

RESEARCH ARTICLE

Implementation Development of Work Climate to Better Worker Productivity Employee in Stikes Hang Tuah Surabaya

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Abstract

Productive nurses are produced from qualified educational institutions. To achieve optimal work productivity growth required several supporting factors, one of them is the harmonious working climate. This work purports to obtain a photo of the workplace climate and its relationship to employee productivity. The dimensions of the employment climate in search are (1) the concept of the psychological dimension of employees; (2) the structural proportions of employees; (3) social dimensions of employees; (4) employee bureaucratic dimension. This research uses a quantitative and qualitative approach. The Result of research (1) Worker productivity at Stikes Hang Tuah Surabaya shows good work productivity (58%), unfavorable (42%), (2) Psychological dimension related to work productivity; (3) Structural dimension is not related to work productivity; (4) Social dimension related to work productivity; (5) The bureaucratic dimension is not related to work productivity. Recommendations for the management, need to be developed further standard performance of a team sharing development and application of a fair reward system for the achievers and penalties for the violators.

Keywords: *Working climate, and Work Productivity.*

Introduction

The contribution of nursing education institutions to the caliber of health services depends on the management of nursing education management, and one of the measures of success of a respectable educational institution is how much productivity of academicians including lecturers and lecturers in providing better services to scholars and society [1].

Productivity in the organization of nursing is realized through the preparation of nursing care in guaranteed quality and amount based on predetermined standards [2], as well as its strength and efficiency [3]. Work productivity can be examined from two dimensions, namely the dimensions of individuals and organizational dimensions. The individual dimension sees the productivity of nurse educators with individual personality traits of nurse educators who come out with the kind of mental attitudes and implies the

wishes and endeavors of individual nurses who always strive to ameliorate the tone of their cognition. While the organizational dimension to ensure the productivity of nurse educators in terms of technical relations between the input (input) and yield (yield).

Therefore, in this posture, the increase of work productivity of educators in institutional suite not only determined from the aspect of quantity of work generated but also can be watched from the aspect of quality, namely the addition of nurse progress as well as increasing the satisfaction of the students and the community as the recipient of service, 2008; Hansen in Swanburg, 2000, Davis, 1994).

Several factors known to affect work productivity include work climate, work ethic, and work-study. Steers & Porter [4], states that the work climate is an internal

environment that presents the components within the governing body that create the culture and social surroundings in which the bodily processes of achieving the objectives take place. Then put forward by Zimmamoto [5], states that the working climate is an internal environment or organizational psychology that affects the HR practices and policies received by members of the governing body. Each system will experience a different work climate. For nursing education institutions in accord with the workplace, the work climate is the campus and the residential area.

Literature Review Work Productivity is Maintained

Gibson (1997), states that productivity reflects the ability to raise the quantity and quality of output required by the advantages, the success of good help, increased activity, and feedback. Ilyas [6], factors affecting work productivity include (1) environmental factors, including economic, socio-cultural, legal and political; (2) personnel factors, including motivation, objectives, ability, moral education, income level, nutrition, and health; (3) Organizational factors, including structure, technology, and work climate, (4) managerial factors, including communication, leadership, decision making, motivation, objectives, determination, and use of resources.

To run into customer satisfaction and improve the quality of nursing service, work productivity is very important to be well done. Improved productivity is aimed at enlarging profits within the nursing organization, including to improve nurse progress as well as increasing customer satisfaction as a recipient of nursing services (Davis & Newstran, 1990). Nursing costs the most from the hospital budget, which is more than a third of the health care provider's budget. The big-budget is used for room operational costs and the development of nursing resources that account for more than half the full staff. Grounded on this, the efficient and effective function of existing resources is essential (Marr, 1994).

Working Climate

Work climate. Gibson (1997), states that the working climate is the internal environment or organizational psychology that affects the HR practices and policies received by members of the organization.

According to the Pines (1982) model cited by Kusnun [7], the work climate of an organization can be measured through four dimensions: (1) Psychological Dimensions, which include variables such as workload, lack of autonomy, self-fulfillment clerkship, , and lack of innovation; (2) Structural Dimension, which includes variables such as physical, sound and the degree of harmony between work and physical structure; (3) the Social Dimension, which includes the interaction with the client (in terms of quantity and feature issues), peers (level of support and cooperation), and supervisors (support and rewards); (4) Bureaucratic dimension, which includes the laws and rules of role conflict and role vagueness.

To produce qualified nurses, individuals who are highly dedicated and professionals are required to make valuable contributions to the organization. In carrying out responsibilities and responsibilities nurses need supporting factors such as a harmonious work climate. The Working climate in the workspace is closely linked to the process of creating a conducive working environment, to produce a harmonious relationship and cooperation that can bring in better work productivity in the nurse self. Nursing managers need to condition the environment to be conducive for nurses to express their innovation and creativity.

Methods

The method practiced in this research is a descriptive correlative method, there will be contemplating the influence or relationship between variables [8]. Research carried out on the ongoing events or symptoms is not a symptom of an issue that has been living on. Information is accumulated with a natural setting as a direct data source. Researchers not only stop at substantive findings following research focus, but also formal findings. Researchers as a central tool in the recording and gathering data through questionnaires, interviews, observing, and picking up documents at Stikes Hang Tuah Surabaya. The population in this study is all employees and student representatives in each grade so that a total of 170 people.

Results

This research is planned to furnish an overview, interpretation, and unveil the state

of the workplace climate, and work productivity.

Table 1: Frequency Distribution of Work Productivity Components Included Efficacy, Effectiveness, Efficiency

No	Variable	Frequency	Percentage (%)
1	<i>Efficacy</i>		
	a. Good	130	76 %
	b. Less	40	24 %
2	<i>Effectiveness</i>		
	a. Good	87	59 %
	b. Less	83	41 %
3	<i>Efficiency</i>		
	a. Good	101	59 %
	b. Less	69	41 %

Table 1 shows the proportion of respondents in completing the tasks by the ability of the academicians (efficacy) mostly good (76%), work effectively according to good goals (59%) and work efficiently well (59%)

Table 2: Distribution Of Work Climate Factors (Psychological Dimension, Structural Dimension, Social Dimension, Bureaucratic Dimension)

No	Work climate component	Frequency	Percentage (%)
1	<i>Psychological dimensions</i>		
	a. Good	147	86%
	b. Less	23	14%
2	<i>Structural dimensions</i>		
	a. Good	117	69%
	b. Less	53	31%
3	<i>Social dimension</i>		
	a. Good	91	54%
	b. Less	79	46%
4	<i>Bureaucratic dimension</i>		
	a. Good	99	58%
	b. Less	71	42%

Table 2 shows that the sub-variables of psychological condition are mostly good (86%), the structural dimension is mostly good (69%), the less well-categorized social dimension is close to half (46%), the proportion of bureaucratic dimensions is poor (42%)

Table 3: Relationship Between Psychological Dimension With Work Productivity

Psychological Dimensions	Work productivity				Total		OR (95 % CI)	p-value
	Less		Good					
	N	%	N	%	N	%		
Less	18	78	5	22	23	100	6,200 (2,178-17,647)	0,00
good	54	37	93	63	147	100		
Total	72	42	98	58	170	100		

In table 3 shows that the respondent's good psychological condition has good work productivity with 63% proportion. The result of the chi-square test shows that $p = 0,00$ ($p\text{-value} < 0,05$), means there is a statistically significant correlation between psychological dimension with work productivity. Risk odds ratio (OR) = 6,200 (95% CI 2,178-17,647), which means that respondents who work with good psychological conditions have the opportunity to work productively 6.2 times compared with respondents who work with poor psychological conditions

Table 4: Relationship Between Structural Dimension And Productivity

Structural Dimensions	Work productivity				Total		OR (95 % CI)	p-value
	Less		Good					
	N	%	N	%	N	%		
Less	28	53	25	47	53	100	1,858 (0,964-3,582)	0,090
Good	44	37	73	62	117	100		
Total	72	42	98	58	170	100		

Table 4 shows that respondents with good structural dimensions are more likely to have good work productivity with a proportion of 62%. The result of the chi-square test shows that $p = 0,090$ ($p\text{-value} > 0,05$), it means there is no statistically significant relationship between the structural dimension and work productivity. Odds Ratio (OR) = 1.858 (95% CI 0.964-3.582), which means that respondents who work with good structural conditions have the opportunity to work productively only 1.8 times

Table 5: Relationship Of Social Dimension With Work Productivity

Social Dimension	Work productivity				Total		OR (95 % CI)	P-value
	Less		Good					
	N	%	N	%	N	%		
Less	42	53	37	47	79	100	2,308 (1,240-4,297)	.012
Good	30	33	61	67	91	100		
Total	72	42	98	58	170	100		

Table 5 shows that respondents who feel good social relationships are more likely to have good work productivity with a proportion of 67%. The result of the chi-square test shows that $p = 0,012$ ($p\text{-value} < 0,05$), meaning that there a statistically significant correlation between the social dimension of respondent and work productivity. Odds Ratio (OR) = 2,308 (95% CI 1,240-4,297) which

means that respondents who work with good social dimensions have a chance to work productively 2,308 times compared with respondents who work with a poor social dimension

Table 6: Relationship Of Bureaucratic Dimensions With Work Productivity

Bureaucratic dimension	Work productivity				Total		OR (95 % CI)	P-value
	Less		Good					
	N	%	N	%	N	%		
Less	36	51	35	49	71	100	1,800 (0,968-3,345)	0,087
Good	36	36	63	64	99	100		
Total	72	42	98	58	170	100		

Table 6 shows that respondents who are in good bureaucratic dimensions are more likely to have good work productivity with a proportion of 64%. The result of the chi-square test shows that $p = 0,087$ ($p \text{ value} > 0,05$), meaning statistically there is no significant correlation between bureaucratic dimension and work productivity. Odds Ratio (OR) = 1.8 (95% CI 0.968-3.345), which means that respondents working with good bureaucratic dimensions have an opportunity to work productively 1.8 times compared with respondents who work with poorly bureaucratic dimensions

Discussion Work Productivity

In general, the results of research on work productivity in Stikes Hang Tuah Surabaya are classified as well (58%). To be able to provide quality services needs to be oriented to customer outcomes. This condition can be achieved if it created a harmonious working environment. Managers of nursing education institutions should be able to determine the strategic steps in the management of existing resources.

One of the strategic steps that can be applied is with existing input and output management systems. Inputs include human resources, facilities, regulatory policies, and capital that must be developed optimally, the outcome is the result of the activities of the organization, including productivity as the result of the production process, which is inseparable with the effectiveness and efficiency of the company. According to [6] explains that productivity is related to environmental factors, personal factors, organizational factors, and management factors. Stikes Hang Tuah Surabaya has tried to arrange in various fields, including the field of nursing resources.

Various efforts have been made, among others, by conducting daily supervision to provide guidance, direction and motivate all employees to act professionally by profession demands. Another policy is the provision of opportunities to improve higher-level education. Furthermore, if work productivity is seen from efficacy measurement, effectiveness, efficiency has obtained a result which works with academic ability and 76% efficacy in a good category, working with 59% effectively principle in good category and working on efficient principle 59% in the good category [3]. Suggests that low effective means not reaching goals (more than targets

or deviating from the target), while low efficiency will lead to waste.

Work Climate

Workplace climate is a feeling or perception of employees about their organization. If the work climate harmonious it will make the employees creative and innovative that encourages them to work optimally. Employees who are happy with what they do will have an impact on the performance they generate and will be their motivators in improving their work performance.

A conducive working climate needs to be created and implicitly demands the maturity of managers or leaders in using their leadership and understanding the complexity of the organization as a whole in using the methods, techniques, and tools necessary for the implementation of every activity. Work climate will be conducive if the workplace is applied giving fair reward according to competence. Creation of a clear organizational structure that can run correctly and easily and making the standard work that can lead employees in action and create a harmonious and compact working system by fostering brotherhood between employees with the spirit of kinship.

Relationship between Psychological Dimensions and Work Productivity

The psychological dimension is the psychological condition that employees feel about their workload, autonomy, and innovation in working. The results showed that there is a meaningful relationship between the psychological dimension with work productivity. Robbin [9] stated that in an organization, there is a need for harmony and harmony in the implementation of such activities or activities to make employees

happy with their work and motivated to work optimally according to organizational goals with a high level of efficiency and effectiveness. The Psychological condition of employees will be influenced by working conditions, workload, autonomy, and innovation applied in the room. Unfavorable working conditions will cause discomfort, distrust, conflict in groups, rigidity and so on, which will further lead to a decrease in organizational success in increasing work productivity.

According to Rogers (2000), the strategic step of innovation adoption efforts to improve the standard of nursing practice is to increase training opportunities and continuing education for employees. Conditions in Stikes Hang Tuah Surabaya that most respondents perceive both the psychological condition of work (86%). These results can be interpreted as a form of employee comfort to the fulfillment of psychological needs at work. Based on interviews of researchers with some employees that in the work they are given clear authority, with the muscle and innovation are allowed following the circumstances of the client.

Relationship between Structural Dimensions and Work Productivity

The structural condition in this study is the condition that the nurses feel about the working environment condition. The results showed that the structural dimension is not related to work productivity. The results of this study contradict the statement Simanjuntak [10], which states that the environment is one of the main determinants in organizational productivity.

Siagian [11], provides the formulation of factors for increasing labor productivity, one of which is the physical condition of the workplace that gives a real contribution in increasing work productivity, among others: 1) good ventilation; 2) adequate lighting; 3) neat layout and fine furnishings; 4) a clean working environment; and 5) a working environment free from air pollution. Conditions in Stikes Hang Tuah Surabaya that employees perceive both the structural dimension in their work (69%).

This can be interpreted that the employees are still able to work well with the atmosphere of the existing environment. The possible reason for being one of the factors

causing the structural dimension to be felt unrelated to work productively in Stikes Hang Tuah Surabaya is the cultural factor. Most employees embrace Javanese culture where there is an assumption that they are satisfied and have their pride and are considered the most important factor, that is if they can work in government agencies in more academic environments.

Relationship Between Social Dimension and Work Productivity of Academics

The social dimension in this study is the perceived condition of the employee about the relationship between the employees and the activities of mutual support, respect and mutual trust, and commitment together in the implementation of nursing tasks. Based on the results of the research shows that the social dimension is significantly related to work productivity.

This finding is in line with the opinion of Robbin [9] who says that social relationships within the organization are made up of co-workers who are the driving force that gives workers the ease in carrying out tasks. Good social contact between co-workers will be encouraged and a driving force that can make it easier for nurses to perform their duties.

The nurse as a professional is responsible and authorized to provide independent nursing services and collaborate with other health personnel by their authority, especially related to the scope of nursing practice and nurse authority. If there is a harmonious social relationship between colleagues then the job will be easier to do. If among colleagues there are similar values, views, and mutual protection together it will create comfortable social conditions that will encourage better work productivity.

This agrees with what Anwar (1993) says, which says that one part that keeps employees satisfied with their work is due to intimate social contacts either during working hours or break times. Further, Siswanto (1990) argues that labor motivation for 50% depends on social conditions, 40%, depending on their needs and 10% depending on the physical condition

Relationship Between Bureaucratic Dimensions and Work Productivity

Bureaucratic dimension is a condition that employees feel about the clarity of the duties

or limits of authority, rights, and obligations that are carried out about the task. The results show that the bureaucratic dimension is not related to the work productivity of employees in Stikes Hang Tuah Surabaya. The results of this study contradict the opinion of Laschinger (2002), in Hasibuan (1999), which says that a work environment with no clear policy leads to a decrease in work motivation, dissatisfaction, and a weakened mental.

Work productivity is influenced by many factors, in which factors can be within the labor as well as outside the workforce itself. Factors in the workforce in the form of motivation and morale have the greatest influence on affecting worker productivity than other factors. As Siswanto (1990) points out, 80% -90% of the workforce achievement is dependent on morale, and 10% -20% depends on its ability. In Stikes Hang Tuah Surabaya high morale of the work is structurally influenced by the derivative rule of the navy that has a spirit focus already established. The spirit of the work is what causes employees to work productively with

existing conditions. In addition to the morale factor factors of discipline on the superiors that are part of the naval doctrine will strengthen their productivity and maybe in place of the clarity of existing work Stikes Hang Tuah Surabaya as a form of direction or command.

Conclusion And Suggestion

Employee productivity at Stikes Hang Tuah Surabaya good working category (58%) and less good (42%), with good (mostly 76%) proportion, most effective (59%) and partially efficient work big good (59%). Work climate is related to work productivity, employee psychology dimension related to work productivity, employee's structural dimension is not related to work productivity, the social dimension of employee-related to work productivity, and employee bureaucratic dimension unrelated to work productivity. Recommendations for the management, need to be developed further standard performance of a team sharing development and application of a fair reward system for the achievers and penalties for the violators [12, 18].

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