

The Effect of Motivation and Organizational Climate on Performance of Employees at The Bureau Of Public Relations and Protocol of Regional Secretariat of Maluku Province

Muhamad Arsad Rahawarin¹, Hendry Selanno², Rugaya Al hamid³
Department of Administrative Science, Universitas Pattimura, Ambon, Indonesia

Email: rahawarinarsad@gmail.com¹; selannohendry877@gmail.com²;
alhamidruguayah9@gmail.com³

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ABSTRACT

This study aims to analyze the magnitude of the influence of work motivation and organizational climate on the performance of employees of the Bureau of Public Relations and Protocol of Regional Secretariat of Maluku Province. The approach used in this research is quantitative approach. The population in this study is all employees in the Bureau of Public Relations and Protocol Secretariat of Maluku participating 40 people. The sample is part of the population or part of the number and characteristics of the population. A sample of 25 people were determined randomly based on the sample tables of Issac and Michael. Data were analyzed by multiple linear regression. The result of the research shows that (1) work motivation consisting of salary, job itself, promotion, supervision and organization climate consisting of responsibility, identity, warmth, support, conflict simultaneously has positive and significant effect to employee performance, (2) salary is a variable of work motivation factors that has a positive and significant influence and the most dominant on employee performance and (3) Warmth is a variable of organizational climate factors that has a positive and significant influence and second dominant to the performance of the Bureau of Public Relations and Protocol of Regional Secretariat of Maluku Province.

Keywords: Motivation; Organizational Climate; Performance.

INTRODUCTION

Successful organizations are those that have achieved their goals greatly influenced by the availability of resources, both natural resources and human resources. Eventhough both resources have the roles respectively, human resources is considered coming first. This is because the most important organizational asset concerning leadership lays on humans. Even, it is recognized that in an organization, human resources is considered as the main force in maintaining the sustainability of national development (Hasibuan, 2000: 225).

The quality of human resources such as employees of a company or an office can improve organization performance. Organization performance is influenced by job satisfaction as stated by Gungor (2011: 456) that one of the most convincing symptoms of a damaged condition in an organization is low performance.

Theoretically there are three reasons why organization leaders should pay attention to performance, namely: there is a relationship between satisfaction and productivity in which

satisfaction will reduce absenteeism and employee turnover and can force managers to have a humanitarian responsibility to provide their workers with interesting jobs, true appreciation, and satisfaction. (Prabhjot Kaur Mahal, 2009).

Employee performance is influenced by various variables including organizational climate and work motivation. Responding to today's rapid changes, every organization is faced with a series of demands such as increasing the effectiveness, efficiency and productivity of competitiveness, adapting to changes in the environment, and continuously maintaining harmony between organizational dimensions including culture, processes and strategies, as well as keeping the organization healthy and maintaining the responsibility in the environment (Miao et al, 2007: 11). Considering the importance of this response, it should be reminded that the future of organizations is highly dependent on their ability to adjust the changing of the world.

To control changes within an organization, human resources (HR) is one of the invaluable assets since it can make a significant contribution to the work unit effectively, efficiently, productively and competitively. In the context of government organization, the human resources are the apparatus. Therefore, to develop, maintain, and improve the performance of the apparatus is one of the factors that requires capabilities to be professional and quality government apparatus in carrying out their duties.

As a respond to above issue, there are four factors affecting the government apparatus namely leadership, culture and developing organizational climate, work motivation as well as existing work structures and mechanisms within the organization. Of the four factors, the organizational climate and work motivation have a very big influence on good or bad performance of the apparatus which also determines the good or bad performance of the organization.

Organizational climate affects the practices and policies of human resources accepted by members of the organization. It should be noted that every organization will have its own organizational climate. The designed work programs and nature of the individuals within the organizations will illustrate these differences. All organizations certainly have a strategy in human resource management. An open organizational climate encourages employees to express interests and dissatisfaction without fear of reprisal and attention. Such dissatisfaction can be handled in a positive and thoughtful manner. This openness, however, is only created if all members have a high level of confidence and believe in the fairness of action. Organizational climate is important to create because it is a person's perception of what the organization provides and is used as the basis for determining the behavior of future members. Climate is determined by how well members are directed, built and valued by the organization and it can be seen in the dimensions of organizational climate.

Organizational climate is a person's general perceptual orientation to his/ her work social environment or it can be said as overall subjective impressions of a person about his/ her organization or the place where he/ she works (Susan et al, 2012: 21). According to Davis (1989: 60), organizational climate is a perception of the environment, beliefs, values and norms of organization members. Still according to Davis (1994: 21), organizational climate is the human environment in which employees of the organization do their work. This

understanding can refer to the environment of a department, an important company unit such as a branch factory, or an organization as a whole.

From the above formulation, a conclusion can be drawn that organizational climate is a perception of a person or employee about the organization where they are working in arising from organizational activities that directly affect employee behavior.

In addition, organizational climate factors greatly affect the creation of work motivation in an organization. Low employee performance is caused by superior organizational factors and climate applied in the organization. What subordinates expect from their superior is often not in line with the reality that they meet. Phenomena commonly found are innovative, unresponsive and unmotivated employees in an organization, although there are also some employees who show the opposite situation. This cannot be separated from the behavior or organizational climate showed by their superiors whether positive or negative support in understanding the character of their subordinates before guiding them to certain work.

Meanwhile, subordinates will not be motivated to achieve a high level of productivity unless they consider the leader's high expectations to be realistic and attainable. If they are encouraged to try to achieve goals that are not usually achieved or impossible, they are very likely to stop trying to set results that beyond their capabilities (J. Sterling Livingston in Thoha, 2001: 192.)

Employee work motivation is one of the factors that is quite decisive in administering government and providing services to the community. Dynamic and impartial services as well as efficient and effective in terms of time is a service desired by every community and the quality of service is highly dependent on service providers which are government officials or apparatus. Beside the factor of employee placement in accordance with education and expertise to provide effective and efficient service, employees' work motivation factor is also very closely related to the quality of services provided.

Motivation is part of human resource management in the context of coaching, developing, and directing the workforce in an organization. Sources of work motivation which is one of the determining factors in providing good services include the opportunity to develop, the type of work done, and a feeling of pride in being part of the organization where they work. In addition, work motivation is also influenced by feeling of security at work, fair and competitive salary, pleasant work environment, awards and work performance as well as fair treatment from the leaders.

Based on above statements, the authors try to figure out further on how organizational climate factors and work motivation can contribute or influence the apparatus performance which ultimately affects organizational performance by conducting research entitled "The Effect of Motivation and Organizational Climate on Performance of Employees at The Bureau of Public Relations and Protocol of Regional Secretariat of Maluku Province."

METHOD

The approach used in this research is a quantitative approach. Based on the objectives and the relationship between variables, this research applies explanatory research with data collection carried out simultaneously in one stage (one shot study) or cross-sectionally through questionnaires. The population in this study were all employees at the The Bureau of Public Relations and Protocol of Regional Secretariat of Maluku Province participating 40 people, who also became the research sample (saturated sample).

Data were analyzed by Multiple Linear Regression Analysis (multiple regression analysis). This method is used to see the level of influence of the independent variable on the dependent variable, either simultaneously or together or partially. Data processing is carried out through the SPSS 11.00 program, as in the following model:

$$Y = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5 + b_6X_6 + b_7X_7 + b_8X_8 + b_9X_9 + e_i$$

Where :

Y : Performance
b₀ : Constant
b₁-b₉ : Regression Coefficient
X₁ : Salary
X₂ : Job Description
X₃ : Promotion Possibility
X₄ : Supervision
X₅ : Responsibility
X₆ : Identity
X₇ : Warmth
X₈ : Support
X₉ : Conflict
e_i : Error

RESULT AND DISCUSSION

The data obtained from the research results were analyzed using quantitative and qualitative methods. Quantitative analysis is used to prove the proposed hypothesis by using multiple linear regression models. Qualitative analysis is used to support and or explain the results of the quantitative analysis. The results of the quantitative analysis of multiple linear regression using the SPSS 11.00 program are shown in Table 1.

Table 1.
Result of Multiple Linear Regression Analysis

Variable	Reg. Coef	t statistics	Probability	r ² Partial
Salary (X ₁)	0,572	2,409	0,000	0,553
Job Description (X ₂)	0,370	2,126	0,004	0,225
Promotion (X ₃)	0,477	2,339	0,002	0,246
Supervision (X ₄)	0,110	2,231	0,002	0,132
Responsibility (X ₅)	0,165	2,269	0,003	0,239
Identity (X ₆)	0,243	2,213	0,008	0,023
Warmth (X ₇)	0,526	2,405	0,008	0,506
Support (X ₈)	0,141	1,996	0,001	0,166
Conflict (X ₉)	0,218	1,984	0,006	0,202
Constant : 0,546	F. Ratio		: 23,363	
R Square : 0,712	Prob.		: 0,000	
Multiple R : 0,844	n		: 25	

Source : Analysis Result, 2021

The results of the analysis show that the variables of salary (X₁), job description (X₂), promotion (X₃), supervision (X₄), responsibility (X₅), identity (X₆), warmth (X₇), support (X₈) and conflict (X₉) jointly have a significant effect on the performance of The Bureau of Public Relations and Protocol of Regional Secretariat of Maluku Province. This can be proven from the calculation results that $F_{\text{statistics}}$ is 23,363, while F_{table} is 1.99 at the 5% statistical confidence level. The value of $F_{\text{statistics}}$ is greater than F_{table} . In other words, if $F_{\text{statistics}}$ is in the rejection area of H_0 , so that the results of these calculations show that H_0 is rejected and H_1 is accepted, it means that all independent variables have a joint effect on the dependent variable.

It is seen in the attachment of computer print out result that the determination coefficient (R²) is 0.712. This shows that 71.2% of the all variables of salary (X₁), job description (X₂), promotion (X₃), supervision (X₄), responsibility (X₅), identity (X₆), warmth (X₇), support (X₈) and conflict (X₉) affect the dependent variable, which is the performance of The Bureau of Public Relations and Protocol of Regional Secretariat of Maluku Province. While the remaining 28.8% is influenced by other variables outside the model.

The regression coefficient shows the influence of each independent variable (X₁, X₂, X₃, X₄, X₅, X₆, X₇, X₈, X₉) on the dependent variable (Y) if the size of the other independent variables is in the remaining model.

The obtained regression equation is:

$$Y = 0,546 + 0,572 X_1 + 0,370 X_2 + 0,477 X_3 + 0,110 X_4 + 0,165 X_5 +$$

$$0,243 X_6 + 0,526 X_7 + 0,141 X_8 + 0,218 X_9$$

The equation of the regression model can be analyzed as follows:

- a. The salary variable (X_1) turns out to be positive. This means that if the motivation for the salary variable increases, the performance will also increase. Furthermore, the result of the regression coefficient is 0.572 meaning that any increase in motivation to the salary variable will result in an increase in employee performance of 0.572; when the other variables are constant.
- b. The job description variable (X_2) turns out to be positive. This means that if the motivation for the job description variable increases, the employee performance will also increase and the regression coefficient of 0.370 means that any increase in motivation to the job description variable will result in an increase of 0.370 units of employee performance, when the other variables are constant.
- c. The promotion variable (X_3) also has a positive sign, meaning that if the motivation for the promotion variable increases, the employee's performance will also increase. The result of the regression coefficient of 0.477 means that any increase in motivation to promotion opportunities will result in an increase of 0.477 in employee performance, if other variables are constant.
- d. The supervision variable (X_4) has a positive sign too, meaning that if the motivation for the supervision variable increases, the employee's performance will also increase. The result of the regression coefficient of 0.110 means that any increase in motivation to the supervision variable will result in an increase of 0.110 in employee performance, if other variables are constant.
- e. The responsibility variable (X_5) also turns out to be positive, meaning that if the organizational climate in the form of responsibility increases, the employee's performance will also increase. The result of the regression coefficient of 0.165 means that every increase in the responsibility variable will result in an increase of 0.110 in employee performance, when other variables are constant.
- f. The identity variable (X_6) also shows a positive sign, meaning that if the organizational climate in the form of identity increases, employee performance will also increase. The result of the regression coefficient of 0.243 means that every increase in the identity variable will result in an increase of 0.110 in employee performance, if other variables are constant.
- g. The warmth variable (X_7) has a positive sign too, meaning that if the organizational climate in the form of warmth increases, then employee performance will also increase. The result of the regression coefficient of 0.526 means that every increase in the warmth variable will result in an increase of 0.526 in employee performance, when other variables are constant.
- h. The support variable (X_8) turns out to be positive, meaning that if the organizational climate in the form of support increases, then employee performance will also increase. The result of the regression coefficient of 0.141 means that every increase in the support variable will result in an increase of 0.141 in employee performance, if other variables are constant.
- i. The conflict variable (X_9) also shows a positive sign, meaning that if the organizational climate in the form of the ability to manage conflict increases, the employee's performance will also increase. The result of the regression coefficient of 0.218 means that every increase

in the ability to manage conflict variable will result in an increase of 0.218 in employee performance, when other variables are constant.

The coefficient of partial determination explains the effect of each change in the independent variable (X) on changes in the dependent variable (Y). From the results of data processing shows that the partial coefficient (r) for the variables of salary is 0.553, job description is 0.225, promotion opportunities is 0.246, supervision is 0.132, responsibility is 0.239, identity is 0.023, warmth is 0.506, support is 0.166, and conflict is 0.202. This means that:

- a. The salary variable can explain each variation of changes in employee performance of 0.553 with the assumption that other variables are constant, meaning the salary variable has a fairly large correlation with employee performance of 55.3% with the assumption that other variables do not change.
- b. The job description variable can explain any variation in employee performance changes of 0.225 with the assumption that the other variables are constant, meaning that job descriptions are significantly correlated with employee performance of 22.5% with the assumption that other variables do not change.
- c. The promotion opportunity variable can explain any variation in employee performance changes of 0.246 with the assumption that the other variables are constant, meaning that promotion opportunities are significantly correlated with performance of 24.6% with the assumption that the other variables do not change.
- d. The supervision variable can explain each variation of changes in employee performance of 0.132 with the assumption that other variables are constant, meaning that supervision is significantly correlated with performance of 13.2% with the assumption that other variables do not change.
- e. The variable of responsibility can explain each variation of changes in employee performance of 0.239 with the assumption that other variables are constant, meaning that responsibility is significantly correlated with performance of 13.2% with the assumption that other variables do not change.
- f. The identity variable can explain each variation of changes in employee performance by 0.023 with the assumption that other variables are constant, meaning that identity is significantly correlated with performance by 2.30% with the assumption that other variables do not change.
- g. The warmth variable can explain each variation of changes in employee performance of 0.506 with the assumption that the other variables are constant, meaning that warmth is significantly correlated with performance of 50.6% with the assumption that other variables do not change.
- h. The support variable can explain each variation of changes in employee performance of 0.166 with the assumption that other variables are constant, meaning that support is significantly correlated with performance of 16.6% with the assumption that other variables do not change.
- i. The conflict variable can explain each variation of changes in employee performance of 0.202 with the assumption that other variables are constant, meaning that conflict is significantly correlated with performance of 20.2% with the assumption that other

variables do not change.

Regression coefficients for the variables of salary salary (X_1), job description (X_2), promotion (X_3), supervision (X_4), responsibility (X_5), identity (X_6), warmth (X_7), support (X_8) and conflict (X_9) are tested whether they are significant or not significant through the value of t . The test was carried out with a two-way test, using a significance level of 5%.

The test results obtained $t_{\text{statistics}}$ for the salary variable is 2,409; job description variable is 2,126; promotion opportunity variable is 2,339; monitoring variable is 2,231; responsibility variable is 2,269; the identity variable is 2,269; warmth variable is 2.405; support variable is 1,996; and conflict variable is 1,984; While the amount of t_{table} at the 5% confidence level is ± 1.980 .

The values mentioned above can be explained that partially (alone), all variables have a significant effect on the performance of the employees of the Bureau of Public Relations and Protocol of Regional Secretariat of Maluku Province, because the $t_{\text{statistics}}$ value $> t_{\text{table}}$ value. The $t_{\text{statistics}}$ value of the nine independent variables is in the rejection area of H_0 . This means that the nine regression coefficients are not equal to 0. In other words, the nine coefficients are significant. Discussion about the influence of the nine independent variables on the performance of the Bureau of Public Relations and Protocol of Regional Secretariat of Maluku Province leads to results that the biggest influence comes from motivation on the salary variable with a large influence of 55.3%, because it has the largest correlation coefficient value among the eight other variables, so the first hypothesis is accepted.

Based on the research result, it is found that the big effect of salary motivation on performance is because of an effort to fulfill needs. Most employees are at the level of fulfilling physiological needs where indicators of salary aspects have a close relationship with the fulfillment of physical needs itself. One example is salary security, salary compatibility with employees' rights, and the adjustment of salaries to meet minimum physical needs. This is in line with research conducted by Ruspudji Harnanto (2007) concluded that work motivation variables consisting of salary, job description and supervision have a significant effect, either partially or simultaneously on employee performance, with a large effect of 76%. While the variable that has the most dominant influence on employee performance is the salary of 56%. This is in line with the opinion of Robbins (1996: 181) who states that the motivational factors for job satisfaction are divided into five parts, namely: the work itself which is mentally challenging, appropriate rewards or rewards, open promotion opportunities, working environment conditions, and support from colleagues and superiors.

This is also in line with the opinion of Martoyo (1998:157) stating that the factors that role as motivators for employees, namely those that are able to satisfy and encourage people to work well, consist of Achievement (Successful Implementation), Recognition, The Work Itself, Responsibilities, and Advancement.

Meanwhile, from the organizational climate factor, the dominant influencing variable is warmth of 50.6%. This is in line with the results of Tyagi Pradeep K. (2002) research which concludes that the organizational climate which consists of the dimensions of flexibility, responsibility, standards, appreciation, warmth, organizational identity and risk has a positive and significant influence on employee performance. While the dominant

influence partially comes from the warmth variable, with a large influence of 40.4%. This is similar to the opinion of Toulson & Smith (1994) that warmth is a feeling towards a friendly work atmosphere and is more emphasized on conditions of friendliness or friendship in informal groups, as well as good relationships between co-workers, emphasis on the influence of friendship and informal social groups. This also relates the opinion of Yun and Chun (2012) who explain that organizational climate is the internal environment or organizational psychology. Organizational climate influences HR practices and policies accepted by organizational members. Every organization will have a different organizational climate. The diversity of jobs designed within the organization and the individuals will reflect these differences. All organizations certainly have a strategy in HR management. An open organizational climate encourages employees to express interests and dissatisfaction without fear of reprisal and attention. Such dissatisfaction can be handled in a positive and thoughtful manner. A climate of openness, however, is only created if all members have a high level of confidence and believe in the fairness of action. Organizational climate is important to create because it is a person's perception of what the organization provides and is used as the basis for determining the behavior of future members. Climate is determined by how well members are directed, built and rewarded by the organization.

In this regard, efforts that can be made in order to improve employee performance in the future are to improve aspects related to satisfaction with the work they are engaged in and create a conducive organizational climate for all employees.

CONCLUSION

Work motivation consisting of salary, work itself, promotion, supervision and organizational climate consisting of responsibility, identity, warmth, support, and conflict simultaneously have a positive and significant effect on the performance of the Bureau of Public Relations and Protocol of Regional Secretariat of Maluku Province. Salary is a variable of work motivation factors that has a positive and significant and the most dominant influence on the performance of employees of the Bureau of Public Relations and Protocol of Regional Secretariat of Maluku Province. Warmth is a variable of organizational climate factors that has a positive and significant and second dominant effect on the performance of employees of the the Bureau of Public Relations and Protocol of Regional Secretariat of Maluku Province.

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