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THE INFLUENCE OF WORK CLIMATE ON JOB SATISFACTION IN FOREIGN CAPITAL COMPANIES IN THE MANUFACTURING SECTOR

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ABSTRACT

The work environment is important in encouraging employees to be enthusiastic about working. Creating a good work environment is one of the many systems a company must use to run a large business. Therefore, this research aims to find out how the work environment influences job satisfaction in foreign companies working in the manufacturing industry. Data collection was carried out through descriptive and verification research. The results showed that most respondents felt and accepted the organization's policies, practices, and procedures. Therefore, the conclusion shows that the work environment only influences job satisfaction marginally.

Keyword : Job Climate, Job Satisfaction, Manufacturing Sector Foreign Capital Companies

INTRODUCTION

In planning, organizing, directing and supervising managers, work climate is a component of management strategy. This influences employee enthusiasm to work together to achieve organizational goals (Usman, 2011; Siahaan et al., 2022). Work production, job satisfaction, motivation to take responsibility, and work discipline are influenced by workplace conditions, both directly and indirectly (Kolb et al., 1995; Purba et al., 2019). Work climate is a workplace state where people feel comfortable, calm, and have the freedom to do their work without fear. Harmonious relationships between people will result in a pleasant workplace. This calm workplace helps employees do their work well. A calm and relaxed work atmosphere makes employees more productive.

The activities and behavior of employees and their leaders influence the work environment. Therefore, companies must be able to determine company goals to create a work environment that suits employee goals. Because of employees' views about their own work environment (Wirawan, 2007; Amal et al., 2022; Ade Galih, 2018). The perception of individuals and groups associated with an organization (such as contractors, suppliers, consumers, consultants, and suppliers) about the routine events that occur in the company is known as the "work climate". These perceptions influence the attitudes and behavior of organizational members and their performance, which in turn impacts overall organizational performance.

Higgins in Sutisna (2009) defines "work climate" as a combination of perceptions held by people who work in an organization. These perceptions may include applicable regulations, the desire to get their job done, and perceptions of the organization's social environment. Work enthusiasm is a person's desire and sincerity to do their work well and with discipline to achieve maximum work performance. Work morale also influences their work environment. A person will be motivated to work and be creative in their work because of this work enthusiasm (Hasibuan, 2003; Purba et al., 2018; Ingtyas et al., 2021).

Vice versa, if morale decreases, performance will decrease (Hanifah & Purba, 2023). In other words, employee performance will be influenced by work morale. because the

business must be successful. Poor performance can be detrimental, but good or high performance can help a company gain profits. Therefore, employee performance must be considered, including by investigating the factors that influence the work environment and work morale. This study focuses on foreign capital firms in the manufacturing industry. This study will only discuss the foreign company manufacturing sector in Bogor, not including the active workforce or employees who have the ability, creativity, and innovation and are responsible for their work.

LITERATUR REVIEW

Perceptions of organizational policies, practices, and procedures that employees feel and accept are called work climate (Reichers & Schneider, 1990). Individuals see organizational traits as their values and accept them as recognized and considered as recognition of their existence. Psychological climate is an assessment of these attributes at the individual level. Organizational work climate is an assessment that is felt and accepted by most people in their workplace. The behavior of organizational members determines the organization's work climate. Organizational work climate describes the internal environment quality that differentiates an organization from other organizations. Work climate consists of:

1. The actions and policies of top management.
2. What is felt and accepted by members of the organization?
3. As a basis for interpretation of situations.
4. Providing pressure for action.

According to Judge et al. (2020), work climate is enhanced by situations or circumstances determining the relationship between superiors and subordinates. These relationships are not determined by the boss's wisdom, procedures, or personal style but by subtle manifestations that are simultaneously unconscious. This is also due to leadership factors, organizational structure, the physical condition of a job, and the quality of managers' decisions and actions. The climate of an organization can be considered as its character, depending on how members see or feel it. In this case, organizational climate is thought about by company employees; it doesn't matter whether it exists (Tietjen & Myers, 1998). They argue that the concept of organizational climate refers to the perceived features of the work environment. This work climate is caused by actions taken by an organization, both consciously and unconsciously, which appear to influence subsequent behavior. Work climate as the perceptions, values, standards, and feelings held by employees in the company (Locke, 1969). They argue that this productive recreation results mainly from the interaction of organizational structure with individuals or groups' goals, needs, and abilities.

Job satisfaction

According to Handoko in Al-As' ad& Husein (2014) job satisfaction can be defined as an assessment or description of an employee's feelings towards their work. This feeling can be seen in employees' positive attitudes towards their work and everything that happens in their work environment. The employee's feelings about various aspects of the work framework are called job satisfaction. However, it is still important to say that job satisfaction is a person's perspective on their work, both positive and negative (Siagian, 1995). According to Mathias et al. (2019), job satisfaction is defined as a pleasant emotional condition or pleasant right with which a worker views their work. Figure 1 shows a reflection of employee satisfaction.

According to Mangkunegara (2001), two factors influence job satisfaction. First, employee factors are intelligence (IQ), special skills, age, gender, physical condition, education, work experience, length of service, personality, emotions, way of thinking, perception, and work attitudes. The second factor is the employment factor. This includes the

type of work, organizational structure, rank (class), position, quality of supervision, social security, opportunities to improve position and interaction.

Many factors influence employee job satisfaction, but the factors themselves play a role in providing fair job satisfaction depending on the personal experience of each employee. Factors influencing job satisfaction include job promotions, supervision, and coworkers. This includes payment of salaries, wages, and the work itself (Luthans & Avolio, 2009). There are two reasons why people are absent: they may want to avoid an uncomfortable work environment (such as work, coworkers, supervisors, and working conditions), or they may be dissatisfied with the way the organization rewards them (such as salary, promotions, and employee recognition). Therefore, absenteeism can be one way an employee can react to inauthenticity, which makes things better and more satisfying than they are now. Therefore, work is a form of activity carried out to get satisfaction in one's work (Al-As' ad & Husein, 2014).

RESEARCH METHOD

This research uses descriptive and verification research concepts. This descriptive research aims to provide an explanation of the features of job satisfaction variables and the application of compensation. Verification research tests the validity of hypotheses through field data collection. This study will investigate how the implementation of compensation impacts job satisfaction in a multinational company in the manufacturing sector in Bogor.

Data source

For initial data, middle managers in manufacturing companies in the Karawang area were used. Secondary data, on the other hand, comes from the Ministry of Manpower regarding Indonesian worker wage regulations. Information about the standard structure of salaries and benefits was obtained from several parts of the company's human resources department who were willing to provide this information. Data collected by researchers through discussions, research documents, and references and literature, as well as information from company resource departments and professional human resource consultants is known as secondary data. Secondary data obtained from the PMA company regarding employee discipline, work performance and work productivity.

Research Sample

According to Arikunto, all middle line managers who work in foreign manufacturing companies are the research sample (in Riduwan, 2011). The proportional stratified random sampling method was chosen because the population was heterogeneous. The following empirical formula was created by Isaac and Michael to calculate the number of samples from a certain population (in Sukardi, 2011):

$$S = \frac{\chi^2 .N.P.Q}{d^2 (N-1) + \chi^2 .P.Q}$$

Information :

S = sample size sought
N = Number of population
P = Population proportion as the basic assumption for making thetable. This price is taken P=0.5
D = degree of precision reflected by the tolerable error in the fluctuation of the sample proportion (P), d is generally taken to be 0.1
X^2 = Chi-square table value for desired degree of freedom (dk) relative confidence = 2.706 level of confidence $\alpha = 0.1$

Based on the formula and assumptions above, a sample was obtained with the following

calculations:

$$S = \frac{2{,}706x1483x0{,}5.(1-0{,}5)}{0{,}1x0{,}1.(1483-1)+2{,}706.x0{,}5.(1-0{,}5)}$$

$$S = 64{,}74 \approx 65$$

Stratified proportional random sampling uses the Isaac and Michael formula (in Riduwan, 2011) to increase the sample population:

$$ni = \frac{Ni}{N}.S$$

Where :

ni = number of samples by stratum
Ni = total population by stratum
S = number of samples
N = total population

To conduct this research, samples were taken from the entire population. The research respondents were Middle Managers in manufacturing companies in Bogor.

RESULT AND DISCUSSION

Working climate in Foreign Capital Companies (PMA) in the Manufacturing sector in the city of Bogor

To measure the manager's work climate variable, sixteen questions were used with four dimensions: comfort, responsibility, rewards and punishments, and goal direction. The results of descriptive research on the 16 question items asked to managers of foreign capital companies in the manufacturing industry in the city of Bogor to measure managers' work climate variables are presented below. The manager's work climate requires that he always implement standards and procedures. This is demonstrated by the fact that more than 400 managers who served as managers stated that they agreed to strongly agree that managers should always do so.

This shows that almost all managers always do it in their companies. However, of the 400 managers sampled in this study, almost all of them disagreed—to strongly disagreed—that work reports were not boring—based on the fact that most work reports were not boring. The results show the extent to which managers are happy to implement company rules. Of the 400 managers registered as managers, the majority stated that they agree to strongly agree that managers must always implement procedures and standards. This shows that most managers are happy to implement company work rules.

To measure how comfortable managers feel in their work environment, of the 400 managers surveyed, the majority stated that they agree to strongly agree that they feel comfortable in their work environment. However, 18.00% of the managers remained neutral or strongly disagreed. Other results show that managers are enthusiastic and enthusiastic when working together in teams. Of the 400 managers who act as managers, the majority agree—to strongly agree—that managers are enthusiastic and enthusiastic when working together in teams. However, only 14% of managers said they were neutral or disagreed.

To measure how many managers agree that decision making always goes through a comprehensive process, of the 400 managers who act as managers, almost all agree. However, 18.25% still disagree.

Measures the extent to which decisions are made only through superiors. Of the 400 managers sampled in this research, almost all of them disagreed—to strongly disagreed—that all decision making only goes through superiors. However, there were still 14.5 percent of managers who stated they were neutral or strongly disagreed. The results also show that

almost all top management have the ability to make decisions that emphasize achievement. Of the 400 managers who act as managers, the majority agree, even strongly agree, that top management makes decisions that place more emphasis on achievement. However, there were still 12.50% of managers who showed a neutral or disagreed attitude.

Next, determine the extent to which the company is always able to provide rewards for work performance. The results show that the majority of the 400 managers who act as managers agree, even strongly agree, that the company is always able to provide rewards for work performance. However, 15.50% of the managers remained neutral or disagreed. Next, evaluate how well the middle manager is able to provide reprimands or warnings for violations. The results show that around four hundred managers who work as managers strongly agree that middle managers are able to give reprimands or warnings for violations. This shows that almost all violations are reprimanded or reprimanded.

However, the extent to which the company provides sanctions for work errors, the extent to which the company provides rewards for work performance, and the extent to which the company provides sanctions for work errors, can be seen from 400 managers who stated that they disagreed to strongly disagreed that work errors were not given any sanctions. just leave it like that. This shows that almost all Next, evaluate the company's ability to provide ongoing training. The results show that of the 400 managers registered as managers, the majority agree—to strongly agree—that the company is able to provide ongoing training, indicating that almost all training is provided by the company. However, 16.25% of the managers remained neutral or strongly disagreed.

Next, assess the extent to which the company is able to provide managers with opportunities to develop and advance their careers in their current workplace. Of the 400 managers who work as managers, almost all agree—to strongly agree—that companies can provide managers with opportunities to develop themselves and improve their careers in their current workplace. However, 22% of managers still disagree.

Next, calculate the level of two-way and more democratic communication. It was shown that of the 400 managers who acted as managers, the majority agreed to the point of strongly agreeing that the level of two-way and more democratic communication was almost complete. However, 20.75% of the managers remained neutral or strongly disagreed that the level of communication was two-way and more democratic. Next, evaluate relationships that are more open, effective, and not divided between subordinates and superiors, as well as between other work units. As many as 400 managers stated that they agreed to strongly agree that a more open, effective and unimpeded relationship between subordinates and superiors, as well as between other work units, showed that almost every unit Next, measure the extent to which the company is able to express and explain its vision and mission clearly. The results show that almost all company vision and missions are written and conveyed clearly. However, 20.25% still disagree with the idea that relationships with colleagues are more open, effective, and not divided between subordinates and superiors as well as between other work units.

Analysis of Work Climate Variables

The range of data values for the work climate variable, which consists of sixteen question items for four hundred managers, was obtained based on the results of questionnaire data collection. The maximum value range (R_{max} = 32000) and minimum value range (R_{min} = 6400) are obtained from multiplying the number of managers by sixteen question items and then multiplying by the maximum and minimum alternative answer numbers. According to the research results calculations, the work climate variable received a score value of 25871, which indicates that it meets the high criteria. The range of scores resulting from this research is based on the difference between the minimum score and the maximum score from the manager's calculated answers, which produces a total score value = 25871 as follows:

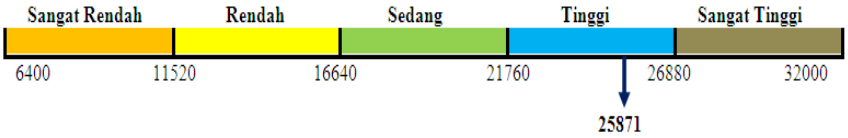


Figure 1. The difference between the minimum score and the maximum score of the manager's answers

With a score of 25871, the work climate evaluation shows very good results, as shown by the discussion of each question item. This is also indicated by 16 question items to measure the work climate variable, which consists of 4 dimensions: comfort, responsibility, rewards and punishments, and goal direction. The results of data processing from these 16 question items show that the answers are agree and strongly agree. These results indicate that company managers have perceived and accepted organizational policies, practices and procedures. A superior's relationship with a subordinate is determined by subtle, unconscious manifestations, not the superior's wisdom, procedures, or personal style; this situation or circumstances improve the work climate (Kumar et al., 2001; Sari, 2017).

The results of this research are in line with Steers' explanation (Hawamdeh et al., 2007), which states that the climate of an organization can be considered as its personality, depending on how organizational members see or feel it. In this case, organizational climate is something that company managers think about; it doesn't matter whether things that are thought to exist actually exist. According to Darmawan (2020), the concept of organizational climate refers to the features that can be felt from the work environment. This work climate is caused by actions taken by an organization, both consciously and unconsciously, which appear to influence subsequent behavior.

It is possible that a work climate has four dimensions: comfort, responsibility, rewards and punishments, and ten indicators that form goals. For the dimension of comfort in working, there are three indicators, namely feelings about the procedures that must be followed, comfort in the organization, and group spirit. The average value is 4.055 with a standard deviation of 0.704, which shows that managers are basically satisfied because the average value is high with little deviation and a coefficient of variance (CV) of 0.174.

Because it has a high average value with a small standard deviation and a small coefficient of variation, group morale is a better indicator compared to other indicators. This shows that the manager has a passion for work, which will result in good performance. For the manager's responsibility dimension, two indicators, decision-making process and emphasis on achievement, each have an average value of 4.103 with a standard deviation of 0.724, which produces a coefficient of variance (CV) of 0.176, which indicates that managers basically have responsibility tall one. With a smaller CV, the data obtained can be considered the same.

Due to the high average value with small standard deviation and small coefficient of variation, almost all foreign companies concentrate on performance. This shows that emphasis on achievement is a better indicator compared to other indicators. For the reward and punishment dimension, three indicators—rewards for achievement, punishment for non-performance, and training and development—had a mean value of 4.016 with a standard deviation of 0.714, resulting in a coefficient of variance (CV) of 0.178. This shows that managers have basically agreed with the indicators as the average values are high with little deviation. With a smaller CV, it can be concluded that the data collected is the same, so that almost all foreign companies have comparable rewards and punishments, and managers accept them well.

Judging from the indicators, it can be seen that awards and achievements are better indicators compared to other indicators. This is because they have a high average value with a small standard deviation and a low coefficient of variation, so the data obtained is

homogeneous. Rewarding managers' achievements will improve performance because it is a way to encourage them. For the goal direction dimension, two indicators—communication, vision setting, and company mission—have an average value of 4.005 with a standard deviation of 0.692, which results in a coefficient of variance (CV) of 0.173. This shows that the manager has basically met the requirements for this indicator, because the average value is high with little deviation, and the small CV shows that the data obtained is homogeneous.

Because it has a high average value, a small standard deviation, and a small coefficient of variation, the determination of the company's vision and mission by managers is a better indicator compared to other indicators. Because it has a large average value with the smallest standard deviation and CV compared to other dimensions, it is clear that managers believe that the goals implemented by foreign companies are good. If we look at the indicators, group morale in foreign companies is better because it has a large average value with the smallest standard deviation and CV. Therefore, this shows that the directionality dimension is better compared to domestic companies.

The following factors had the highest coefficient of variance (CV): job comfort, decision-making process, and punishment for wrong work. According to the manager, employees do not need to be punished because they are already at the highest level unless they violate company rules. Additionally, managers should not be penalized for the many factors that influence their decision making. Managers do not agree with the punishments given to them at work because they consider this to be unethical. Every decision you make must ask for permission and always discuss it with your immediate superior. Thus, they are not given the freedom to make decisions. As a result, managers are not happy with this because they do not have the authority to make decisions and it causes many projects to be delayed because they have to ask their superiors for approval. Both metrics show that work comfort is compromised for various reasons. One of them is unnecessary punishment for manager levels and superiors still taking over decision making. because managers do not receive recognition for their opinions when making decisions.

Direct and Indirect Influence of X (Work Climate) on Satisfaction (Y)

The influence of X (work climate) on satisfaction (Y) can be calculated based on the results of calculating the correlation value and path coefficient. Another variable that influences the satisfaction variable, both directly and indirectly, is the workplace environment. Work climate has a direct influence of 4.79% on satisfaction and an indirect influence of 8.99% on satisfaction. This shows that work climate cannot stand alone; rather, it is the result of a culture shaped by company leadership, which in turn shapes the work climate. As a result, work climate has a greater direct influence on employee satisfaction than the company as a whole. Thus, the direct and indirect influence of work climate on satisfaction is 13.78%.

Hypothesis testing

Kita melihat bahwa ada dua substruktur dalam pengolahan data, jadi kita harus membahas interpretasi hasil secara bertahap. Substruktur-substruktur ini dijelaskan di sini :

Partial influence of work climate variables (X2) on job satisfaction (Y)

To test the partial influence of work climate variables (X2) on job satisfaction (Y), the statistical hypothesis is as follows :

$H_0 : (\rho X_{2y})^2 = 0$ Job satisfaction is not significantly influenced by the work environment.

$H_1 : (\rho X_{2y})^2 \neq 0$ Job satisfaction is significantly influenced by the work environment.

Test criteria: If t calculated is greater than t_{table} or $t_0 > t_{table}$, with degrees of freedom = 400 - 3 - 1. With path coefficient The t_{table} value or $t_{0,025,400} = 1.80$, so H_0 is rejected, or

compensation has an impact on satisfaction (Y) of 0.219. The result is that job satisfaction is influenced in a small way by the work environment.

Discussion

Work Climate

The work climate has reached a score of 25.871, according to descriptive analysis. Factors such as comfort, responsibility, rewards and punishments, and goal direction are used to measure work climate. These results indicate that managers have largely perceived and accepted organizational policies, practices and procedures. A superior's relationship with a subordinate is determined by subtle, unconscious manifestations, not the superior's wisdom, procedures, or personal style; this situation or circumstances improve the work climate (Kumar et al., 2001). The results of this research are in line with Steers' explanation (Hawamdeh et al., 2007), which states that the climate of an organization can be considered as its personality, depending on how organizational members see or feel it. In this case, organizational climate is something that company managers think about; it doesn't matter whether things that are thought to exist actually exist. They argue that the concept of organizational climate refers to the perceived features of the work environment.

Job satisfaction

Job satisfaction shows high results, according to descriptive analysis. To measure job satisfaction, four dimensions are used: compensation and benefits, recognition and leadership, personal satisfaction, and the job itself. This shows that most or the majority of managers consider their work to be emotionally enjoyable. Manager job satisfaction is influenced by many factors. The factors in his role provide a fair share of job satisfaction, depending on the individual manager. Factors that can influence job satisfaction include salary payments, wages, and the job itself, including job promotions, supervision, and co-workers (Robbin, 2008; Diyanti et al., 2017).

Absenteeism can be caused by discomfort in the workplace (such as work, coworkers, supervisors, or working conditions) or due to dissatisfaction with the organization's reward system. As a result, absenteeism may be one way managers respond to inauthenticity that makes things better and more satisfying than they were. Therefore, work is a form of activity carried out with the aim of getting satisfaction in work (Husein & Kridli, 2003).

The Influence of Work Climate on Job Satisfaction

Testing the hypothesis of the influence of work climate on job satisfaction produces a statistical conclusion with a path value of 0.219 that work climate has a positive and significant effect on job satisfaction. This means that the better the manager's work environment, the higher their job satisfaction.This shows that, compared to the direct effect, the influence of work climate on job satisfaction is greater. Thus, the influence of work climate on job satisfaction is 13.78%. These findings are in good agreement with research conducted by Jin Song et al. (2011), who found that the work climate in a company can be considered as one of the factors that influences the level of employee satisfaction.

CONCLUSION

This research reaches the conclusion that workplace climate influences employee satisfaction levels in a small way. This is due to the fact that the average response of respondents to the work climate variables measured shows that most or most of the respondents said that organizational policies, practices and procedures were felt and accepted by company employees. The results show that the answers are agree and strongly agree.

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