

# The Importance of Personal Characteristic in Shaping Positive Perceptions of Organizational Climate in Universities

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## ABSTRACT

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The purpose of this study is to provide a conceptual framework regarding organizational climate. Researches and theory regarding Organizational Climate began in 1968 and is still being researched until 2023. Most studies show that organizational climate has an influence on work performance in organizations, such as productivity, performance, job satisfaction, organizational commitment and organizational citizenship behavior. However, several studies have shown results with very low significance. This research will explain the importance of personal characteristics in forming a positive perception of the organizational climate especially in the university.

*Keywords: Organizational Climate, Conceptual Framework, Literature Review*

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## 1. INTRODUCTION

The university is an organization that has its own uniqueness in carrying out its operations. Focusing on education and education, thus demanding that the individuals within it carry out their activities by prioritizing the values of integrity and having character that can be used as examples by their students. Research on organizational climate in the campus environment has been carried out a lot. Research collected from 2012 to 2023, most of which show positive and significant results on work performance in the organizational environment, but there are still some studies that show a low significance value.

Based on these conditions, referring to the main concept regarding organizational climate is the result of the perception of each individual in the organization, the authors have several discussions and discussions that differ in the perceptions of each individual, personal needs, personal values affected by individuals state and their emotion. In terms of individual perceptions, especially lecturers are much influenced by various factors. Both internal and external factors. The same stimulus may be perceived differently according to the conditions and characteristics of each individual, their needs, personal values, as well as emotional state and intelligence in managing emotions. Individual characteristics play an important role in building a positive assessment of the organizational environment, especially at universities.

## 2. LITERATURE REVIEW

### 2.1 Organizational Climate

Organizational climate remains an interesting subject to study because it is the result of the perceptions of individuals within the organization. The development of climate theory the organization began in 1968 from Litwin & Stringer who stated organizational climate refers to a set of aspects of the work environment that can be measured, perceived directly or indirectly by people who live and work in that environment and are assumed to influence their motivation and

behaviour. Professor Taguiri defines the concept of organizational climate as the quality or internal environment of an organization experienced by its members, influencing their behavior, and can be described as the value of certain characteristics or attributes of the organization [1]. The development of Organizational Climate theory continues to grow, such as the concept put forward by [2] which states that there are several aspects that are indicators of organizational climate, namely a relatively constant set of characteristics in the organization that are felt by employees, and affect the behaviour of all members of the organization.

In addition, organizational climate is the human environment in which workers of an organization work. This can refer to the environment within a department or company unit such as a branch office or the entire organization [3]. Organizational climate refers to the values, beliefs that are invisible but present in the behavior and actions of employees [4]. In the literature, there is no generally accepted definition of organizational climate. Because it is a complex, multidimensional, and multidimensional phenomenon that originates from employees' perceptions of their experience in an organization, is stable over time and widely shared within organizational units [5].

Based on the definitions above, it can be concluded that organizational climate is a view held by employees on the conditions of their work environment. This view can later influence the work behavior displayed by employees. Organizational climate is also a series of descriptions of organizational characteristics that can differentiate it from other organizations that lead to the perceptions of each employee in viewing the organization. Organizational climate is subjective, because what individuals feel about their work environment either directly or indirectly will be different from other individuals. This organizational climate cannot be touched, touched, or seen but will be felt by the individuals in it.

Based on the theory used, each theory has different indicators. Dimensions of organizational climate from [1] are:

1) *Structure*

The feelings employees have about existing work procedures and rules within the organization. The emphasis is on the bureaucracy within the organization, the boundaries within the group, the laws, regulations and procedures that exist within the organization.

2) *Responsibility*

Employees' feelings indicate that they can be their own superiors, are allowed to make decisions and solve problems without having to ask their superiors first. If an employee is given a job to complete, he is expected to know that it is his responsibility.

3) *Rewards*

Employees' feeling that they are valued and rewarded for what they do well. The emphasis is on rewards or awards, eg salary and promotions.

4) *Risk*

Employees' feelings about risk and challenging jobs and how they anticipate the risks and challenges they face.

5) *Warmth*

Employees' feelings about the good friendly relations that exist between employees in the work environment, and about the warmth of relationships with fellow co-workers, both superiors and subordinates. This warmth can form cooperation to help each other and trust each other.

6) *Support*

Employee feelings regarding the support provided by the organization for him, both reflected in the support of superiors, colleagues and subordinates.

7) *Standard*

Employee feelings indicating that employees understand the standards regarding the goals and work performance of each job that must be done with an emphasis on good work.

8) *Conflict*

Employee feelings that indicate employee feelings that superiors and other colleagues want to hear different opinions. The emphasis is on solving problems openly rather than covering them up or avoiding them.

9) *Identity*

Employee feelings that show employees' feelings about themselves as part of the organization. The emphasis is on the existence of a spirit where individuals can have pride in being part of the organization.

Organizational climate scale from [6] are: Quality of leadership, level of trust, communication, feeling of doing useful work, responsibility, fair reward, work pressure, opportunity, control, structure & bureaucracy, and employee participation.

[7] mentions 6 dimensions of organizational climate, namely: Flexibility Conformity, responsibility, standards, reward, clarity, theme commitment.

[8], there are 8 dimensions of organizational climate, namely: Autonomy, Cohesion, Trust, Pressure, Support, Recognition, Fairness and Innovation. Besides that, [9] said that the dimensions of organizational climate are: organizational policies & regulations, communication effectiveness, level of relationship between employees, level of employee participation. [10] said that indicators of organizational climate are: conformity with the organization, responsibility, work standards, wages, organizational clarity and team spirit.

### 2.1.1 Influence of Organizational Climate

Organizational climate will be different in every organization. This organizational climate will have an influence either directly or indirectly on everything in the organization such as productivity, work motivation, job satisfaction, work performance, and so on. [1] say that organizational climate will have an impact on an organization directly, one of which will affect the work behavior displayed by employees in the organization's environment. Furthermore, [1] also argues that organizational climate is *Good* can improve employee performance which leads to job satisfaction and employee work productivity. The influence that arises will be different in one organization and another will be different because of the different characteristics of the organization.

More than fifteen (15) studies in this area discussing the topic of organizational climate, obtained the result that there is a relationship between Organizational Climate and employee

performance, organizational effectiveness, productivity, job satisfaction, organizational commitment, organizational justice, work motivation, employee discipline, propensity to leave and reduce behavior *cyberloafing* [11], [12], [1], [13], [14] [7] [15], [16], [17], [18], [19]; Firmada & Budiani, 2019; Zulkifli, 2020; [13]; Soemadi, 2021; Haeorfiatna, 2021). However, there are research results showing organizational climate shows a low significance for organizational citizenship behavior and lecturer performance [20] [11]. From the results of this study, organizational climate only had an effect of 25.8% on organizational citizenship behavior and only 14.1% on lecturer performance. The researcher stated that there are other factors that influence organizational climate and further research is needed regarding other factors that influence the performance of employees or lecturers in particular.

### 2.1.2 Factors Affecting Organizational Climate

[1] argues that organizational climate has several influencing factors, namely:

#### 1. Organizational Factors

The organizational factors referred to include past experience of the organization (previous climate), the influence of pressure from the formal organizational system and the characteristics of the tasks assigned to employees.

#### 2. Leadership style factor

According to [1], this factor is an important determinant of climate formation. Leaders' attention to compliance with applicable rules, good work standards and ways of communicating both formally and informally with others have a major influence on climate.

#### 3. Individual factors

Certain needs, expectations and values held by lecturers. The author in this case, has several hypotheses which are the topic of discussion, namely:

1. Apart from organizational and leadership factors, there are individual internal factors that influence the assessment of organizational climate.
2. Assessment of positive organizational climate (*Good*) much influenced by perception factors. Perception factors in each individual are influenced by personal characteristics
3. The personal characteristics that influence individual judgment are perceptions, individual needs, espoused values, and the emotional state of each university workforce/lecturer.

## 2.2 PERCEPTION

Perception is a process in which individuals filter, select, organize incoming stimuli through the human senses with the aim of giving meaning to these stimuli. The stimulus can be anything in various forms depending on the situation in which the individual is. The following is the definition of perception from several experts:

- a. Milton (1981)

"Perception is the process of selecting, organizing, and interpreting stimuli from the environment."

Perception is the process of capturing, choosing and giving meaning to stimuli that come from the surrounding environment.

b. Feldman & Arnold (1986)

"Perception: we talk about the way people organize and interpret the information they receive."

Perception means we talk about the ways humans manage and interpret information from the environment.

Perception occurs through three stages, namely sensing, interpretation, and assessment. The assessment stage is a psychological process, in this process influenced by several individual subjective factors, namely, among others, learning process factors, motivation, desires, past, individual attention, and encouragement. Certain characteristics are consistently assigned to objects, things, people and situations. Therefore, each individual's perception of the stimulus is different. It can be said that perception is very personal.

In general, in the process of perception there are two activities which include the following:

- Receive stimuli and then select them according to the needs and expectations of each individual.
- Translate the stimulation and interpret it so that it is meaningful for the individual.

### 2.2.1 Factors Affecting Perception

[21] suggests that there are three factors that influence perception, namely:

1. *Entity Characteristics*

Hopes and desires are the main determinants of individual perceptions of the actual characteristics of real conditions. These conditions apply not only to physical objects but also perceptions to the abstract conditions of work and organization. Abstract perceptual objects will have less effect on individuals than physical characteristics because perceptions in abstract conditions will be more ambiguous.

2. *Characteristics of The Person*

Personal characteristics influence individual perceptions, especially on ambiguous objects. Personal factors will have a greater influence on individual perceptions.

a. Needs

The needs of each individual also affect how he perceives something.

b. Emotions

Person's emotional situation affects the perceptual process. When someone is feeling frustrated, angry or anxious, their perceptual process will be disrupted.

c. Experience

Individual experience of an object will affect the perception.

### 3. *Situation Characteristics*

Situational factors that can influence perception:

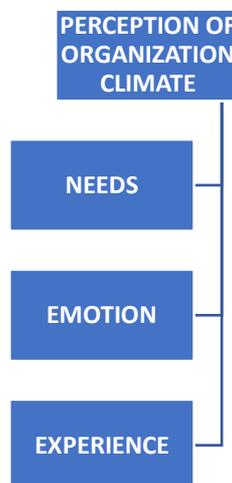
#### a. Stress

Information is often disrupted when individuals are under stress. Stress can interfere with an individual's ability to process and receive information.

#### b. Timing

Timing of individuals receiving information is very decisive. If information is received at the right time, it is possible that the perceived perception will be different from information provided at the wrong time.

Thus, it can be concluded that the same stimulus can be perceived differently according to the personal characteristics of each workforce/lecturer at the university. If the model is described as shown in the image below:



**Picture 1.**

### 2.3 NEEDS

Needs are a set of behaviours that people see can move them towards a goal [22]. Needs are not conditions of deprivation or arousal, but indicators of behavioral goals. [22] made six general categories of needs, namely:

#### 1. Need for Recognition – Status

The need to be acknowledged by others and to gain status in the eyes of others is a strong need for most people. Status recognition includes the need to be able to do things that are considered important.

#### 2. Domination

The need to control the behavior of others is called dominance. This need includes a set of behaviors directed at gaining power over the lives of friends or colleagues.

### 3. Autonomy

The need to be free from the dominance of others. This need includes behaviors aimed at achieving freedom of choice, self-reliance and achieving goals without help from others.

### 4. Protection – Dependability

A set of needs that are almost in stark contrast to independence are the needs for protection and dependency. These needs include the need to be cared for by others, to be protected from frustration and hurt, and to satisfy other categories of needs.

### 5. Love and Affection

Most people have a strong need for love and affection, namely the need to be accepted by others for more than just recognition and status, to be able to include some indication that other people have positive feelings of affection for them. Helping others in the hope of receiving a return in the form of positive verbal expressions and gratitude can be considered as one example of this need.

### 6. Physical Comfort

Physical comfort is the most basic part, because other needs are learned in relation to this need. These needs include behaviors directed at obtaining food, good health, and physical security. Other needs are learned as developmental needs for pleasure, physical contact, and well-being.

Someone will perform a series of behaviors that will lead to the satisfaction of needs with the highest preference. If he chooses Autonomy over other needs, they have expectations of getting the same reinforcement in an effort to meet his needs, then his behaviour will be directed towards Autonomy

## 2.4 EMOTION

The understanding and definition of emotion has developed different views and is seen from various contexts in the field of psychology.

Early in its development, [23] suggested that emotion is a complex behavioural phenomenon involving many neural integrations and chemical processes in the body. In line with the many researchers who conduct research on emotions, the concept of emotions has developed.

The emotional state is the result of the interaction of two components, namely the physiological drive and cognition about the arousing situation [24]. Cognition and physiological drives are seen as a necessary condition for the occurrence of an emotional state (interrelated). If either one is absent, then the emotional state will not be experienced. For example, a person who is afraid is not sufficiently stimulated, unless at the same time a person perceives himself to be in danger. Even if the physiological drive and cognitive assessment are present, a person will not experience arousal unless the two things are connected/related.

The stimulus provided by the system, rules, regulations, and organizational structure, in all management within the university, will be captured personally by everyone. The stimulus provided by the university will be assessed cognitively, and then this assessment is related to a person's physiological state so that it creates an arousal that can be very different between each person.

## 2.5 EXPERIENCE

Experience consists of the process of interpreting events successfully. The meaning that we attribute to events is what constitutes an experience. Two human beings need not experience the same or even a similar event in their process to become psychologically similar; they just need to view their experiences in the same way. Humans actively interpret events by asking questions, formulating hypotheses, drawing conclusions, and then asking more questions, so that different people with very different experiences can see an event in the same way.

People with different backgrounds may have similar constructs, of course, people with similar experiences are more likely to view events in much the same way. However, no two people interpret an event exactly the same.

All events that occur in operations and interactions within the university can be judged almost the same by people with different backgrounds or experiences, but no one interprets them exactly the same. Thus, a person's perception will be very much influenced by past experiences that he felt, both similar and very different from the current events.

## 3. METHODS

Literature review Provides a description, summary and critical evaluation Offers an overview of important published literature on a topic Provides context for future research by telling the story of work done so far. The method used in this literature review is a systematic approach to analysing data in a simplified approach. Article research design by Randomized Controlled Trials (RCT) by tracing the results of research that has been done before. The articles used are focused on original empirical research articles or research articles that contain results from actual or empirical observations where there are abstracts, introductions, methods, results, and discussions.

## 4. RESULTS AND DISCUSSION

Organizational climate is a very interesting topic of discussion because it is the result of a person's perception of the stimulus he receives. This research is still being carried out from 1968 to 2023. The discussion about organizational climate is still interesting to study in various organizational sectors and also its effect on other psychological variables.

[1] states that organizational climate will have an impact on an organization directly, including influencing work behavior displayed by employees in the organization's environment. Previous studies that have been conducted also show that organizational climate has an effect on productivity, work performance, organizational effectiveness, productivity, job satisfaction, organizational commitment, organizational justice, work motivation, employee discipline, propensity to leave and reducing behavior *Cyberloafing*. The results show a positive and significant correlation. Likewise in the university environment, the results of the studies conducted showed a positive and significant correlation. The influence of the significance of organizational climate on work performance, productivity and work results also varies, there are studies with quite high

significance but there are also research results that show low significance, which only ranges from 14 – 24%. This of course raises further questions, what factors can influence this? One of the factors that influence a person's perception is personal characteristics.

A person's personal characteristics will influence his perception of the stimuli or stimuli he receives from the external environment. Personal characteristics that affect perception are the needs, emotions, and experiences that a person interprets. When these personal characteristics are unique and vary greatly in each individual. Each aspect of this personal characteristic has its own influence in shaping one's perception. A person's needs, emotions felt and assessed by a person and the experiences he has gone through will form various perceptions. Thus, personal characteristics are one of the important factors in encouraging the growth of positive perceptions of organizational climate.

The above is one of the causes of the results of research on the influence of organizational climate on work performance, productivity and work results to be very different and varied. Likewise in the university environment. All individuals in educational organizations (universities). An organizational climate that is perceived as pleasant by all members of the organization will create a comfortable work atmosphere, a positive academic atmosphere, and encourage high work results and performance.

## 5. CONCLUSION

Personal characteristics are one of the important factors in encouraging the growth of positive perceptions of organizational climate. However, this has not been supported by empirical data, so that the basis of this thinking can be used as the basis for further quantitative research regarding which personal characteristic factors have the highest influence in forming a positive perception, especially perception of the organizational climate in the university environment.

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