



The Effect of Motivation and Organizational Climate on Employee Performance (Study at Hikun Office, Tanjung District, Tabalong Regency, South Kalimantan)

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Abstract

Employees currently have many problems related to employment, especially employee performance, therefore problems related to performance need to find a solution. Employees have a very important role and they are the prime mover for smooth performance. Therefore, attention to human resources which is one of the factors for achieving organizational goals is appropriate at the Tabalong District Hikun Office. Focus on two issues, namely (1) Is there an influence of motivation on employee performance at the Tabalong Regency Hikun Office, and (2) Is there an influence of organizational climate on employee performance at the Tabalong Regency Hikun Office. This research method uses a quantitative approach. The number of samples taken was 48 respondents with saturated sampling technique. The data collection technique used a questionnaire (questionnaire), while the data analysis used Smart PLS. The results showed that there was no significant effect of motivation on employee performance at the Tabalong Regency Hikun Office and there was a significant influence of Organizational Climate on employee performance at the Tabalong District Hikun Office.

Keywords: Motivation, Organizational Climate, Employee Performance





1. INTRODUCTION

The development of a nation requires the main capital, namely human resources. It has long been understood that human resources (HR) are the first and foremost factor in advancing the welfare of a nation. The experience of many countries has proven the truth of this opinion. Various countries in the world, even though they do not have natural resources, but if they have human resources who are educated, skilled, motivated, diligent, willing to work hard and loyal to the ideals of the struggle of their nation, have succeeded in achieving enormous progress. sometimes make other countries amazed at him

Government organizations demand for service becomes greater along with the development of society. Government officials in bureaucratic institutions are required to be able to actualize themselves as quality human resources. This is very necessary considering that government officials are servants of the State and servants of the community who are expected to be able to provide excellent service to the community.

Achievement of employee performance cannot be separated from existing human resource factors. This is because human resources are one of the sharpest highlights in the implementation of government regarding anyone, the amount of education, and professionalism. Management of human resources is important in achieving a goal, therefore to produce quality human resources. proper recruitment and selection processes are required.

Employee performance is the level of achievement or results of a person's work from the goals to be achieved or the tasks to be carried out in accordance with their respective responsibilities within a certain period of time. Performance is defined as a set of results that have been achieved and increased in the act of achieving and implementing a task requested. The definition of performance is a description of the level of achievement of the implementation of an activity program or policy in realizing organizational goals, vision and mission goals of the organization that are included through an organization's strategic planning.

Employee performance is influenced by several factors, and it is necessary to examine these factors how much influence each factor has on performance. Every employee needs positive encouragement in carrying out work. These individual needs will affect their work morale; therefore, the organization always tries to align organizational goals with fulfilling individual needs which are the goals of employee work. The fulfillment of the needs of each employee is expected to generate motivation or encouragement for employees to always





improve their performance. Policies that have been implemented in order to increase morale include assigning employees to structural positions in accordance with a person's competence.

Performance can be interpreted as the achievement of work results in accordance with the rules and standards that apply to each organization. The resulting output can be in the form of physical or non-physical which calls it a work, namely a result/work either in the form of physical/material or non-physical or non-material. A public service employee such as a district employee is required to do his job properly. Their success in providing services to the community is determined by an assessment of their performance. Today's government employees are serving the community (Simamora, 2017).

At present, various intensive competitions are taking place, rapidly developing technological changes, competition in the work environment, large companies standing in the midst of the community environment and it is the community that is working, good competition between each company can be seen from the way the company manages its best assets. (employees) by looking at their work motivation.

Motivation is basically an individual's encouragement to carry out a series of activities or efforts to achieve what is the goal. Herzberg's two factor theory classifies the needs that become motivation into two factors (1) motivators include (the work itself, achievement, growth possibilities, responsibility, progress, recognition and status). (2) hygiene factors include (relationships with supervisors, relationships between colleagues, relationships with subordinates, quality of supervision, company policies and administration, job security, working conditions, and salary). In the context of work, it is the motivator factors that will provide job satisfaction if the needs in these factors are met. If it is not met, it will not cause job dissatisfaction, but only at a neutral level. Conversely, if the needs for health factors are not met, it will not cause job dissatisfaction but only exists at a neutral level.

Motivation is a driving force that is closely related to work productivity, work culture and work values in an organization. Efforts to increase motivation do not always have to be with high wages or salaries, but can also be done by giving awards for what employees have done for the company. Work motivation for employees can arise from self-motivation or from the work environment that exists within the organization. Motivation is basic in humans, if their needs are met it will cause another encouragement in him to continue doing work which will eventually result in good work performance (Rofiatun & Masluri, 2011)





Organizational climate according to (Lussier, 2005) employees' perceptions regarding the quality of the organization's internal environment which is relatively felt by members of the organization which will then influence their subsequent behavior. The dimensions of organizational climate are divided into structure, responsibility, reward, warmth, support, organizational identity and loyalty and risk.

Organizational climate is very important in an organization where a good environment must be created in order to make employees comfortable working and can increase good work potential. Climate can affect the individual perception of each employee which will later have an impact on employee behavior. Employees can perceive the organizational climate to be pleasant or unpleasant depending on their own individual experiences, a pleasant climate will make employees comfortable working well with co-workers or environmental situations and can increase employee loyalty to Hikun Office Agencies, but vice versa if individuals perceive the climate Those who are in an unpleasant work environment will have an impact on absenteeism in the sense that it makes employees lazy to work or want to change jobs.

The Tabalong Regency Hikun Office works in the field of providing services to the community in terms of coordinating community empowerment, peace & public order, enforcement of laws and regulations, maintenance of public infrastructure & facilities, government activities, fostering Village/Ward governance. In this case Hikun's office needs to show good performance. As a phenomenon that occurs in the field, it is found that employee performance is still low. This condition is also closely related to low employee motivation. In this case the organizational climate in Hikun's office is still considered not as expected. This can be seen from the presence of employees who usually procrastinate after coming to the office. Even though the Hikun Office has provided motivation to employees, in reality it has not been effective. This phenomenon shows that Motivation and Organizational Climate are still low which will have an impact on employee performance.

Previous research conducted by (Rofiatun & Masluri, 2011) concerning the effect of organizational climate and employee competence on employee performance by mediating motivation in offices in Kudus district, the results of his research explained that there is an influence of organizational climate on work motivation if the organizational climate is such as structural improvement, work standards, organizational support that is in the organization is well organized so it will support good work performance and work motivation for employees. As well as research conducted by (Rahmawati & Suparta, 2015)





concerning the influence of organizational climate and work motivation on job satisfaction of employees at the Bali-Penida River Basin Office states that organizational climate influences work motivation which will later address the level of employee job satisfaction.

2. LITERATURE REVIEW _

2.1 Motivation

Understanding and dimensions of motivation according to (Stoner et.al., 2013) states that motivation is a human psychological characteristic that contributes to a person's level of commitment. This includes the factors that cause, channel and sustain human behavior in a certain determined direction. Meanwhile (Robbins, 2013) states that motivation is the willingness to expend a high level of effort towards organizational goals to fulfill individuals.

Employee performance is also influenced by employee motivation. According to Davidoft in (Kusdi, 2016) motive or motivation refers to an internal state resulting from need which incites behavior, usually directed towards fulfilling the needs. From Davidoft's opinion it can be interpreted that motivation is something that comes from within a person in order to meet his needs. Whereas Koontz in (Ermaya, 2018) provides an explanation that motivation refers to encouragement and effort to fulfill and satisfy a need or to achieve a goal.

Knowing the magnitude of the influence of motivation on employee performance, the opinion of experts will be used. According to Taylor in (Stonner et.al., 2013) that "The most efficient way to do repetitive work and motivate employees is with a wage intensification system, the more that is produced by employees the greater the wages. This model is too simplistic because it assumes that employee motivation is focused on one factor, namely money.

Then Mayo in (Stonner et al., 2013) states that managers can motivate employees by providing social needs and by making them feel useful and important. This model also oversimplifies that employee motivation is only related to one factor, namely social needs. Apart from that this model is simply a more sophisticated approach to manipulating employees.

(Gregor, 2013) identifies two different assumptions about employees, theory X and theory Y. Theory X argues that in a person there is an attitude of dislike towards work, while in theory Y it states that in a person there is an attitude of liking towards work. Then with the existence of various limitations, the next theory emerged. According to (Landy and





Backer, 2013) views on motivation are grouped into many approaches to motivation theory and practice into five categories, namely needs theory, reinforcement theory, justice theory, expectation theory, goal setting theory.

In this study, the authors used motivation theory with a needs approach on the grounds that meeting needs is still the dominant factor in motivating employees to carry out their work. Based on research developed by Sreers, Richard M. and D. Braunstein, (1970), motivational indicators based on David McClelland's theory include the need for achievement, the need for power, and the need for affiliation

2.2 Motivation and Employee Performance

Motivation is also a predictor of employee performance. According to (House et al., 1993) states that 30% of the time leaders are used to deal with human (employee) environmental problems. The approach used in motivating employees needs to pay attention to the characteristics of the employees concerned. According to research conducted by (Sunarcaya, 2018) in the Health Service Environment of Alor East Nusa Tenggara Regency, there is a positive and significant influence of motivation on employee performance.

Studies conducted by (Jurkeiwick, 2011) comparing public and private sector employees and supervisors yielded different results. Public sector employees are more likely to have their work motivation due to stability and security at work in the future as the main influencing factors. Meanwhile, for private sector employees, their motivation to work is strongly influenced by the high salary they earn and the opportunity to reach a higher level. At the supervisor level, employee motivation in working for public agencies is influenced by their involvement in contributing to making important decisions.

According to (Buhler, 2014) gives an opinion about the importance of motivation as basically a process that determines how much effort will be expended to carry out work. Motivation or encouragement to work is very decisive for the achievement of a goal, then humans must be able to foster the highest work motivation for employees in the company. In the organizational behavior literature, various studies indicate that motivation has a positive influence on performance. Starting from studies that are classified as classics from (Goodman et al., 1970) to (Le Pine et al., 2004) show a positive and significant relationship between motivation and performance.





2.3 Organizational Climate

In everyday people's lives, it is inseparable from the cultural ties that are created. Cultural ties are created by the people concerned, both in families, organizations, businesses and nations. Culture distinguishes society or with others in the way of interacting and acting to complete a job. Culture binds members of community groups into a unified view that creates uniformity of behavior or action. As time goes by, culture must be formed in the organization and the benefits can also be felt in contributing to the effectiveness of the organization as a whole.

According to (Wood, Wallace, Zeffane, Schermerhorn, Hunt, Osborn, 2001), organizational culture is a system of beliefs and values developed by the organization where it guides the behavior of the members of the organization itself. According to Tosi, Rizzo, Carroll as quoted by (Munandar, 2016), organizational culture is ways of thinking, feeling and reacting based on certain patterns that exist within the organization or that exist in parts of the organization.

According to (Robbins, 2013), organizational culture is a shared perception held by members of the organization. Meanwhile, according to (Schein, 2014), organizational culture is the basic pattern accepted by the organization to act and solve problems, form employees who are able to adapt to the environment and unite members of the organization. For this reason, it must be taught to members, including new members, as a correct way of studying, thinking and feeling the problems they face.

According to (Mondy, 1993) in (Moeljono, 2015) clarifies by interpreting organizational culture as a system of shared values, beliefs, and habits within the organization that interact with formal structures to produce behavioral norms. It can also be interpreted that organizational culture is an information system for maintaining and transmitting knowledge, beliefs, myths, and behavior. In line with the opinion (Mondy, 1993), (Matsumoto, 1996) in (Moeljono, 2015) defines organizational culture as a set of attitudes, values, beliefs, and behaviors held by a group of people and communicated from generation to generation. The emphasis point of these two figures lies not only in the value system that is believed, but also taught to all members of the organization.

Considering that organizational culture is an agreement with members in an organization or company so as to facilitate the birth of broader agreements for individual interests. The primacy of organizational culture is the controller and direction in shaping the attitudes and behavior of people who are involved in an organizational activity. Individually





or in groups, a person will not be separated from organizational culture and in general they will be influenced by the diversity of existing resources as a stimulus for someone to act.

2.4 Employee Performance

According to (Simamora, 2016) suggests that performance is the level at which stage employees achieve job requirements. Performance is a record of the outcome resulting from the function of a particular job or activity during a certain period of time. Another understanding according to (Mangkunegara, 2015), that performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. In accordance with this understanding, it contains three aspects that need to be understood by every employee and leader in an organization, namely (1) the clarity of the tasks or jobs that are their responsibility; (2) clarity of expected results from a job or function; (3) the time needed to complete a job so that the expected results can be realized.

(Handoko, 2017) said that performance is a pleasant or unpleasant emotional state. This can be seen from the positive attitude of employees towards everything that is encountered in the work environment. Performance is closely related to the attitude of employees towards their work, work situations, cooperation between leaders and employees, and among fellow employees. This shows that performance is the result of human interaction with the work environment. Furthermore (Ruky, 2018) states that performance is a translation of the English "performance" which is defined by Bernadin and Russel (Ruky, 2018) that performance is defined as the record of outcomes produced on specified job function or activity during a specified time period. In this definition it is clear that they emphasize the notion of achievement as a result or something that comes out of a job and their contribution to the organization.

So it can be stated that performance is a state of execution of work in an institution based on the emotional feelings of an employee. This can be seen from the attitude of employees towards the aspects they face in the work environment which involve healthy adjustments including salary, physical and psychological conditions as well as existing legal regulations.

According to (Riduwan, 2015) that the indicators used to assess employee performance include initiatives to find the best steps, mastery of job descriptions, results achieved, level of cooperation ability, thoroughness, level of compatibility of tasks with





orders, level of quality of work, level of accuracy completion of work, and the level of quantity of work. Meanwhile, employee performance indicators according to (Robert L. Mathis and John H. Jackson, 2017) are as follows Quantity, Quality, Reliability, Attendance and Ability to work together.

3. RESEARCH METHOD

This type of research is explanatory research. According to (Singarimbun and Effendi, 2019) states that explanatory research is explanatory research that highlights the causal relationship between research variables and tests hypotheses that have been formulated previously. This study uses a quantitative approach, which is a research approach used to answer problems through careful measurement techniques for certain variables, resulting in conclusions that can be generalized (Sugiyono, 2013). The unit of analysis for this research is government agencies. This study examines the influence of organizational climate and motivation variables on employee performance.

The population in this study were employees at the Hikun Office, Tanjung sub-district, Tabalong Regency. The total population in this study as many as 48 employees. The research sample is part of the population or part and the number and characteristics of the population, what is learned from the sample, the conclusions will be treated as a population, for that the sample must be representative/representative (Sugiyono, 2013). The sampling technique used in this study is saturated sampling or total sampling as well as other terms called census, which is a sampling technique when all members of the population are used as a sample of 48 employees as research respondents. These respondents do not include leaders and researchers (Sugiyono, 2013).

Types and sources of data are very important in research and further used by researchers to obtain research data so as to minimize time and costs. Sources of data in this study using primary data sources and secondary data sources. In this study, researchers used data collection techniques by means of a questionnaire (questionnaire). The questionnaire used by researchers as a research instrument, the method used is a closed questionnaire. Analysis of hypothesis testing data was carried out using Partial Least Square (PLS) software. Partial Least Square (PLS) according to Wold is a powerful analytical method because it is not based on many assumptions (Ghozali, 2011). Partial Least Square (PLS) is used to analyze data in this study with SmartPLS version 3 software



4. RESULT AND DISCUSSION

The statistical method used to test the hypothesis in this study is Partial Least Square (PLS). PLS is an alternative method of analysis with Structural Equation Modeling (SEM) based on variance. The advantage of this method is that it does not require assumptions and can be estimated with a relatively small number of samples.

In Structural Equation Modeling, there are two types of models, namely the outer model and the inner model. Path coefficients are the value of the path coefficient or the magnitude of the influence of the latent variable. In the PLS structural model, the path coefficients are written on each arrow from one latent variable to another. The greater the value of the path coefficient indicates the greater the influence and vice versa

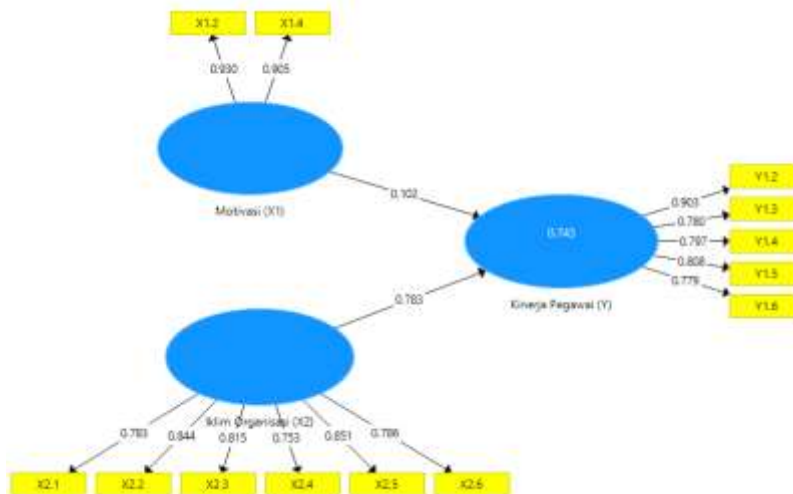


Figure 1. Structural model
 Source: smartPLS Outputs (2023)

The path coefficients values as shown in Figure 1 for more details are presented again in the form of table 1 below.

Table 1. Structural model path coefficients

No	Konstruk	Organizational Climate (X2)	Employee performance (Y)	Motivation (X1)
1	Organizational Climate (X2)	0,806		

2	Employee performance (Y)	0,859	0,815	
3	Motivation (X1)	0,744	0,685	0,917

Source: SmartPLS Outputs (2023)

Path Coefficients only show the magnitude of the influence between variables and do not provide evidence whether the influence between the variables is significant or not. Significant or not significant test between variables in PLS is done by comparing the value of the t statistic with a 5% significance t of 1.96. (Chin, 1998 and 2010), (Hair. et.al, 2011 and 2012) in (Latan and Ghazali, 2012). The inner T of the PLS structural model is obtained by the bootstrapping method. The results of the t statistical calculations are shown in Figure 2.

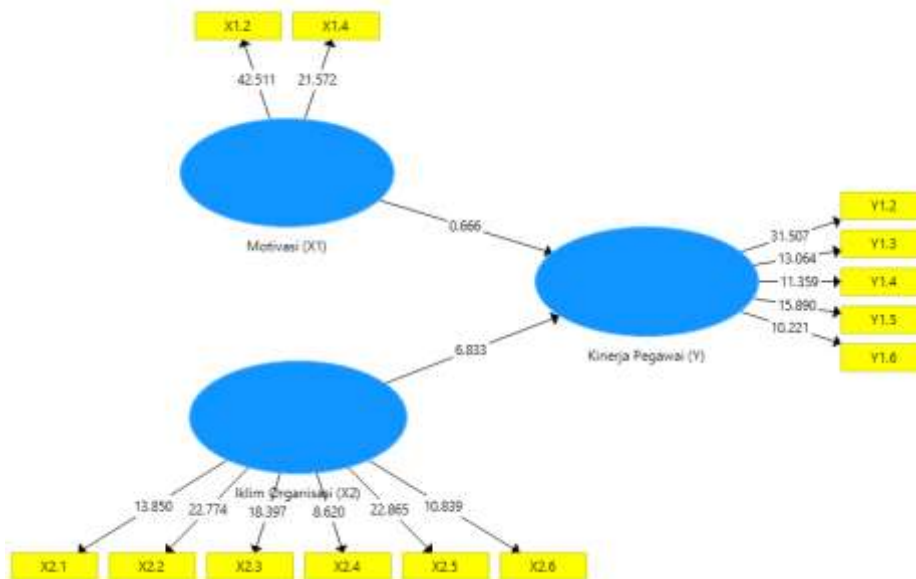


Figure 2. The t-statistical value of the bootstrapping structural model

Source: smartPLS Outputs (2023)

Testing the significance of the partial effect of each exogenous variable on the endogenous variable is carried out by comparing the t statistical value with t significance. If the T-statistic is higher than the significance T value, it means that the hypothesis is supported or accepted. This study used a 95 percent confidence level or significant level = 5%, so the significance T value for the two-tailed hypothesis was 1.96. (Chin, 1998 and 2010), (Hair. et.al, 2011 and 2012) in (Latan and Ghazali, 2012)



Tabel 2. Path coefficients and t-statistics: the inner structural model

No	Influence between Variables	Coefficient	t count	P values	Decision
1	Motivation -> Employee performance	0,102	10,666	0,00	Tidak Signifikan
2	Organizational Climate -> Employee performance	0,783	6,833	0,000	Signifikan

Source: SmartPLS Outputs (2023)

Information:

1. The Beta coefficient is used to determine the strength of each independent variable in determining the dependent variable
2. T count: used to determine the quality of the significance of the regression between each independent variable (X) whether or not there is an influence on the dependent variable (Y)
3. P Value is defined as the magnitude of the opportunity (probability) observed from the test statistics

The data presented in the table above can be interpreted by looking at the path coefficients which indicate the coefficient of influence between variables. Furthermore, to determine the level of significance of the relationship between variables, namely by looking at statistical values. If the t-statistic value > t-table, the results are significant (Chin, 1998 and 2010), (Hair. et.al., 2012) in (Latan and Ghazali, 2012). The t-table value can be known by calculating the formula for the degree of suitability. Based on the calculation of the degree of conformity formula that has been carried out using a significant level of 5% (one-tailed) or a 95% confidence level, it can be seen that the t-table is 1.96.

In principle, testing the inner model or structural model tests the goodness of fit of the structural model and continues testing the influence of one latent variable on other latent variables, both exogenous and endogenous. The structural model must meet the criteria of the goodness of models of various sizes that are commonly used.

1. The coefficient of determination (*R-Square*)

The predictive power of a structural model can be measured using R Square (R²). The use of R Square (R²) to explain the effect of certain exogenous latent variables on



endogenous latent variables does it have a certain effect. R Square values (R²) with scores of 0.67, 0.33 and 0.19 indicate that the model is strong, moderate and weak (Chin et al, 1998 in Ghozali and Latan, 2015). The value of R Square (R²) is contained in table 3.

Tabel 3. R-Square dan Adjusted R-Square model

No	Variable	R Square	Adjusted R Square
1	Employee performance	0,777	0,767

Source: SmartPLS Outputs (2023)

From the results of the R Square analysis, it shows that the variation in Employee Performance is determined by the Variable Motivation and Organizational Climate of 77.7%, the remaining 22.3% is varied by other variables that are not present in this research model. The contribution of Organizational Culture and Motivation to organizational culture is in the strong category. This is because there are still many other variables that certainly affect organizational culture that researchers have not fully examined.

2. *Goodness of Fit (GoF)*

In PLS Path Modeling can identify global optimization criteria to determine the Goodness of Fit index. The Goodness of Fit or GoF index developed by (Tenenhouse et al, 2004) is used to evaluate measurement models and structural models and besides that it provides a simple measure for the overall prediction of the model. The GoF score criteria are 0.10, 0.25 and 0.36 which shows that GoF is small, GoF Medium and GoF Large (Ghozali and Latan, 2015). GoF values can be seen in table 4.

Table 4. R Square and the Communality Index Model

No	Variable	R Square	Communality
1	Motivation	-	0,657
2	Organizational Climate	-	0,703
3	Employee performance	0,777	0,646
Mean		0,259	0,668

Source: SmartPLS Outputs (2023)





Furthermore, to find out the goodness of fit (GoF) structural model is calculated by means of the square root value of the average communality index and average R Squares, as follows:

$$\begin{aligned} GoF &= \sqrt{0.259 * 0.668} \\ &= \sqrt{0.339} \\ &= 0,582 \end{aligned}$$

The greater the value of GoF, the more appropriate the depiction of the model. According to Wiyono, (2011: 403) the GoF score category is divided into three, namely 0.1 (weak), 0.25 (moderate), and 0.36 (large). A GoF value of 0.582 is interpreted as a large GoF, meaning that the measurement model (outer model) with the structural model (inner model) is feasible or valid.

The data presented in the table above can be interpreted by looking at the path coefficients which indicate the coefficient of influence between variables. Furthermore, to determine the level of significance of the relationship between variables, namely by looking at statistical values. If the t-statistic value > t-table then the results are significant. The t-table value can be known by calculating the formula for the degree of suitability. Based on the calculation of the degree of conformity formula that has been carried out using a significant level of 5% (one-tailed) or a 95% confidence level, it can be seen that the t-table is 1.96. The results of testing the hypothesis are:

1. The Effect of Motivation on Employee Performance

The first hypothesis testing was carried out to test the effect of motivational variables on employee performance variables. Proving whether there is a significant effect is done by comparing the t-statistical value of the results of bootstrapping with a significance t of 5%. Based on the test results, it is known that the t count > t statistic is: 10.666 < 1.96 or the sig. 0.000 < 0.05. It can be concluded that motivation is proven to have a significant effect on employee performance variables. Thus, the first hypothesis is accepted as true.

The coefficient is 0.102 with the direction of the relationship being positive, meaning that if the motivation is good, the employee's performance will increase, conversely the lower the motivation, the lower the employee's performance. The strength of its influence is in a very weak category because it is between 0 -0.2 (Sugiono, 2013). According to the results of research using SmartPLS it is known that motivation with the supporting theories in the





previous chapter explains that there are 6 (six) indicators in explaining motivation, namely working conditions, feelings of being included, giving awards, loyalty, security and work assignments. Motivation is very important for employees. Because with the motivation of employees motivated to work better, so that company goals can be achieved. Motivation is used as an encouragement for employees to act in meeting their needs and in achieving goals.

According to (Suwati, 2013) every employee is not necessarily willing to exert his work performance optimally because of the lack of motivation that employees have from within themselves, this is because motivation is not the dominant thing to improve employee performance. In this study, motivation has no effect on the performance of employees in the financing department, this can happen due to the lack of motivation that employees have in terms of motivation related to recognition and appreciation for the hard work of employees. This is in accordance with the questionnaire that was filled in by the respondent that recognition and appreciation for the work of employees in the financing section is still not able to have the maximum effect on improving performance.

According to (Mangkunegara, 2015), motivation is an encouragement that exists within the individual to do something to achieve his goals. The greater the motivation that is owned, the stronger the desire to do and complete the work so that the goals to be achieved can be achieved. According to (Rivai, 2013), employees who have strong motivation within themselves will be serious in completing each task given so that the desire to give maximum performance will be better when compared to employees who do not have clear motivation and are not strong within themselves. Employees with self-awareness and self-awareness will provide optimal performance if the employee has strong motivation inside that spurs employees to be able to work as well as possible.

In this study, it supports the results of previous studies conducted by (Sarrah Apriliana et al, 2013), (Okto Abrivianto P et al, 2014), and (Dewi Susita et al, 2020) which prove that motivation has a significant influence on employee performance.

2. The Effect of Organizational Climate on Organizational Performance

Testing the second hypothesis was carried out to test the influence of organizational climate variables on employee performance variables. Proving whether there is a significant effect is done by comparing the t-statistical value of the results of bootstrapping with a significance t of 5%. Based on the test results, it is known that the t count > t statistic is: 6.833 > 1.96 or the sig. 0.000 < 0.05. It can be concluded that organizational climate has proven to





have a significant effect on employee performance variables. Thus, the second hypothesis is accepted as true.

The coefficient is 0.783 with the direction of the relationship being positive, meaning that if the organizational climate is good, it will increase employee performance, conversely the worse the organizational climate, the lower employee performance. The power of influence is in the strong category because it is above 0.4 (Sugiono, 2013). According to the results of research using SmartPLS, it is known that the organizational climate with the supporting theories in the previous chapter explains that there are 6 (six) indicators in explaining organizational climate, namely the goals to be achieved, consensus, superiority, unity, achievement, and familiarity.

According to (Simamora, 2011) states that organizational climate is organizational climate which is an internal environment or organizational psychology can also be seen as influencing the behavior of members within and the organizational climate is formed due to activities within an organization. According to Tagiuri and Litwin in (Wirawan, 2012) stated organizational climate is the quality of the organization's internal environment which is relatively ongoing, experienced by members of the organization which influences their behavior and can be described in terms of a characteristic or nature of the organization. Organizational climate is a general collective description of the work atmosphere in the organization that shapes the expectations and feelings of employees so that employee performance increases

The success or failure of an organization is highly dependent on the quality of its human resources because quality human resources are human resources with optimal performance. Employee performance achievement itself can be influenced by various factors, one of which is individual characteristics and organizational climate. Organizational climate is a set of feelings and perceptions of various workers that can change from time to time and from one worker to another (Sunyoto, 2015). When employees have negative perceptions of organizational climate towards the organization, it will have an impact on decreasing employee performance. The state of the organizational climate that is comfortable and can provide satisfaction for employees certainly makes a positive contribution to employee work results.

Whether organizational goals are achieved or not is greatly influenced by a conducive organizational climate that will manage organizational needs optimally, so as to create an environment that supports the achievement of organizational goals through employee





performance as evidenced by the existence of a significant relationship between organizational climate and employee performance. In the following, there are several previous studies examining the influence of organizational climate on employee performance.

According to (Tagiuri and Litwin, 1968), organizational climate is the quality of the organization's internal environment which is relatively ongoing, experienced by members of the organization; influence their behavior and can be described in terms of a set of characteristics or traits of an organization. Meanwhile, according to (Litwin and R. A. Stringer, 1968) organizational climate is a concept that describes the quality of the organizational environment that can only be felt by members of the organization. Organizational climate is the perception of members of the organization (individually and in groups) and those who are in constant contact with the organization (eg suppliers, consumers, consultants and contractors) regarding what is or happens in the internal environment of the organization on a regular basis, which influences the attitude and behavior of the organization.

In this study, it supports the results of previous studies conducted by (Marris, 2013), (Ray, 2015), (Irawati and Silalahi, 2015), and (Zozu Algoteng, 2013) which prove that organizational climate has a significant influence on employee performance.

5. CONCLUSION

Based on the results and discussion above, the authors can draw the following conclusions:

1. Motivation has no significant effect on the performance of employees of the Hikun Office, Tabalong Regency. This is because motivational factors still do not provide enthusiasm for work for employees, both from within and from outside the employee, so that work motivation cannot improve employee performance.
2. Organizational climate has a significant effect on the performance of employees of the Hikun Office, Tabalong Regency. This is due to the formation of a conducive organizational climate to support employee performance, so as to improve employee performance

Based on the conclusions above, the suggestions in this study are as follows





1. The leadership of the Tabalong Regency Hikun Office needs to provide high motivation to its employees because they have not been able to have an impact on employee performance.
2. Hikun Office of Tabalong Regency continues to maintain an organizational climate so that employees can work comfortably and improve their performance.
3. For further research, this research can be a reference or reference in the same field, and further research can be carried out in different places and objects so that it can add to the repertoire of research results that can be generalized in general

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