

The Influence of Organizational Climate and Culture on the Performance of Contextual in a Private College in North Sumatra

Ilhamsyah Siregar¹, Saleh Sitompul², Rina Yugo Kasni³

¹Sekolah Tinggi Ilmu Ekonomi Profesional Indonesia (STEKPI)

²STIE ITMI Medan

³AMIK Widya Loka Medan

Corresponding Author: Ilhamsyah Siregar

DOI: <https://doi.org/10.52403/ijrr.20220762>

ABSTRACT

This research is to see construction human resource management strategy to anticipate and cope with the openness of the culture, the climate of the organization in improving the performance of contextual at University in North Sumatra. The population in this research is all educational personnel in private Universities in North Sumatra. To provide more clarity or certainty who become members of the population, it is necessary to be clarified traits or characteristics, namely: (1). Private Universities in question is the College that shaped Higher Education with Accreditation score of at least "B". (2). Research subjects or respondents or also as a member of the population is educated people of the law at a college that meets the characteristics of this research. According to (Neuman, 2013) saturated sampling is a sampling technique where all members of the population sampled. So the number of samples used in this study is 100 teachers. The technique of data analysis used in this research is the technique of the analysis of SEM (structural Equation Model). The results of this study (1) Cultural Openness has positive and significant effect on the performance of contextual in Private Universities in North Sumatra. (2) Organizational Climate has positive and significant effect on the performance of contextual in Private Universities in North Sumatra. (3) The Openness of the culture and climate of the organization together have a positive and significant impact on the

performance of the contextual in Private Universities in North Sumatra.

Keywords: The Openness of The Culture, The Climate of The Organization, The Performance Is Contextual in Private Universities in North Sumatra

INTRODUCTION

Higher education is an institution in providing services in the field of education that meets the needs and desires of the community, where the community as users of education services is a group of people who have an interest directly or indirectly to the provision of education and its results. that includes educators (lecturers), educators, learners, the community and the government.(Fatmasari & Harjadi, 2016). College should be supported by various parties such as the determinants of the success of the College is the educational staff or employees. Employees also met with the students who will register and also helps a lot of students in the activities of the administration.

The relationship created between the two sides this will create a work atmosphere or work culture that is comfortable and conducive. (Duha, 2018). The importance of achieving better performance and greater satisfaction for its employees in creating organizational culture a better and efficient. While the satisfaction of communication is

an important element when business partners come from different cultures, inconsistencies culture fundamental difference between communication partners can create challenges in the development of business relationships effectively. (Arief et al., 2021)

The climate of the organization of conceptual identifying features of objective and perception of climate and described it as a set of properties measured from the work environment, perceived directly or indirectly by the individual and is considered to influence the motivation and behavior (Kusumaputri, 2021).

Organizational climate is a pattern of behavior, attitudes and feelings that often arise, which are displayed daily in the environment of organizations and individuals in the organization to experience and understand it (Purba et al., 2020). Cultural openness which is very important for educators and employees in performing a strategic role in accordance with the objectives of the organization. Each person must have the power of imagination and creative curiosity of the changes that occur in the work environment. It is necessary to bring up new ideas about the situation and conditions of the workplace is always changing, along with the diversity of human behavior faced to be served. Educators have behaviors that work well in accordance with the rules and norms of written and unwritten, good fellow co-workers, subordinates, superiors in the process of education. (Taribuka & Sunaryo, 2015)

Performance or behavior beyond the call of duty or called a performance of contextual is a unique aspect of individual activity at work (Muhdar, 2014). This activity is outside the formal requirements in their work, is free and does not explicitly be in the working procedures and the system of formal wages. The performance of the contextual very important in a team setting, such as interpersonal (interpersonal helping), dedication (job dedication), and initiative (initiative), which reflects the performance of the contextual help make the

team function effectively (Pranitasari, 2019). Thus in this study to establish a human resource management strategy to anticipate and cope with the openness of the culture, the climate of the organization in improving the performance of contextual at universities in North Sumatra.

Following the problem formulation in this research ie:

Whether cultural openness has positive and significant effect on the performance of contextual in Private Universities in North Sumatra

Whether organizational climate has positive and significant effect on the performance of contextual in Private Universities in North Sumatra

Whether the openness of the culture and climate of the organization together have a positive and significant impact on the performance of the contextual in Private Universities in North Sumatra.

LITERATURE REVIEW

Organizational Climate

Conceptual climate of the organization identifies the features of objective and perception of climate and describe them as a set of properties measured from the work environment, perceived directly or indirectly by the individual and is considered to influence the motivation and behavior (Hellriegel & Slocum Jr, 1974). Organizational climate is a pattern of behavior, attitudes and feelings that often arise, which are displayed daily in the environment of organizations and individuals in the organization to experience and understand it (Kusumaputri, 2021). The literature research revealed that organizational climate is determined by the interaction of the individual with other people (Aryansah, 2013). The study of organizational climate and innovation has focused on the level of organization or team as well as on the innovation level of the individual (De Jong & Den Hartog, 2008). At the level of the individual; personality traits, cognitive abilities and features of the work; at the level of the working group; the

features of leadership and group work (Wahyudi, 2015). At the organizational level factors include the organization of work and the environment or climate of the organization (Krisnaldy et al., 2019).

Organizational climate has been presented as the construction of multi-dimensional to four-dimensional, consisting of autonomy and control, the level of structure, awards and consideration, warmth and support. To develop and validate the size of the multi-dimensional climate of the organization, used the size of the climate of the organization (Organizational Climate Measure) or (OCM) (Novitasari et al., 2021). This Model is based on the construction of the theory of organization, which consists of the value system of human relations, internal process, open systems, and the value of the rational (Ulum, 2016).

Organizational climate is the climate of the organization which is the internal environment or organizational psychology can also be seen to affect the behavior of the members in the it and organizational climate are formed due to the presence of activity in the organization (Simamora, 2004). That organizational climate affects the practices and policies of human resources received by the members of the organization. Please be aware that any organization will have the climate of different organizations. The diversity of the work designed by an organization or individual characteristics of the members of the organization that there will illustrate these differences (Runtulalo, 2018).

Organizational climate can be an indicator is met whether or not the expectations of employees to work in the company. Indicators of organizational climate is the dimension of the variable organizational climate is a measure of the characteristics of an employee to behave in a corporate environment. there are several indicators of the climate of the organization, as follows (Son & Suwandana, 2017):

1. Leadership.

Behavior or interaction of a leader in coordinating and moving the subordinates to achieve the goals of the organization.

2. Confidence.

The existence of mutual trust between employees and leaders to continue to develop and keep relationships intact confidence and trust.

3. Decision making or joint support.

Employees at all levels of the organization should be communicated and consultation on all issues in all policies of the organization that are relevant to the position and participate in decision-making and goal-setting.

4. Honesty.

The general atmosphere is covered in honesty and straightforwardness coloring relationship between employees within the organization, where employees can say what is on their mind.

5. Communication.

Employees have the right to know what information is relevant to the duties and authority.

6. Flexibility or autonomy.

Employees have autonomy in the task of his own work, and has a power within him that can receive or guess the advice with an open mind. It is the employees have the freedom to express their opinion.

7. The risk of the job.

Employees aware of the risk of job to remain committed and loyal to the company

Cultural Openness

Openness to experience is a personality dimension that should be given greater consideration, of a person's personality that are involved in creativity or breadth of thought (Deonarinesingh, 2019). In 1985, McCrae and Costa modernize this model as it is known today, to include the personality traits or dimensions of openness to experience, consciousness, extraversion,

agreeableness, and neuroticism (Roberts et al., 2006).

Further study confirm the positive relationship between the individual properties of openness to experience and the psychological component of social creativity and different thinking (McCrae, 1987). In the years that followed, research was conducted to investigate what are the limitations and the expansion of these personality traits. The results show that openness to experience is “the construction of a wider implies acceptance of many types of experience and the structure of consciousness that are fluid and permeable. Such construct can also be transported across geographical boundaries and cultures to serve as a universal dimension of personality structure” (Deonarinesingh, 2019). In other words, it means the construction of a wider implies acceptance of different types of experience and the structure of the consciousness of liquid and can be researched. The construction can also be carried across geographical boundaries and cultures and serves as a universal dimension of personality structure. (Deonarinesingh, 2019).

One of the factors that affect the improvement of the performance of employees is the culture of the organization (Ahmad et al., 2014). Organizational culture used in this study is the type of employee-oriented vs. job-oriented culture, prosperous and loyal to the company that has the attachment to the organization and participate in support and participate in the achievement of the progress of the organization. (Satwika & Himam, 2014). In the context of the organization, employees since recruitment is always required to give the maximum performance for the company for the benefit of the business, therefore, management always looking for people potentially have a characteristics

Performance Conceptual

The performance of the contextual include activities that form the context of organizational, social, and psychological

functioning as a catalyst for activity tasks and processes. The activities of contextual is voluntary and includes behavior that may not exist in the formal job description of the employee (Suryono, 2011). As the performance of contextual is working with other employees to complete the task, the extra work on the project even when not required or volunteer to regulate the social activities of the organization. The performance of the contextual contributes a significant and valuable in the organization and different with the performance of specific tasks for a particular job, the performance of contextual is more common and can accomplish a lot of work (Borman & Motowidlo, 1997).

Much work has been done in the framework of the conceptualization of the organization. In particular, researchers distinguish between two types of performance, the first of which is the performance of conceptual, they define it as the form of the effectiveness of the work of the company that contribute to the organization directly to apply part of the process of technical or indirectly by providing the materials necessary (Borman & Motowidlo, 1997). For example, for the position of sales manager, the activity of the performance of the conceptual will include inventory tracking, employee scheduling, and help and help the customer (Borman & Motowidlo, 1997).

The second type is the performance of contextual, (Borman & Motowidlo, 1997) has identified five categories of special performance contextual; (1) willing to do the activities of the task informally as part of the work, (2) persevere extra and enthusiasm to complete the task themselves to completion, (3) assist and cooperate with others, (4) follow the rules and procedures of the organization, even when personally inconvenient, and (5) to support and maintain the goals of the organization.

MATERIAL AND METHODS

This type of research uses causal research aimed to test the hypothesis about the causal

relationship between one variable with other variables (Neuman, 2013). The population in this research is all educational personnel in private universities in North Sumatra. To provide more clarity or certainty who become members of the population, it is necessary to be clarified traits or characteristics, namely: (1). Private universities in North Sumatra that question is the College that shaped Higher Education with Accreditation score of at least "B". (2). Research subjects or respondents or also as a member of the population is educated people of the law at a college that meets the characteristics of this research. According to (Neuman, 2013) saturated sampling is a sampling technique where all members of the population sampled. So the number of samples used in this study is 100 teachers.

Sources of data in this research is primary data and secondary data. Primary Data is data obtained from the respondents through questionnaire answers. The primary Data is taken from the respondents using a questionnaire directly. While the secondary data obtained from the Institution of Higher Education Service Region 1 Sumatera Utara. Secondary Data is taken from various data associated with the object of research. Data collection through the questionnaire contains a list of questions that will be filled by the respondents to obtain data in the form of responses of respondents related to the variables studied.

The validity of which will be proven in this research is the validity of the construct. Construct validity describes how far an instrument measures the theoretical construct that should be measured (Allen & Yen, 2001). Test construct validity in this study is one of a series of analysis of the SEM-PLS is performed, namely the validity convergent. The validity of the convergent part of the measurement model (measurement model) in the SEM-PLS is usually referred to as the outer model, while the SEM-based covariance called confirmatory factor analysis (CFA). (Ghozali, 2014). There are criteria to assess whether the outer model (measurement

model) meets the requirements of validity convergent to the construct of reflective. Loading out between 0,40-0,70 should remain unnoticed (Sholihin & Ratmono, 2013).

The technique of data analysis used in this research is the technique of the analysis of SEM (structural Equation Model). SEM (Structural Equation Model) is a statistical technique that is able to analyze the pattern of relationships between the latent construct and indicators, latent construct each other, and the measurement error directly. SEM is a part of the statistics of the dependent multivariate, SEM allows analysis between multiple dependent and independent variable directly. There are two (2) models must be analyzed in PLS (Ghozali, 2014), namely:

1. Rate outer model or measurement model
The first stage in PLS is to assess the outer model, namely the process of literacy indicators and latent variables imposed as the deviation (deviation) from the mean (the average) with the aim of seeing the relationship between the indicators with construct.
2. Assess the Inner workings of a model or model structural
This was done to see the relationship between the construct of significant value and R – Square of the research model. Model structural evaluated using the R – Square and t – test as well as the significance of the coefficient parameters of the line structural. Change the value of R – Square can be used to assess the influence are predictive relevance measure how well the value of the latent variable independent of the latent variables the dependent does have an influence substantive.

RESULT AND DISCUSSION

Outer Model or Measurement Model

In assessing the outer model, namely the process of literacy indicators and latent variables imposed as the deviation (deviation) from the mean (the average)

with the aim of seeing the relationship between the indicators with konstruknya. This process can be done repeatedly until the value of the loading factor of all the indicators are already in the terms of the validity of 0.50. (Sholihin & Ratmono, 2013). While the indicator has a value of

loading factor at the bottom of 0.50 should be eliminated so the validity and reliability of this model can be improved. Variable (X1) Cultural Openness, (X2) Organizational Climate, and (Y) the performance of conceptual.

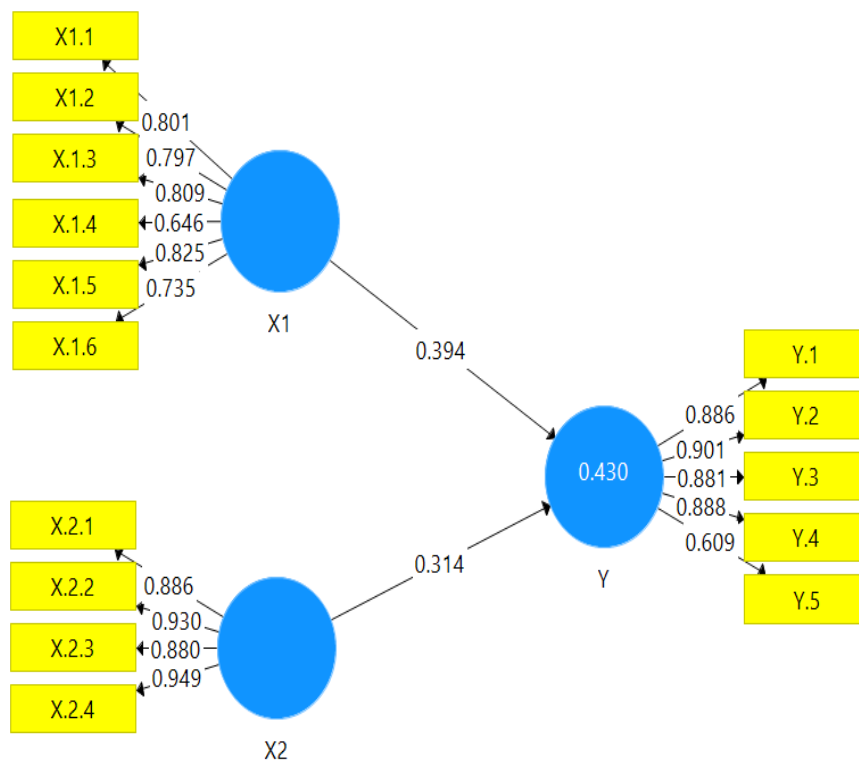


Figure 1. Outer Model

Based on the results of the execution of SmartPLS the final stage, all the indicator has a value of loading factor in the terms of the validity of 0.50, so that the already qualified first validation of the model evaluation (Sholihin & Ratmono, 2013). The fulfillment of the first condition have an

impact on the value of AVE latent variables in which all have a value above 0.50 to comply with the terms into two model validation, and ready to proceed to the stage of assessment of the outer model. Criteria evaluation model in the assessment of the outer model according to (Ghozali, 2014):

Table. 1 Evaluation Criteria Model

Evaluation Model	Criteria	Explanation
<i>Convergent (Loading Factor)</i>	<i>Validity</i>	The value of the loading factor should be above 0.50 for research confirmatory. The value of the loading factor > 0.60 to research exploratory
<i>Composite Reliability</i>		Value > 0.70 to research confirmatory Value of 0.60 – 0.70 is still acceptable for research exploratory.
<i>Average Extracted (AVE)</i>	<i>Variance</i>	Value AVE > 0,50
<i>Discriminant Validity</i>		The value of the square root of AVE should be greater than the value of the correlation between the latent variables

Table. 2 Construct Reliability and Validity

Construct Reliability and Validity

Matrix	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extract...
	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
X1	0.864	0.878	0.897	0.595
X2	0.932	0.941	0.952	0.831
Y	0.900	0.932	0.922	0.707

Construct reliability and validity that the value of the AVE of each construct dimensions on late model already reached a value of > 0,5. Namely (X1: 0.595), (X2:

0.831), and Y (0.707) thus, the structural equation model proposed already meet the criteria of convergent validity.

Table.3 Discriminant Validity

Discriminant Validity

	X1	X2	Y
X1	0.771		
X2	0.710	0.912	
Y	0.617	0.594	0.841

The results of the estimation of cross loading on the preceding table shows that the value of the loading of each item indicators against construct of the value of cross loading. With it can be concluded that all the constructs or latent variables already have discriminant validity is better than on the indicator in the other blocks.

Test Of Hypothesis

The hypothesis was tested based on the value of the coefficient of the path (path coefficient), so it is known the significance of the influence between the constructs, with a look at the value of the coefficient parameters and values t statistics (t-count). Testing conducted 2 (two) directions, with limitations to reject or accept the hypothesis. Testing conducted 2 (two) directions, with limitations to reject or

accept the hypothesis, using a value of α of 5%, and the T-table of 1,664. If the value of T-statistics more than 1,664, then the hypothesis can be accepted, however if the value of T-statistics less than 1,664 then the hypothesis will be rejected.

Inner Model or Model Structural

The analysis of the inner workings of the model is done by estimating the path coefficients of the relationship between the constructs. Estimation is done by the algorithm of Pls. The value of the path coefficient on the relationship between the variable to be a reference in making estimates. A positive value indicates a positive influence and conversely a negative value indicates a negative influence (Sholihin & Ratmono, 2013). The greater the value of the path coefficient, the greater

the influence between variables. However, the path coefficient on SmartPLS cannot be

a reference exact values of the relationship between variables.

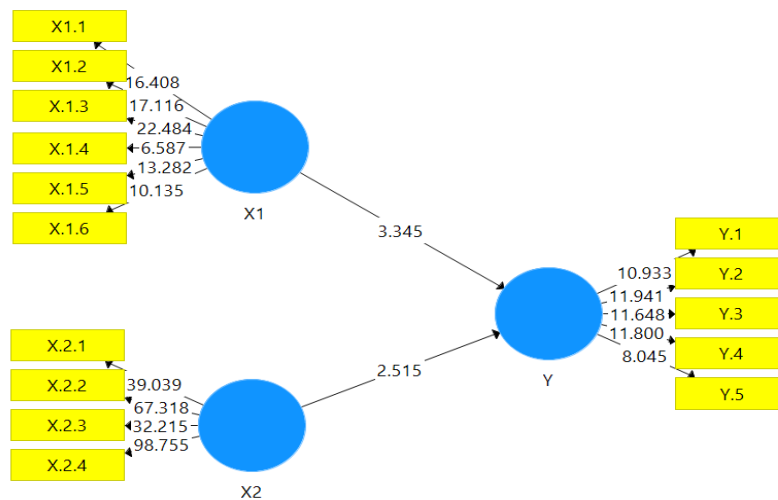


Figure 2. Inner Model

The hypothesis proposed in the study will be tested statistically by using the bootstrap method in SmartPLS. Bootstrap method is used to calculate the significance of the path coefficient obtained in the inner model

(Ghozali, 2014). If the value of t-count (t-value) is greater than the value of t-table testing 1 direction with significance of 5%, then the hypothesis is accepted.

Table. 4 The Path Coefficients

Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X1 -> Y	0.394	0.402	0.118	3.345	0.001
X2 -> Y	0.314	0.321	0.125	2.515	0.012

- H1: Variable (X1) Cultural Openness significant effect on (Y) the Performance of the Contextual (0,394, T-statistics 3,345 > T-table 1,664) and Positive (P Values of 0.001)
From the results of this study. that there is evidence to suggest that the variables of cultural openness has positive and significant effect on the performance of contextual teaching personnel in Private Universities in North Sumatra. Educators who have the level of a great deal and join with an organization, then

it will be faster in developing relationships within the organization. Similarly, the energy education which have the nature of the openness of a strong culture. Educators willing to accept new challenges and willing to try new experiences that ultimately affect the performance of the work in which educators work, such as receiving the new system work with the online system, receiving system with advanced technology especially in the era of

online education on the pandemic of Covid-19.

- H2: Variable (X2) Organizational Climate significantly influence (Y) the Performance of the Contextual (Of 0.314 T-statistics 2,515 > T-table 1,664) and Positive (P Values of 0.012)

The results of this study revealed that the better the organizational climate in universities then the better the contextual performance of the personnel. The performance of the contextual will be fulfilled if there is organizational climate that supports that direction. More conducive organizational climate, the easier it is for educators to pursue performance contextual. That when educational institutions provide support tasks formal and informal to the personnel, support each other to give each other advice in

the implementation of the work program has been established by private universities, particularly in North Sumatra.

Analysis of the coefficient of determination is made to see the magnitude of the variance that can be explained by the independent variable on the dependent variable. The greater the value of the coefficient of determination, the greater the variance in the dependent variable that is capable explained by the independent variables. The number of indicators of each construct are diverse in number, coefficient of determination analysis is done by looking at the value of the adjusted R-square (Sholihin & Ratmono, 2013). The value of adjusted R-square is obtained by the calculation algorithm of Pls.

Table. 5 R Square

R Square		
Matrix	R Square	R Square Adjusted
	R Square	R Square ...
Y	0.430	0.418

In the picture above the R-Square value for the variable (Y) the Performance of Contextual is 0,418 the Acquisition value of the explain that the percentage of the magnitude of competence (Y) the Performance of the Contextual can be described by (X1) Cultural Openness and (X2) Organizational Climate by 41.8%.

CONCLUSIONS

1. Cultural openness has positive and significant effect on the performance of contextual in Private Universities in North Sumatra.
2. Organizational climate has positive and significant effect on the performance of contextual in Private Universities in North Sumatra.

3. The openness of the culture and climate of the organization together have a positive and significant impact on the performance of the contextual in Private Universities in North Sumatra.

Following the advice on this research. Management in universities, especially in North Sumatra give you an opportunity most educators to undergo training in accordance with their fields and facilities necessary work, cultivate a working environment that is comfortable by giving recognition and consideration of the work performance of personnel and increase the level of welfare. Furthermore, the expected management of private universities in North Sumatra provide incentives in accordance with the work of the personnel. On further research, it is possible to include other

factors, such as performance management, leadership, and other variables related to human resource management.

Acknowledgement: None

Conflict of Interest: None

Source of Funding: None

REFERENCE

1. Ahmad, N., Iqbal, N., Javed, K., & Hamad, N. (2014). Impact of organizational commitment and employee performance on the employee satisfaction. *International Journal of Learning, Teaching and Educational Research*, 1(1), 84–92.
2. Allen, M. J., & Yen, W. M. (2001). *Introduction to measurement theory*. Waveland Press.
3. Arief, A. S., Purba, S., Butarbutar, M., Hasyim, H., Simarmata, H. M. P., Purba, B., Muliatie, Y. E., Shabrina, N., Sudarso, A., & Gandasari, D. (2021). *Dasar-Dasar Komunikasi Bisnis*. Yayasan Kita Menulis.
4. Aryansah, I. (2013). Iklim organisasi dan kualitas kehidupan kerja karyawan. *Humanitas: Jurnal Psikologi Indonesia*, 10(1), 75–86.
5. Borman, W. C., & Motowidlo, S. J. (1997). Task performance and contextual performance: The meaning for personnel selection research. *Human performance*, 10(2), 99–109.
6. De Jong, J. P., & Den Hartog, D. N. (2008). Innovative work behavior: Measurement and validation. *EIM Business and Policy Research*, 8(1), 1–27.
7. Deonarinesingh, S. (2019). *The Effect of Cultural Intelligence Upon Organizational Citizenship Behavior, Mediated by Openness to Experience*. Saint Leo University.
8. Duha, T. (2018). *Perilaku organisasi*. Deepublish.
9. Fatmasari, D., & Harjadi, D. (2016). Implementasi Experiential Marketing Strategy pada Perguruan Tinggi. *Al-Amwal: Jurnal Ekonomi dan Perbankan Syari'ah*, 7(1).
10. Ghozali, I. (2014). Imam. *Structural Equation Modeling Metode Alternatif Dengan Partial Least Squares (PLS)*. Universitas Diponegoro Semarang.
11. Hellriegel, D., & Slocum Jr, J. W. (1974). Organizational climate: Measures, research and contingencies. *Academy of management Journal*, 17(2), 255–280.
12. Krisnaldy, K., Pasaribu, V. L. D., & Senen, S. (2019). Pengaruh Budaya Organisasi, Lingkungan Kerja Dan Iklim Organisasi Terhadap Motivasi Pegawai Serta Dampaknya Terhadap Kepuasan Kerja. *Jurnal Semarang*, 2(2), 164–183.
13. Kusumaputri, E. S. (2021). *Iklim organisasi: Perspektif psikologi*. Deepublish.
14. McCrae, R. R. (1987). Creativity, divergent thinking, and openness to experience. *Journal of personality and social psychology*, 52(6), 1258.
15. Muhdar, H. M. (2014). Studi Empirik Pengaruh Kecerdasan Spiritual terhadap Organizational Citizenship Behavior dan Kinerja: Sebuah Kajian Literatur. *Al-Buhuts*, 10(1), 35–58.
16. Neuman, W. L. (2013). Metodologi penelitian sosial: Pendekatan kualitatif dan kuantitatif. *Jakarta: Indeks*.
17. Novitasari, D., Asbari, M., Putra, F., Kumoro, D. F. C., & Fikri, M. A. A. (2021). Tacit Knowledge Sharing di Sekolah Islam: Analisis Kepemimpinan dan Iklim Keamanan Psikologis. *Cetta: Jurnal Ilmu Pendidikan*, 4(2), 138–162.
18. Pranitasari, D. (2019). *Keterikatan Kerja Dosen Sebagai Kunci Keberhasilan Perguruan Tinggi*. Deepublish.
19. Purba, S., Revida, E., Parinduri, L., Purba, B., Muliana, M., Purba, P. B., Tasnim, T., Tahulending, P. S., Simarmata, H. M. P., & Prasetya, A. B. (2020). *Perilaku Organisasi*. Yayasan Kita Menulis.
20. Putra, K. B. S. M., & Suwandana, I. G. M. (2017). *Pengaruh Iklim Organisasi terhadap Turnover Intention dengan Kepuasan Kerja sebagai Variabel Mediasi*. Udayana University.
21. Roberts, B. W., Walton, K. E., & Viechtbauer, W. (2006). *Personality traits change in adulthood: Reply to Costa and McCrae (2006)*.
22. Runtulalo, B. T. (2018). Pengaruh Karakteristik Individu, Iklim Organisasi, Disiplin Kerja Terhadap Kinerja Pegawai Dengan Variabel Intervening Motivasi Kerja. *Jurnal Riset Bisnis Dan Manajemen*, 6(3).

23. Satwika, P. A., & Himam, F. (2014). Kinerja karyawan berdasarkan keterbukaan terhadap pengalaman, organizational citizenship behavior dan budaya organisasi. *Jurnal psikologi*, 41(2), 205–217.
24. Sholihin, M., & Ratmono, D. (2013). Analysis of SEM-PLS with WarpPLS 3.0 for nonlinear relations in social and business research. *Yogyakarta: Andi Publisher*.
25. Simamora, H. (2004). Manajemen Sumber Daya Manusia Edisi III. *Jakarta: STIE YKPN*.
26. Suryono, A. (2011). *Manajemen Sumberdaya Manusia: Etika dan Standar Profesional Sektor Publik*. Universitas Brawijaya Press.
27. Taribuka, A., & Sunaryo, J. (2015). Pengaruh Gaya Kepemimpinan Berorientasi Tugas Dan Berorientasi Bawahan Terhadap Kedisiplinan Pegawai Lembaga Penjaminan Mutu Pendidikan Provinsi Maluku. *Jurnal Ad'ministrare*, 2(1), 36–45.
28. Ulum, M. C. (2016). *Perilaku Organisasi Menuju Orientasi Pemberdayaan*. Universitas Brawijaya Press.
29. Wahyudi, A. (2015). Konflik, Konsep Teori dan Permasalahan. *Publiciana*, 8(1), 38–52.

How to cite this article: Ilhamsyah Siregar, Saleh Sitompul, Rina Yugo Kasni. The influence of organizational climate and culture on the performance of contextual in a private college in north Sumatra. *International Journal of Research and Review*. 2022; 9(7): 574-584. DOI: <https://doi.org/10.52403/ijrr.20220762>
