

## Analysis Of The Influence Of Organizational Climate On Productivity Of Sharia Private Banking Employees In Indonesia

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### Article's History:

Received 15 Oktober 2023; Received in revised form 29 Oktober 2023; Accepted 8 November 2023; Published 1 Desember 2023.  
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### Suggested Citation:

Senoaji, F., Akbar., Sudianto., Amang, A., & Syah, T. S. (2023), Analysis Of The Influence Of Organizational Climate On Productivity Of Sharia Private Banking Employees In Indonesia. JEMSI (Jurnal Ekonomi, Manajemen, dan Akuntansi). JEMSI (Jurnal Ekonomi, Manajemen, Dan Akuntansi), 9 (6). 2338-2342. <https://doi.org/10.35870/jemsi.v9i6.1633>

### Abstract:

Islamic finance has experienced one of the greatest growth rates in the previous ten years, even outpacing traditional financial markets. The momentum created by the pandemic's end can be exploited to promote the strongest possible economic expansion. Even so, the absence of a supportive organizational climate is still felt, which naturally disturbs the climate that has already been established. Every head office employee can have opportunity to act well, perform well, and, of course, be more productive at work with a positive corporate climate. The purpose of this study is to ascertain how workplace culture affects workers' productivity. This study employs quantitative methods along with descriptive ones. A sample of 30 employees was used in this investigation. A questionnaire with four alternative answers and a Likert scale score selection form was issued to all employees as the primary method of data gathering. In the meanwhile, document analyses and interviews are merely supplementary methods of data collection. Validity and reliability tests are used to assess the instruments employed, and then overall valid and reliable data is created. Data processing procedures are used to test the data's overall quality. The correlation between organizational climate and productivity was found to be 36%, and this finding indicates that organizational climate influences 36% of productivity, with the other 36% influenced by factors not included in this study.

**Keywords:** financial industry, organizational climate, productivity.

## Introduction

Since the outbreak of COVID-19 in Indonesia, many business sectors have been significantly hampered. The WFH (Work from Home) concept must be implemented right now in the sharia banking industry to ensure employee safety and to promote national health. The welfare of society is threatened by the numerous limits in all facets of life, including the economy. The social distancing regulations that have occurred throughout the world have caused many people to experience forced dismissal from their jobs. Statement from the International Labor Organization (ILO), where the global unemployment rate will reach 207 million people in 2022. This number has increased quite sharply from 2019 before the pandemic, namely 186 million people. Without human resources (employees), organizational activities will be paralyzed and can disrupt service stability, causing the company to suffer losses due to the COVID-19 emergency period. PT. BCA Syariah Bank, as a sharia financial institution, has one important activity in the organization or company human resource management, which is a policy to obtain the right human resources to create a good organizational climate. In order to adopt a Sharia-compliant HR strategy, every component of the business must be able to foster a sense of safety and fulfillment at work (quality of work life), making HR competitive in its industry (Mulkan, 2020).

The Financing Administration Department (ADP) is one of the work units that plays a role in supporting the performance of the Operations Division team. As back-office staff (non-IT) at the head office, the duties and responsibilities of this field are to ensure that all administration of documents relating to the provision of financing facilities is managed carefully, thoroughly, and structured until the realization of the financing is disbursed and until the closing of the facilities is completed. It is known that employees of the Financing Administration are one of the executors in carrying out the decisions of the financing committee for further processing into financing, both consumptive and productive financing, based on the findings of observations made by researchers in the Operations Division. So, the level of productivity can be said to be high. So, it is not uncommon for the financing administration sector to work overtime. In addition, there is a new company policy regarding adjustments to document management (e-filing): all customer documents that are still in physical form (paper) must be transferred systematically to the sharia banking system. In this case, it increases the workload, which is the responsibility that must be completed by financing administration employees in addition to their daily tasks. Financing administration personnel not only maintain the confidentiality of bank and customer data but also maintain and store company assets. So, this field requires a professional human resources professional who is not only required to have an accurate understanding of how filing procedures and the company are financially and operationally sound but can also make decisions based on information that is beneficial to the company as a whole (Hidayat & Tannady, 2023).

Sharia banking as a financial institution always strives to ensure that the capacity and capability of its human resources can meet the needs of the bank's business growth by carrying out optimal HR management by strengthening the internalization of corporate values, namely teamwork, responsibility, integrity, and professionalism for every person. The author sees that human resource productivity cannot come instantly but requires stimulus and support that can increase HR productivity, such as organizational climate. The productivity of work carried out by sharia banking in annual reports has increased almost every year. This is also a very good result of teamwork and communication relationships among financing administration employees, so it is very easy to achieve organizational goals optimally, such as work being completed quickly and precisely. Apart from that, sharia banking implements building an environmentally friendly culture in the office environment, ensuring and trying to create human resources who are professional, competent, and have strong individual values. This also indicates efforts to show positive performance and maintain sustainable growth, characterized by a solid financial position, maintained asset quality, strong capital, and adequate liquidity (Hidayat, 2023). The efforts that have been made have yielded results and won the Best Sharia Finance Award from the Warta Economic Indonesia Sharia Finance Award 2022. Then, based on the results of a survey conducted by Marketing Research Indonesia (MRI) and Info bank Magazine at the Corporate Reputation Awards 2023, Sharia Banking received an award as "Satisfaction, Loyalty, and Engagement Awards 2023".

## Literature Review

Sharia banking as a financial institution has an important role in the economy in Indonesia. The momentum of the end of the pandemic can be used to encourage maximum economic growth. Even though global economic conditions are currently declining due to uncertainty, this effort is not easy (Tannady et al., 2020). So, the lack of a conducive organizational climate is still being felt, and of course it is disrupting the organizational climate that has been formed because of existing government policies, so that employees have to start making adjustments to current conditions. A group of people establish an organization as a social system with a set work schedule in order to accomplish specific objectives (Nurprihatin et al., 2019). The goals of each individual and other individuals will be different; for example, goals can be career development, work experience, profits, coaching, and so on. Quality organizations always strive to increase employee knowledge, skills, and abilities or grow career opportunities in accordance with employee abilities, qualities, and commitment to excellent work contributions and performance. According to the Tagiuri Concept in Wirawan, organizational climate is the aspect of a company's internal environment that is relatively constant, experienced by employees, influences how they behave, and can be summed up in terms of a number of organizational characteristics or traits (Tannady, 2018). Structure, standards, responsibility, incentive, and support climates are the five dimensions of organizational climate. The workplace climate will vary depending on the firm. The ability of an employee to generate an output in relation to the input used is known as productivity. When a worker can deliver the required goods or services in a condensed amount of time, that worker is said to be productive. Good and professional management is something that is part of the life cycle of a company in achieving its goals. A conducive work climate encourages human resources to work together, respect each other, and communicate well between colleagues. Organizations with a good organizational climate can provide opportunities for every head office employee to behave well, work well, and, of course, increase their work productivity (Hamdi & Bahruddin, 2014).

The availability of facilities and infrastructure, the quality of the human resources, and the organizational environment both internal and external all theoretically have an impact on employee productivity in an organization. Local culture is an integral part of the organizational environment, particularly the internal environment of the business. This indicates that workers at the company have received training and adhere to local customs. As a result, elements affecting the organizational climate are crucial for boosting staff productivity. For their own comfort and to assist their work, employees typically pay close attention to the surroundings at their place of employment. They tend to favor comfort and safety on a physical level (Susetyo, 2017). In essence, every organization has the desire to have high productivity, both private and public. Especially in sharia banking institutions. In terms of work at the head office, each field within it has an important role in running the company. The role of HR is very important. The success of an organization depends on productive human resources who are reliable in HR management. The personnel who carry out organizational duties in order to accomplish organizational goals are directly tied to the organizational climate. It is also strongly tied to social organizations since they affect how an organization functions and how its members behave. "Organizational climate" is the independent variable or variable that is unrelated, also known as variable X, and "productivity" is the dependent variable or dependent variable that is linked, also known as variable Y. The effectiveness of an organization's human resources is significantly influenced by its organizational climate (Tannady et al., 2020). The productivity of the organization may suffer if the work environment is unfavorable and reduces productivity. So that work productivity may be successful and the company functions properly, every human resource that is currently available must be able to produce a decent and favorable environment. As a result, the author draws the conclusion that factors affecting organizational climate and productivity are positively correlated. It can be said that the better the climate relations that are created, the more work productivity can be increased (Hamdi & Bahruddin, 2014).

## Methodology

This study employs a descriptive methodology and is a form of quantitative research. The explanatory survey method is a sort of quantitative research that is employed by researchers. It involves employing a questionnaire or questionnaire as the primary data source, with respondents being required to complete the statements on the questionnaire or questionnaire that the researcher gives. 30 personnel who work in financing administration make

up the study's sample. In this study, samples were drawn from the entire population using a technique known as saturation sampling. When the population is tiny or the researcher needs to draw generalizations with very low error rates, this is done. According to the justification provided, the samples used in this study will represent the full population, or all 30 personnel in the field of financing administration. The author used a variety of data gathering strategies for this study, including observation, surveys, and documentation. This study employs quantitative methods along with descriptive ones. The descriptive methodology chosen for this study focuses on testing hypotheses or solving issues. The purpose of the descriptive technique is to provide systematic descriptions of the phenomena under study as well as descriptions of their interactions. A Likert scale is used as the measurement scale in this study. Using SPSS, the t-test for this investigation was run with a significance level of 5%.

### **Case studies**

The author distributed the questionnaire online via the G-Form application, with 24 items from two variables. The first 16 statement items are for the organizational climate variable, and the last eight items are for the productivity variable. Then the author calculated the data on the completed questionnaire, which included gender, age, and length of work. From the results of the questionnaire, it was found that the number of respondents of female gender was 18 respondents, or 60%, and the number of male respondents was 12 respondents, or 40%. The majority of respondents were female, which shows that women contributed more to answering the questionnaire. Then it can be seen that there are respondents aged 21 to 30, or as many as 50%. There were 10 respondents aged 31 to 40 years, or 33.3%, and 41 to 50 years, or 16.7%. Therefore, from this data, it can be concluded that respondents aged 21 to 30 years, with a percentage of 50% of respondents, are the majority of respondents in this survey.

The constant  $a$  is 10.389; this number is a constant, which means that if there is no organizational climate, then the productivity value is 10.389. The constant  $b$  is the regression coefficient number. The result is 0.321, which indicates that productivity will rise by 0.321 for each additional unit of organizational climate. As a result of the organizational climate ( $X$ ) having a positive impact on productivity ( $Y$ ) and the regression coefficient value being positive (+), the regression equation is  $Y = 10.389 + 0.321X$  with a significance level of 0.05, meaning that if the Sig. > 0.05, then the  $H_0$  is accepted and the  $H_1$  is rejected, and if the Sig. < 0.05, then the  $H_0$  is rejected and the  $H_1$  is accepted. The sig value reveals it based on the outcomes. With a  $t$  count of  $3.924 > 2.048$  and a value of  $0.01 < 0.05$ . Therefore, it can be said that  $H_1$  is accepted and  $H_0$  is rejected. As a result, variable  $X$ , or the impact of organizational environment, significantly enhances variable  $Y$ , or productivity. The correlation/relationship value ( $R$ ), which is based on the research findings, is 0.596. An  $R$  square of 0.355 is calculated from this output, indicating a 35.5% influence of the independent variable (organizational environment) on the dependent variable (productivity). Meanwhile, other factors that have not been examined have an impact on the remaining  $100\% - 35.5\% = 64.5\%$ . The organizational climate variable ( $X$ ) has a determined  $t$  of 3.924 based on the statistical test using the  $t$  table coefficient, and the  $t$  table has a value of 2.048. So, as can be seen,  $t$ -count is greater than  $t$ -table, and the significance level as a result is  $0.01 < 0.05$ . if the significance level is less than or equal to 0.05. The organizational atmosphere clearly has a favorable impact on staff productivity, as can be inferred from this characteristic.

### **Conclusion**

The t-test results show that the sig value is less than 0.05 and the  $t$ -count is higher than the  $t$ -table. Therefore, it can be said that  $H_1$  is accepted and  $H_0$  is rejected. Therefore, it can be said that factors affecting organizational climate have a big impact on worker productivity. According to the 35.5% coefficient of determination, 36% of the variation in productivity may be attributed to the organizational environment in the department of financing administration, and the remaining 64% is impacted by factors that were not addressed in this study. ADP department heads are expected to maintain a good organizational climate and improve it even more. financing administration staff to optimize the existing organizational climate so that the quality and quantity of work in work productivity remain optimal and even increases. The author hopes that sharia banking institutions, especially at head offices, will further optimize the importance of organizational climate for employee productivity.

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