribution, because studies on organizational climate in private universities are still very rare.

#### INTRODUCTION

Climate is a dynamic system concept, climate cannot be touched and seen, but climate can be felt. Robbin (2011) states that an organization is a consciously coordinated social unit consisting of two or more people and functions on a relatively continuous basis in order to achieve one or a series of common goals. An organization has aspects related to its framework and structure which consists of interacting components, no organization remains stable and does not undergo modification, for a certain period of time. In general, organizations have their own culture, traditions, and methods of action as a whole in creating their climate, and are forever unique organizations.

Organizations tend to attract and retain people who are suitable for their climates, so that to some degree the pattern will last. People who are members of an organization live within the scope of the organization and interact to form a social system which in its development cannot be separated from the influence of both the external environment and the internal environment. This means that apart from having to live with environmental changes that are sometimes difficult to predict, members of the organization must also face changes in the organization's environment.

The organization is very unique which makes each organization have different psychological conditions. An organization tends to create dynamic and attractive conditions for its employees. Meanwhile other organizations give off a sluggish and unproductive feel. Some organizations can appear busy and efficient, others seem relaxed, or some are quite humane, but some are just stiff and cold. This psychological nuance reflects the climate in the organization. Organizational climate at a university is a work atmosphere, attitudes, feelings, rules and interactions that form characteristics, personality and beliefs about rules and policies that can influence the behavior of lecturers in carrying out assignments in a university environment (Ratna, 2018).

Syed Raza, Pir Mehr Arid (2010) stated that the increase in lecturer performance is influenced by a conducive organizational climate, including that lecturers are given the opportunity to discuss academic problems in groups, seminars and conferences. Based on this statement, it is indicated that the academic atmosphere is related to the scientific publications produced by lecturers, both in terms of quantity and quality of scientific publications. The pre-survey results at several private universities in West Java revealed that lecturers' participation in scientific forums such as scientific discussions and seminars was also at a low level, even though scientific forums were an arena for lecturers to be able to actualize themselves. Lecturer participation in research is still at the low level even though research is an obligation for lecturers in carrying out the tri dharma of higher education, research activities are also a requirement for proposing a lecturer's functional promotion. Research collaboration with other tertiary institutions is at a lacking level. It is assumed that the university has not facilitated research collaboration between lecturers and other universities.

Based on the above phenomena, research on the academic climate in higher education needs to be immediately improved in order to create a conducive academic climate. So it is expected that the performance of the Tri Dharma Perguruan Tinggi can be optimal.

## **LITERATURE REVIEW**

### ***The Concept of Organizational Climate***

Organizational climate has many definitions, the term organizational climate was first used by Kurt Lewin in the 1930s, who used the term psychological climate. Forehand Also Gilmer (1964) states that organizational climate is a series of descriptions of organizational characteristics that last a long time. However, according to Litwin and Stringer (1968), organizational climate is

something that can be measured in the work environment, either directly or indirectly, affecting employees and their work.

Another view of organizational climate is stated by Davis and Newstrom (2001) that organizational climate is the personality of an organization that differentiates it from other organizations which leads to the perceptions of each member in viewing the organization. Another opinion is stated by Denison (2004) that organizational climate as a unit is able to measure the perceived work environment directly or indirectly which can affect motivation and behavior at work. However, Lussier (2008) organizational climate is a relatively enduring quality of the inward environment of the organization as perceived by its members. Meanwhile, according to Luthans (2011) is the overall "feeling" conveyed through the physical layout, the way members interact with customers or other outside parties. Schemerhorn (2012) adds that there is a shared perception of members regarding management policies and practices in the organization. Griffin (2014) argues more fully that organizational climate is a repetitive pattern of behavior, attitudes, and feelings that characterize organizations and their relationship between work groups, employees, and work performance.

Based on several literature reviews, text books, journals and preliminary surveys on private university lecturers in West Java. The constructs about organizational climate are obtained, namely work atmosphere, attitudes, feelings, rules and interactions that form characteristics, personality and beliefs regarding rules and policies that can influence lecturer behavior in carrying out assignments in a university environment.

### ***Dimensions of Organizational Climate***

Based on several concepts regarding the dimensions of organizational climate from experts, the constructs of organizational climate dimensions are as follows:

#### ***Research innovation***

The willingness of lecturers to conduct research with a high level of novelty, use of the latest research methods, express new knowledge / theories.

#### ***Flow of communication***

Information flows smoothly, both vertically within the organization and across organizations.

#### ***Supervision***

To what extent is the influence of the leadership on subordinates / members of the organization in carrying out their duties

#### ***Smooth administration***

There are no administrative barriers in the internal functions of the organization, so that administrative management runs according to the rules.

### ***Team spirit***

Feelings of a friendly work atmosphere, friendliness, good relationships among colleagues, as well as mutual help and need between superiors and subordinates

### ***Research resources***

Availability of research funds, availability of research assistants, involving students in research, motivation from colleagues to conduct research, and internal support for conducting scientific research.

### ***Research collaboration***

Motivation from colleagues to collaborate on joint research projects, share research resources with each other, share experiences in the publication of research articles, regularly meet together and discuss research experiences, take part in other people's research works, or become a co researchers.

## **RESEARCH METHODS**

This study uses a descriptive approach that aims to produce a study of the academic climate at the university. The unit of analysis in this study is a permanent lecturer at a private university in West Java. Taken a sample of 275 respondents from 780 populations. Data testing is done by means of the average test.

## **RESULTS AND DISCUSSION**

Based on the results of data processing, it is illustrated that the dimensions of research innovation are in sufficient criteria, this shows that some lecturers do not use literature and new methods in research, so it can be said that some lecturers at private universities in West Java are still reflective. Based on the results of the interviews, it was revealed that some lecturers did not use the latest text books and up to date journals in their research and the methods used by the lecturers in their research were still old methods. This is due to the fact that some lecturers still have limited ability to produce innovative researches, even inventions.

The level of communication between lecturers and leaders at some universities in West Java is not smooth, lecturers are still reluctant to convey ideas / ideas to the leadership, or information related to research or scientific publications from the leadership is not fully conveyed to the lecturers. The level of communication between fellow lecturers, as well as with education staff is also still not smooth, this is due to the lack of intensity of meetings among fellow lecturers, this is because lecturers are only present on campus during teaching schedules, guidance with students or at certain meetings.

Supervision from the leadership of the research activities and scientific publications of lecturers is included in the sufficient criteria. This shows that the leadership of some private universities in West Java, the level of supervision of lecturers' scientific research and publication activities is still low, so that when

receiving funding proposals from the Higher Education it is simply overlooked. There are also lecturers who have received research grants or related grants for the publication of scientific articles, do not report their activities through the Research and Technology and Higher Education. So that some lecturers at private universities in West Java are threatened with not being able to apply for more research funding in the following year. So that, Denison (2004) states that a strong climate in an institution can be seen from the extent of the influence and supervision of the leader on his subordinates / members in carrying out their duties.

The smoothness of administration is in sufficient criteria, this shows that some lecturers at private universities in West Java are still having difficulty obtaining permission to conduct research and scientific publications. This was also strengthened based on in-depth interviews with several lecturers from private universities in West Java, they said that it was very difficult to get permission to do research because they were still burdened by the routine of teaching activities, or collided with structural tasks. Other difficulties are related to the submission of other supporting documents such as submitting a signature of a validation sheet, letters of recommendation or other documents. Whereas, according to Denison (2004), a conducive organizational climate is reflected in the smooth running of administrative processes in the internal organization as well as administrative management in accordance with the rules.

Team spirit is at the sufficient criteria. Thus, in some private universities in West Java, the leadership does not give enthusiasm to lecturers to conduct research and publish scientific papers. Likewise, among lecturers, they do not encourage and care for each other in conducting research or seminars/conferences and publication in journals. This was revealed because some private universities in West Java, the leaders still do not pay attention to research activities and lecturer publications, encouragement to conduct research and lecturer scientific publications is still lacking. The same thing also happened among lecturers who still lacked mutual encouragement. Even though a friendly working atmosphere, hospitality, good relations between colleagues, and mutual help and need between superiors and subordinates are very necessary to improve a good work climate (Litwin & Stringer, 1968).

Research resources are in sufficient criteria. This shows that in some private universities in West Java the availability of text books is still incomplete to support research activities. In most private universities in West Java, for e-journal access, they can only access the National Library of the Republic of Indonesia. Likewise, accurate plagiarism software is still not available. This is as revealed based on the results of interviews with both lecturers and leaders, that some private universities do not have complete text books to support lecturers' research, do not have access to e-journal which is subscribed independently, even in some private universities the access is not subscribed. Some private universities in West Java do not have accurate plagiarism software.

Research collaboration is on sufficient criteria. This shows that some private universities in West Java do not establish collaborative research with lecturers

from domestic universities, be it collaboration with individual lecturers or collaborative research institutions. Moreover, research collaboration with foreign universities / institutions, for example conducting joint research with lecturers from foreign universities, or joint conferences or becoming co-hosts. Based on the results of interviews with several leaders of private universities in West Java, for universities that were not yet well-known, it was revealed that the resources owned by the universities were not yet able to collaborate with universities abroad.

Meanwhile, according to Aneta (2015) that the Organizational Climate in higher education institutions is said to be conducive if there are complete research resources, teaching resources, research collaboration, and innovation. In other words, research collaboration, in which the lecturers motivate each other to conduct research. Cooperating with lecturers from other universities to collaborate on joint research projects. Participation in international conferences and being willing to host international events will further increase the organizational climate that is more conducive, and increase the quantity of lecturers in conducting scientific publications.

## CONCLUSION

The organizational climate at some private universities in West Java is not conducive, including research conducted by lecturers that is still reflective, the flow of communication between lecturers and leaders, among lecturers and with educational staff is not smooth. It is still difficult to administer administration such as submitting permits and supporting documents related to research and scientific publications. The leadership and among the lecturers did not encourage each other to do scientific publications. There is still a lack of supervision from the leadership regarding lecturers' scientific publication activities. Research resources such as the availability of textbooks, e-journal access, and plagiarism software are still incomplete. Research collaborations with domestic and foreign institutions are also not carried out by some private universities in West Java.

## SUGGESTIONS

To improve a conducive organizational climate, the literature used in research must be up-to-date as well as the methods. Supervision of research activities by the leadership must be further improved. The availability of research resources such as: text books in libraries must be replenished, universities should subscribe to high-quality e-journals such as Emerald, J. Store, and other high-quality e-journals, so that lecturers can access high-quality journals. Quality to be used as citation material in his research. Also provides plagiarism software, which lecturers can use to accurately check the plagiarism level of their research. Meanwhile, the increase in research collaboration includes: conducting research collaborations with lecturers from other universities, conducting research collaborations with other universities abroad or holding international seminars with universities abroad.

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