

**ORGANIZATIONAL CLIMATE AND JOB SATISFACTION:
COMPARATIVE STUDY BETWEEN THE STATE INTELLIGENCE AGENCY AND
THE POLRI SECURITY INTELLIGENCE AGENCY**

By

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Abstract

The phenomena of resource management practices, organizational environment and job satisfaction of human resources in both organizations are assumed to have differences considering the different characteristics of the two organizations. Therefore, this research is interested in examining how police officers perceive the organizational environment and job satisfaction felt by police officers in different organizations. The population of police officers who are in the State Intelligence Agency and the National Police Security Intelligence Agency will be the subjects of this study to obtain their perceptions of the phenomenon of organizational climate and job satisfaction. The comparative study intended in this study was conducted by comparing the perceptions of police officers in the two organizations on the organizational climate and job satisfaction. The organization is a social system where human resources are the most important factor to achieve the goals and objectives of the organization. The success of the organization in achieving its goals depends on the organizational climate in which members of human resources function and the influence on their job satisfaction in perceiving the organizational climate.

Keyword : Organizational Climate and Job Satisfaction, Police Security Inteligence

INTRODUCTION

This research is to conduct a comparative study on organizational climate and job satisfaction of police officers at the National Intelligence Agency and the National Police Intelligence Agency. A comparative study of differences in organizational climate and job satisfaction in the two organizational units was obtained by examining how police officers in both organizational units perceive organizational climate and job satisfaction in the work unit environment. The rationale for this research is based on several academic considerations and the practice of human resource policies and organizational behavior in the police institution. In practice of human resource management, the Indonesian National Police has around 442.110 as shown in the data pyramid below.



Picture 1. Peta Kekuatan SDM Polri Tahun 2019
(Source: Karo Jianstra, 2019:2020)

The large number of personnel and the complexity of the work carried out by the police require effective human resource management practices so that they can meet the individual expectations of organizational members and organizational goals. Human resource management starting from recruitment, selection, human resource development, career development to the

process of job termination is a complex job and strategic human resource management. One of the problems in the practice of human resource management in the National Police is the large number of personnel in the police institution which has an impact on the career opportunities of personnel considering the limited office space available in the police organization.

As one of the efforts to meet the demands of government institutions that require the expertise of police officers, it is certainly an opportunity to provide opportunities for police officers to obtain and develop careers outside the police organization. One of the policies related to this phenomenon is that the Regulation of the Head of the Indonesian National Police No. 4 of 2017 has been stipulated regarding the assignment of members of the police outside the organizational structure of the police. Assignment for members of the National Police outside the organizational structure of the National Police is a transfer of duties and positions to organizations outside the National Police Organization at home and abroad. One of the regulations of the National Police Chief stipulates that the assignment of members of the Indonesian National Police includes the People's Consultative Assembly, the People's Representative Council, and the Regional Representative Council; Ministries, Institutions, agencies and commissions; international organizations, various state-owned and regional-owned enterprises and other agencies with the approval of the head of the police force.

The phenomena of resource management practices, organizational environment and job satisfaction of human resources in both organizations are assumed to have differences considering the different characteristics of the two organizations. Therefore, this research is interested in examining how police officers perceive the organizational environment and job satisfaction felt by police officers in different

organizations. There are around 202 members of the police assigned to the State Intelligence Agency, consisting of 22 Pati; 50 Pamen ; 37 Pama and 93 NCOs . The total number of police officers in the intelligence agency belonging to the Indonesian National Police is around 728 people, ranging from the Pati rank to non-commissioned officers and civil servants (Jianstra Bureau of Strategic Studies Report, 2019).

The population of police officers who are in the State Intelligence Agency and the National Police Security Intelligence Agency will be the subjects of this study to obtain their perceptions of the phenomenon of organizational climate and job satisfaction. The comparative study intended in this study was conducted by comparing the perceptions of police officers in the two organizations on the organizational climate and job satisfaction.

The organization is a social system where human resources are the most important factor to achieve the goals and objectives of the organization. The success of the organization in achieving its goals depends on the organizational climate in which members of human resources function and the influence on their job satisfaction in perceiving the organizational climate. Organizational members' perceptions of organizational climate have an impact on various organizational outcomes such as productivity, profitability, job satisfaction and organizational commitment (Ashena.M.Ramloutan.,2011). To achieve and maintain organizational effectiveness, job satisfaction of organizational members and a positive organizational climate are critical components in the organization. In the current era which is full of uncertainty and the dynamics of rapid change, the ability to manage organizations is very important, especially for police organizations in realizing the quality of people's lives through the creation of security and public order.

An organization is a forum for individuals to work and has its own

characteristics so that various different atmospheres and behaviors can occur and bring consequences to the behavior of individuals in the organization. The behavior of organizational members is usually in line with and a reflection of the atmosphere of the organizational climate. The organizational climate includes norms within the organization that are grouped into expected behavior, language, principles and postulates so as to enable a workplace to do a good job (Appelbaum.et.al., 2007; page:587). Furthermore, organizational climate shapes and shares values, beliefs and behavioral norms in organizations (Ahmed.et.al., 2012). It can be said that organizational climate occurs as a result of the attitudes, behavior and emotions of organizational members and adopting organizational rules. Due to these characteristics, organizational climate is expected to influence the attitudes and behavior of organizational members. If the expectations of organizational members are achieved and they feel the organization supports their needs, of course, their perception will be more positive about the organizational climate so that in turn it will lead to job satisfaction. But on the contrary, if their expectations cannot be obtained from the organization and they will have a negative perception of the working conditions of the organization.

Organizational climate is based on the premise that overall organizational health can be assessed by measuring individual employee perceptions of the work environment (Pelin Kanten and Funda Er Ulker, 2013). Collectively, individual perceptions become aggregate data that explains how well the organization performs and how well the organization treats the organization (Giles, 2010:68). In other words, that organizational climate represents how employees feel about the atmosphere in the organization. For organizational development, of course, it is very important to make organizational members feel good and comfortable as a key source of organizational success (Pelin Kanten

and Funda Er Ulker, 2013). With the changes and dynamics of the environment that is changing so fast and complex if the organization wants to be smarter, advanced, professional, innovative, an organization needs to improve a healthy work environment and a conducive organizational climate so that members of the organization feel free to show positive behavior (Choudhury, 2011). :112).

In an effort to improve the quality of organizational services, to achieve effectiveness and organizational life, it is necessary to have the attitudes and behavior of members of the organization in accordance with the values of prioritizing the interests of the community. Therefore, organizational climate has received important attention for organizational behavior researchers included in this study. Researchers in the field of organizational behavior have studied organizational climate in various organizational contexts and linked it to individual, group and organizational member performance outcomes, organizational justice, motivation and likelihood to leave the organization (Dickson.et.al., 2006:352-353; Heyart ,2011:18;; Ahmad. et.al., 2012; Rahimic,2013).

These researchers found that organizational climate increases individual positive behaviors in organizations such as organizational citizenship behavior, innovative behavior, and creative and proactive behavior (Moghimi and Subramaniam, 2013: 3; Bindl ve Parker, 2011: 32 and Lin and Lin, 2011:586).). But conversely, organizational climate can also trigger negative behaviors such as high absenteeism, work delays, lack of initiative in work, excessive breaks during working hours, waste of resources, fights with fellow coworkers, lack of motivation (Appelbaum.et.al., 2007:588-589; Pena-Suarez.et.al.,2013-137; Dawson.et.al.,2008-92).

Furthermore, job satisfaction is an important factor in organizational behavior and human resource management because of its influence on performance, productivity, and

service quality of an organization. Job satisfaction is a positive feeling (positive feeling) about work in the organization, resulting from the assessment of members of the organization on the characteristics of the organization. Someone who has high job satisfaction with work and the organization will have very positive feelings about his job, and conversely those who do not have job satisfaction will have negative feelings about his job. Humans in general are satisfied with their position, the work itself and with superiors and fellow co-workers (Ashena.M.Ramloutan., 2011). However, they tend to be less satisfied (dissatisfied) with salary and career development opportunities and promotions. Job satisfaction can include compensation, promotions, peers, and liking work is almost always one of the components that are strongly correlated with job satisfaction. Most people prefer jobs that are challenging, and jobs that are not routine. Therefore, it is important for organizations and leaders to examine the attitudes and behavior of organizational members and individual differences because they are components that can cause potential problems because they can influence behavior.

Theory Review

Organizational Climate Theory

Job satisfaction has been found to be one of the contributing factors to employee turnover and organizational disruption. This relates to efficiency, effectiveness and productivity, loyalty to the organization, absenteeism and staff turnover rates. There is also a humanitarian interest in that employees are treated with value and respect and their psychological well-being is maximized (Ellickson and Logsdon, 2001). With the increasing interest in human resource management and the lack of skilled and experienced workers, organizations are becoming more aware of the concept of job satisfaction as more than just employee "chatter". Organizational climate is being analyzed to evaluate its effect on employees.

There is awareness and recognition that low job satisfaction has negative outcomes such as decreased profits, withdrawal behavior, lack of productivity and ultimately increased employee turnover rates (Zeffane, Ibrahim & El Mehairi, 2008). Thus, there is an increasing focus on this and the factors that affect job satisfaction. The purpose of this chapter is to review selected literature on organizational climate and job satisfaction. This study will be conducted to examine the definitions and conceptual problems of these two variables. It will provide an overview of how organizational climate impacts other areas of the organization and the theory of work motivation.

Definition of Organizational Climate

Organizational climate refers to the perception that organizational members share the fundamental elements of their organization (West, Smith, Lu Feng & Lawthom, 1998). It consists of elements (such as behavioral and attitudinal characteristics and shared perceptions) that are empirically accessible. Organizational climate is a set of perceived attributes that result from the way the organization deals with employees and their environment. It is the way in which organizations influence routines, habitual behaviors and actions that are expected, supported, encouraged and rewarded (Schneider and Rentsch, 1988).

Organizational climate is an integral part of the broader concept of climate which also consists of aspects of the social environment that are consciously felt by members of the organization (Patterson et al, 2004 cited in Saunders, 2008). Organizational climate has been broadly defined as the 'shared perception of organizational members' or the personality of the organization or 'the way things are done around here' and the way the organization treats its members (Ribton-Turner, 1995). Gray (2000) briefly summed up organizational climate to be 'what it's like to work here'. According to Bottyán (2004) organizational climate refers to the current collective impressions, expectations and

feelings of members of a work unit which then has an impact on members' relationships with supervisors, with each other and with other units. For the purposes of this study, the following definition of organizational climate will be used: it is a shared perception of a set of measurable characteristics of an organization that directly or indirectly impact employee behavior and satisfaction.

Definition of Job Satisfaction

The concept of job satisfaction has been studied extensively over the last forty years. Thus there are various definitions and theories that have emerged around this concept. This is not only the result of the incentive program. On the other hand, job satisfaction includes certain aspects of satisfaction related to working conditions, pay, incentives and benefits, promotions and relationships with coworkers (Misener, 1996). It is an expression of how employees feel about the nature of their work, promotion opportunities available to them and salary levels (Schermerhorn, Hunt & Osborn, 2005).

Spector (1997) defines job satisfaction as the extent to which people like their jobs and different aspects. This relates to the level of satisfaction experienced by employees with respect to the nature of work that is social, economic, progressive and challenging. According to Locke (1969: p316) overall job satisfaction is generally defined as "a function of the perceived relationship between what is desired from the job and what is perceived as an offer". It is the level of fulfillment that an employee receives in carrying out his duties. More recent studies have described job satisfaction as employees' perceptions, being aware of their circumstances, needs and expectations, of their work (Buitendach and de Witte, 2005) and as employees' ratings of their work based on factors employees consider important (Sempane, Rieger & Roodt, 2005). 2002).

Job satisfaction can be intrinsic and extrinsic. Intrinsic job satisfaction comes from internal rewards such as feelings of achievement, achievement from the work itself and opportunities for growth while extrinsic job satisfaction comes from external rewards such as company policies, promotions, supervisor support, coworkers and good salaries. Adeyemo (2000) believes that job satisfaction is largely controlled by factors outside the employee. In the end, job satisfaction results in the creation of trust and loyalty among employees. Later this will lead to an increase in the quality of work in the workforce. Therefore, one can conclude that the organizational climate in which one operates can have a significant impact on the job satisfaction experience of an employee.



The fourth level of need is self-esteem. This includes social status such as reputation, recognition, prestige and rewards for self-efficacy or confidence for high-level performance (external component), as well as job satisfaction, high motivation, self-confidence and strength (internal component). The last level of the hierarchy of needs is self-actualization. Self-actualization is the desire to fulfill one's potential and maximize one's experiences and talents. It is the desire for self-

fulfillment to be the best one can be (Kreitner and Kinicki, 2008).

According to Maslow, the need for self-esteem and self-actualization is related to job performance and satisfaction and this is what managers need, namely a focus on satisfaction. Recognition of work, approval from coworkers, managers and executives can all contribute to self-efficacy and social status (Ivancevich et al, 2005). Self-actualization is not limited to the work environment and if the work environment does not provide opportunities for self-actualization then employees will start looking elsewhere. To avoid this from happening, managers note this tendency and provide more opportunities for employee self-actualization (Ivancevich et al, 2005). This may require subordinates to be given a certain level of “authority” and decision-making power. Lower level needs are easily met within the organization through monetary incentives. These are higher-order needs that require more effort to satisfy such as social interaction, more meaningful work and greater autonomy to employees. Job satisfaction is based on the belief that future work situations have a greater potential to meet higher-level needs and organizations need to guide and direct employee behavior so that organizational and individual needs are met simultaneously (Ivancevich, et al, 2005).

RESEARCH METHODS

Moleong (2004) says that research is essentially an attempt to find the truth and to justify the truth. This research method was chosen by the author because of several considerations, such as what was conveyed by Moleong (2004), namely: (1) Adjusting qualitative methods is easier, if it is with plural reality. (2) This method presents directly the nature of the relationship between the researcher and the source of information. (3) This method is more sensitive and more adaptable to the many shared influences on the value patterns encountered. This research is a qualitative research using a perspective that is

carried out by looking at social control against transnational crime. So before that the researcher will explain some of the opinions of experts regarding this qualitative research.

According to Suparlan (1994) states that: Qualitative research is research that analyzes social phenomena by using the culture of the community concerned to obtain an overview of the prevailing patterns and the patterns found, the meaning of actions from the events of people who want to be understood. , which is expressed directly in the language that is received and conveyed indirectly, then analyzed with an objective theory. Other experts such as Creswell (2002) argue that the definition of qualitative research is as a process of inquiry to understand social problems or human problems based on the creation of a complete holistic picture formed in words, reporting the views of informants in detail and arranged in a natural setting.

RESULT AND DISCUSSION

The fourth level of need is self-esteem. This includes social status such as reputation, recognition, prestige and rewards for self-efficacy or confidence for high-level performance (external component), as well as job satisfaction, high motivation, self-confidence and strength (internal component). The last level of the hierarchy of needs is self-actualization. Self-actualization is the desire to fulfill one's potential and maximize one's experiences and talents. It is the desire for self-fulfillment – to be the best one can be (Kreitner and Kinicki, 2008).

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An employee starts from a neutral position with little attitude towards his work but while working he is faced with two factors (Motivator and Hygiene) which then have an impact on job satisfaction. If an employee does not experience satisfaction, this does not mean he is dissatisfied. According to Herzberg (1968) the opposite of job satisfaction is not dissatisfaction but lack of satisfaction and also lack of job dissatisfaction is not satisfaction but no dissatisfaction. This means that if, for example, the building does not have water on a hot summer day, the employees will be very dissatisfied. However, if there is water as usual, the employees will not pay attention or be very satisfied or very grateful. Herzberg's theory relates "intrinsic factors to job satisfaction, while extrinsic factors are associated with dissatisfaction" (Robbins and Judge, 2007: p189).

Herzberg's research reveals that the factors leading to job satisfaction are different and independent of the variable that causes job dissatisfaction – these factors are not part of a continuum but are two separate variables. Removing the factors that cause job dissatisfaction may result in peace, but not job satisfaction. Instead, the way to do this is to emphasize intrinsically beneficial characteristics, namely motivating factors such

as promotion opportunities, opportunities for growth, recognition, responsibility and achievement.

The relationship between organizational climate and job satisfaction is important. History recognizes the strong influence that organizational climate has on employee cognition, attitudes and behavior (Ostroff, 1993). The influence of organizational climate can result in the organization never realizing the full potential of its employees due to behavioral constraints and can prevent employees from reaching their full potential due to a lack of stimuli to influence this behavior. Dimensions such as support, integration and facilitation of leadership have been found to have an impact on job satisfaction (Saunders, 2008). Job satisfaction, together with commitment, has an impact on a number of outcomes such as turnover, performance, absenteeism and tardiness (Cohen, 1999). For organizations that believe that they have a responsibility to provide employees with challenging and intrinsically rewarding jobs, high employee satisfaction is important (Robbins, 2001).

Patterson et al. (2004) studied 42 manufacturing firms to identify the relationship between organizational climate and productivity mediated by job satisfaction. It was found that there is a significant relationship between productivity and various aspects of organizational climate and the greater the influence of organizational climate on satisfaction, the greater the productivity of employees. Perceived organizational climate is related to various outcomes such as job satisfaction and performance. Parker, Baltes, Young, Huff, Altmann, LaCost & Roberts (2003) reported that there is a direct relationship between perceived organizational climate and job satisfaction and work attitudes (such as work commitment and engagement) and is indirectly related to performance. This finding was confirmed by Carr, Schmidt, Ford & DeShon (2003) who reported similar findings from their analysis.

Based on various definitions and research conducted on organizational climate, it is proven that the work climate of an organization has an impact and causes employee behavior and organizational results. There is a significant relationship between organizational climate and employee job satisfaction. Organizational climate is perceptual while job satisfaction is attitude. Organizational climate is built from elements that can be changed by management to affect the quality of the work environment and is an indication of how effective the organization is in mobilizing its human resources. Research has shown that job satisfaction is an important factor for staff retention and productivity. While there is research on organizational climate and job satisfaction, the focus is on the private and business sectors. Not much research has been done on climate and its relation to job satisfaction in the government sector. This study will try to bridge this gap by conducting empirical research in Government Departments. The next chapter describes the research methodology used to examine the organizational climate and job satisfaction of employees in the Department.

CONCLUSION

The population of police officers who are in the State Intelligence Agency and the National Police Security Intelligence Agency will be the subjects of this study to obtain their perceptions of the phenomenon of organizational climate and job satisfaction. The comparative study intended in this study was conducted by comparing the perceptions of police officers in the two organizations on the organizational climate and job satisfaction.

The organization is a social system where human resources are the most important factor to achieve the goals and objectives of the organization. The success of the organization in achieving its goals depends on the organizational climate in which members of human resources function and the influence on

their job satisfaction in perceiving the organizational climate. Organizational members' perceptions of organizational climate have an impact on various organizational outcomes such as productivity, profitability, job satisfaction and organizational commitment. So the role of the Police in building a good organizational climate is very important, both at the Polsek, Polres, and Polda levels.

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