

The Influences of Organizational Climate and Training on Employee Performance (A Case Study on Aircraft Rescue and Fire Fighting (ARFF) in Soekarno-Hatta Airport)

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Abstract: Both government organizations and private organizations, has goals to achieve. Cooperation of leaders and the people who are led can do the job and function in the structure of the existing organizational environment. Human resource management needs an open communication and relations in boundaries, authorities, and responsibilities of each employee. Thus, organizational climate toward employee performance will create goals and benefit for the organization interests. Training is one of the most important things that an organization needs to pay attention to in order to improve its employee performance, which eventually improves the value of the organization. This study is conducted to examine the influences of organizational climate and training on employee performance, particularly in the industry of Aircraft Rescue and Fire Fighting (ARFF). This study is a descriptive quantitative study. The tool of this present study is Structural Equation Modelling (SEM) involving 150 people as the sample of the study. Sampling method employed in this study is purposive sampling, the samples are selected with certain considerations so that they are worth to be samples. The results of this study indicate that organizational climate has positive influence on employee performance. Training has positive influence on employee performance, while organizational climate has positive influence on the training.

Keywords: Organizational climate, Training, and Employee Performance.

I. INTRODUCTION

Shadur et al. (1999) state that organizational climate creates condition atmosphere where employees involved in decision making creates an innovative and positive work environment. Organizational climate is organizational conditions which will determine how work pattern that will be applied in the organization will be run. Davis (1962) states that a good organization is an organization whose climate is supported by employees' good personality and perception towards organizational procedures (Zia et al., 2014). Training is needed to improve employees knowledge, skill and behavior. It will also make it easier for the employees to get further knowledge in doing another job (Jagero et al., 2012). An effective training program helps in creating a more conducive learning environment for the workforce and helps them overcome challenges to come better (Tai, 2006). An organization which develops skills, competitive, social capital, knowledge capital by providing training to the employees can develop different ways of thinking and engagement in creativity of relevant processes (Wiesberg, 2006).

In improving employee performance, a good organization should notice its organizational climate and training of the employees. Werner and Simone (2008) state that an organizational climate and training can help the employees in working as well as achieving their goals or vision. Gyimah (2015) indicates that elements of organizational climate have influences on training which leads to acceptance of a hypothesis that organizational climate is positively and significantly related to training. Sultana et al. (2012) (training and performance variables) in telecommunication field show that training has positive influences on employee performance. Khan et al. (2015) (organizational climate and employee performance variables in their research in public sector state that organizational climate plays an important role in improving its employee performance. Abdullahi et al. (2013) (organizational climate and training variables) in their research on small and medium enterprises have found that factor of organizational climate contributes to training in an organization, and organizational climate is positively and significantly related to training. A research conducted by Hafeez (2015) (training and performance variables) in pharmaceutical field demonstrates a significant relationship and the results show that the more training the employees have, the more efficient their performance becomes. Results of a study by Ameer et al. (2013) (training and employee performance variables) in hospitality field indicate that training positively influences employee performance. Previous studies on organizational climate, training, and employee performance have been widely conducted, however, the studies are not conducted

together in one research. Further more, object of research which has not been analyzed is that in aircraft rescue and fire fighting (ARFF) field. Thus, the researcher feels the need to have more understanding about organizational climate, training, and performance in order to be suggestions for further research object. Based on the gaps of the previous studies, this present study aims at providing explanations of influences of organizational climate and training on performance.

II. LITERATURE REVIEW

Organizational Climate

Lyon and Ivancevich (2000) state that organizational climate in an individual often highlight sensitive roles of the employee. Things that re observed are mission and goals, feedback, team cooperation, communication, resources and procedures, opprotunities to grow, compensation, work-life balance, justice, and safety (Danish et al., 2015). Burke and Litwin (1999) define organizational climate as something that describes every individual with their own ways of working and how effective it is for them in working together (Salman et al., 2015). Accoding to Shadur et al. (1999), organizational climate creates an atmosphere where employees who are involved in decision making create an innovative and positive work environment. According to Bregsteiner (2011), organizational climate is used to refer to a scope of environmental impact such as psychological environment and collective effect of organization and depends on behavior (Danish et al., 2015). Stringer (2002) states that there are five factors that influence an organizational climate, they are external environment, strategy, leadership, organizational rules, and history of the organization. Each factor is very decisive, therefore, a person who intends to change an organizational climate has to evaluate every factor.

H₁: A better organizational climate will improve employee performance.

Training

Dessler (2009) states that training is a process of teaching new or existing employees basic skills that they need in doing their job. An effective training program helps creating a more conducive learning environment for workplace and trains them to overcome upcoming challenges (Tai, 2006). April (2010) states that in the development of organization, training plays an important role in improving performance as well as increase productivity, which eventually place the company in the best position in facing challenges and remains on top (Sultana et al., 2012). Training is an activity which is related to planned efforts made in order to achieve mastery of skills, knowledge, and attitude of employees or members of the organization (Mangkunegara, 2001).

Singh and Mohanty (2012) describe in their research that training is an important tool in improving performance which eventually will improve the value of an organization (Hafeez, 2015). An organization develops skills, competitive, social, and knowledge by giving training to employees so that they can develop different ways of thinking and engagement in creativity of relevant processes (Weisberg, 2006). Wilson et al. (2002) state that training is a system to obtain skills, rules, concept, and attitude which will create performance improvement (Aqmala, 2007). Gordon (1992) adds that training is a planned and systematic activity, which creates levels of skills, knowledge, and competencies required in order to do the job effectively (Sultana et al., 2012). April (2010) states that there is a positive relationship between training and employee performance. Training benefits employees and organization by positively influence employee performance thorough improvement of knowledge, skills, competencies, and employees' behavior (Sultana et al., 2012). Notoatmodjo (2003) states that training is an effort related to improvement of abilities or skills of employees who already have a certain position.

H₂: A better ARFF personel's perception of training will improve employee performance level.

Performance

Mathis and Jackson (2006) state that performance is basically what employees do or do not do. According to Hameed and Waheed (2011), employee performance will eventually influence effectivity of the organization. Nawawi (2004) states that performance is the results of a job execution, both physically and non-physically. Performance is the quantity or quality of something or service provided by someone in doing their job (Luthans, 2005). Performance is work accomplishment, that is, comparison between work and specified standard (Dessler, 2009). Performance is work results, both in terms of quality and quantity, achieved by someone in doing ther job based on their job responsibilities (Mangkunegara, 2001). Hameed (20110 adds that employees are the main element of every company. Their success and failure are specially based on their performance (Hafeez, 2015).

Robbins (2006) states that there are five indicators to measure employee performance individually, they are, (1) quality. Quality of work is measure from employees' perspective of the work that is done and perfection of work towards employees' skills and abilities; (2) quantity. It is the amount of work that is done and presented in terms such as total of unit, total of activity cycle finished; (3) Punctuality. It is the level of activity that is finished by the assigned time, seen from coordination with output, as well as maximizing the available time to do other activities; (4) effectivity. It is the elevel of utilization of organizational resource (energy, money, technology, raw materials) maximized with the purpose

of increasing the outcomes of every unit in using the resources; (5) Independen. It is the level of an employee which then will be able to their function Work commitment. It is the level where employees have work commitment with the instance and responsibilities with the company. Dessler (2009) adds that performance appraisal is the key factor in developing an effective and efficient organization. Mangkunegara (2005) states that the purpose of employee performance appraisal is to fix and develop job description. Mathis and Jackson (2006) as cited in Subekhi and Jauhar (2012) state that employee performance affects how much contribution they make for the organization, some of those include quantity of work, quality of work, utilization of time, attendance rate, and cooperation.

H₃: A better organizational climate will increase effecitivity in training.

From the description above, the research model can be described as follows:

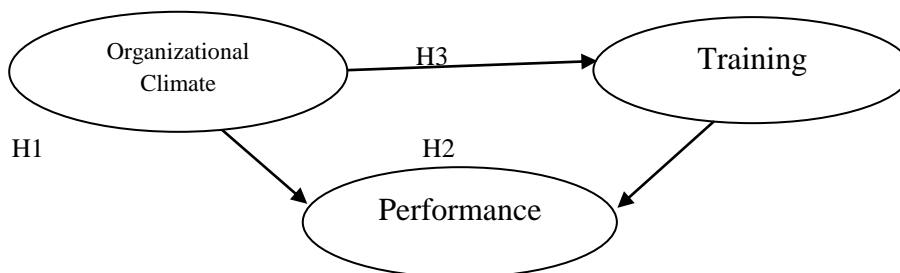


Fig 1. Research Method

Data analysis method used in this research is Structural Equation Modelling (SEM). Sampling is done by using Maximum Likelihood Estimation (MLE) technique, where an effective sampling ranges from 100-420 samples (Ferdinand, 2002). Method of data measurement uses likert scale with interval scale of one to five. Aspects that are examined are organizational climate, training, and employee performance. The research is conducted on July 2017 employing method of descriptive quantitative analysis with model of causality to discover the relationship among variables. This research involved permanent employees in Aircraft Rescue and Fire Fighting (ARFF) unit in Soekarno-Hatta airport with 150 respondents. The analysis results are interpreted, concluded, and then suggestions are made.

III. MEASUREMENT

In this present research, there is one exogenous variable which is organizational climate and two endogenous variables which are training and employee performance. Measurement of organizational climate variable used dimension by Litwin & Stringer (1968); Stringer (2002), in which the dimension consists of structure, responsibility, recognition, support, and commitment. Meanwhile, training variable used dimension by Mondy (2008) which consists of indicator of ARFF personnel participants, level of learning, attitude change, and attainment of training objectives. Employee performance variable adapted dimension by Mathis and Jackson (2006) which consists of quality of work, quantity of work, utilization of time, attendance rate, and cooperation. Furthermore, from the dimensions which are presented in the form of questionnaire, the researcher conducted validity test and reliability test.

Validity test is done with Confirmatory Factor Analysis, which is by looking at the score of Kaiser-Meyer-Olkin Measure of Sampling (KMO) and Measures of Sampling Adequacy (MSA). In this test, the score obtained should be bigger than 0,5 which means that factor analysis is right or suitable to be used and can be processed further (Malhotra, 2004). Scale of organizational climate consists of 12 questions and all of them are valid. Scale of training consists of 4 questions and all of them are also valid. Scale of performance consists of 5 questions and all of them are valid. The score of Alpha Cronbach of reliability test is higher than > 0,6 which means that it is reliable (Anindita and Hasyim, 2009), or in other words, organizational climate operational involvement, training, and employee performance, training, and employee performance are reliable as data collecting tools in the research. In the next stage, the data are processed by using SEM analysis method. SEM is able to explain variable involvement in complex and direct and indirect effects of one or more variable towards other variables (Hair, 2008).

IV. ANALYSIS RESULTS

This research focuses on influence of organizational climate, training, and employee performance. The findings show that from the three hypotheses, it is obtained that all data support the hypotheses, in other words, the hypotheses are accepted, as how SEM testing which has been conducted, as presented in the following Figure 2:

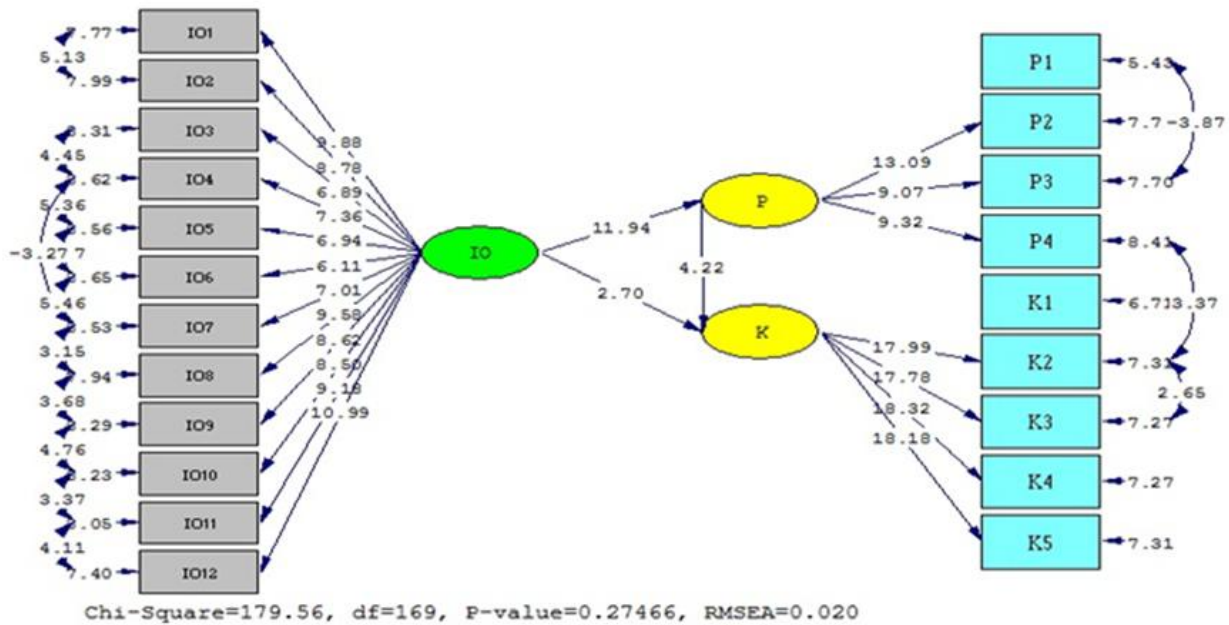


Figure 2 Path Diagram T-Value

Based on Figure 2, *Path Diagram T-Value* above which is the hypotheses in this research is presented in the following structural equation:

Table 7. Structural Relationship Test Result

Hypothesis	Hypothesis Statement	T-Value	Description
H ₁	A better organizational climate will improve employee performance.	2,70	Data support hypothesis
H ₂	A better ARFF personel's perception of the training will improve employee performance level	4,22	Data support hypothesis
H ₃	A better organizational climate will increase effecitivity in training	11,94	Data support hypothesis

V. DISCUSSION

Test results of the first hypothesis (H₁), it is discovered that the analysis results support hypothesis H₁, i.e. a good organizational climate will improve employee performance, which is as much as 2.70. This indicates that a better organizational climate will improve employee performance. The results are supported by previous research conducted by Shadur et al. (1999) and Khan et al (2015) which show that organizational climate has a significant influence on employee performance. Another research shows positive correlation between organizational climate and employee performance (Zia et al., 2014). Raza and Shah (2010) examine the realtionship between organizational climate and performance applied on teachers. The findinsg show that organizational climate dimension is positively related and correlated to teachers' performance. Therefore, organizational climate is an important part of employee performance improvement in an organization.

Test results of the second hypothesis (H₂) indicate that the analysis results support hypothesis H₂, i.e., a good training can improve employee performance, which is as much as 4.22. It indicates that a better ARFF personel's perception of the training will improve employee performance level. Supatmi et al. (2013) state that training for employees is a process of teaching certain knowledge, skills, and behavior so that employees are more skillful and able to take responsibilities according to the standard. These results are strengthened by previous research done by Sultana et al. (2012) which state that training is thekey element of performance improvement, because training is positively and significantly associated with employee performance. It is also supported by a research conducted by Hafeez (2015) which demonstrates a significant and positive relationship, the more training the employees have, the more efficient

their performance level. Jagero et al. (2012) and Ameerq et al. (2013) state that developing employees' skills will eventually benefit the organization. The results have proven that training has positive and significant association to employee performance.

Test results of the third hypothesis (H_3) has discovered that the analysis results support hypothesis H_3 , i.e., a good organizational climate can improve effectivity in training, which is as much as 11,94. It indicates that a better organizational climate will increase effectivity in training. It is also supported by a research done by Abdullahi et al (2013) and Gyimah (2015) which show that elements of organizational climate have effects which lead to acceptance of hypothesis which saying that organizational climate has positive and significant associations with training. Relationship between organizational climate and training is also voiced by a number of researchers such as Baldwin and Ford (1988) cited in Tracey, Tannenbaum, and Kavanagh (1995) who found that organizational climate and training is highly correlated. Therefore, by maintaining the organizational climate, the employee training can also be maintained. The results demonstrate that in ARFF unit, employee performance is directly influenced by organizational climate and training.

VI. MANAGERIAL IMPLICATIONS

In an organization, maintaining organizational climate is necessary in improving a good organizational environment. Organizational climate builds a good communication between superiors and subordinates, where subordinates can be more open about condition of their job. Openness from subordinates will influence communication when working throughout the time. Superiors will know every problem and make decision in order to solve the problem. This present research discusses factors that influence organizational climate, training, and employee performance in ARFF unit. Managerial implication that can be suggested is to make new standard operating procedure (SOP) to be implemented in ARFF organization, and well as to do company gathering to discuss future organization plans where all employees in the company can join.

SOP is an important part of implementing all stages of work in ARFF since the new SOP makes uniformity of all programs in work implementation, in which absence of coordination can result in mistakes/error in doing the job. The first stage is that ARFF unit should identify all work functions and analyze all differences. From the identification, a conclusion can be drawn, that is, a recommendation of deciding a new SOP. After the identification results and conclusions are obtained, the organization should conduct socialization to all employees so that all policies are known and can be implemented by employees. At the end of this process, evaluation process of SOP that is created is needed, so that the organization will be able to look at possible discrepancy which can obstruct existing work activities. Evaluation and review process towards SOP that is already run should also be conducted in order to observe if there is any impact. Thus, if there is any change that needs to be done, management can take action based on results of review which has been conducted earlier. After all processes are conducted, all SOP which have been made can be implemented and it is expected to run effectively so that it can support the organization in the future.

Improvement of employee performance can be achieved through a good quality training to provide materials and briefing, and through a comfortable teaching and learning environment during employee training. A good quality trainer can control the training where the participants can concentrate more on the training. Trainers' ability to create a positive atmosphere will also give positive influence on the the participants, so that the materials taught can be understood more easily. Good quality trainers will make it easier for the participants to comprehend the materials being taught so that they can improve their performance. The company needs to provide an interesting training so that ARFF personnel can remember the content of training better. It can be done by using the more interesting display of materials such as use of audio visual. Besides, the company can award best participants with seminar ticket or other training programs.

VII. CONCLUSION

Results that can be concluded from this present study are presented as follows. An organizational climate can improve ARFF employee performance. A better organizational climate formed in an organization will improve its employee performance. Another result demonstrates that training can improve ARFF employee performance. Process of teaching certain knowledge, skills and attitude so that employees can be more skillful and able to take responsibility, is according to the standard. More training will help employees improve their skills and abilities, which helps encouraging ARFF personnel regarding their performance. Furthermore, a better organizational climate will increase effectivity in training. Organizational climate has significant influences of organizational effectivity. Thus, the role of organizational climate is considered to be important in every effort of organizational improvement, such as training and development which will need implementation of organizational change. This result indicates that all hypotheses in this study are accepted.

VIII. LIMITATIONS OF THE STUDY AND SUGGESTION FOR FURTHER STUDIES

Limitations of the Study

There are several limitations of this study which can be used as considerations for further studies. This study uses questionnaire as measuring instrument due to the need to save time and energy. However, questionnaire has limitations such as preference in answering the questions. In other words, there is a possibility that the respondents did not fill in the questionnaire honestly, or that they only fill in the questionnaire based on what they think is the ideal condition, not based on the real condition. It can cause the measurement to describe the variables not based on what is really occurring. Besides, there are also limitations of variables in this study, in which this study only discusses organizational climate, training, and performance.

Suggestions for further studies

Based on what have been stated previously, there are several suggestions for ARFF unit, which is expected to be able to maintain or improve organizational climate as well as employee training. For instance, by observing whether the organizational climate is good enough for the organization and the employees. Besides, by observing the training, in which the more training there is, the more improved the employees' skills and abilities are, which will then help encouraging ARFF personnel. Organization should also be able to give room to ARFF personnel to express their complaints, emotions, and other concerns as long as it does not interfere with work. With more family policies, ARFF personnel will get better job satisfaction because they feel that the organization gives more attention to them in running the business process as ARFF personnel.

This study is still limited as it only examines the influences of organizational climate, training, and performance. It is suggested that future studies look for other variables which influence organizational climate and training. Future studies can involve participants other than ARFF personnel as the objects of the study, it can be doctors, IT, teachers, or people with other professions. Therefore, more objective and representative findings in a wider scope can be obtained. In addition, other policies must be undertaken by observing various aspects in order to improve performance. ARFF personnel who feel like their interests are taken care of by the organization will definitely be more loyal. It certainly can not be separated from the role of a leader. A leader should give attention, a great sense of empathy, and care for their subordinates. That way, the employee performance will improve, they will feel more appreciated, more passionate, and it motivates ARFF personnel to keep giving their best to the organization.

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