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## The Influence of Organizational Climate and Motivation on Employee Performance at The District Health Office Garut

Yusuf Firmansyah<sup>1</sup>, S. Ridwan<sup>2</sup>, Winna Roswinna<sup>3</sup>

<sup>1</sup>Universitas Winaya Mukti, Jawa Barat, Indonesia, [febunwim@gmail.com](mailto:febunwim@gmail.com)

<sup>2</sup>Universitas Winaya Mukti, Jawa Barat, Indonesia, [bang.yonas71@gmail.com](mailto:bang.yonas71@gmail.com)

<sup>3</sup>Universitas Winaya Mukti, Jawa Barat, Indonesia, [winnaroswina71@gmail.com](mailto:winnaroswina71@gmail.com)

Corresponding Author: [bang.yonas71@gmail.com](mailto:bang.yonas71@gmail.com)<sup>2</sup>

**Abstract:** The purpose of this study was to determine and analyze (1) organizational climate; (2) work motivation; (3) employee performance; (4) the effect of organizational climate and motivation on employee performance at the Garut Regency Health Office, both simultaneously and partially. The method used in this research is in accordance with the expected objectives, namely descriptive and verification methods. The unit of analysis in this study was the employees of the Garut Regency Health Office, with a sample of 51 people and the analysis method used is frequency distribution and path analysis. Based on the results of the analysis, it is found that the Organizational climate at the Garut Regency Health Office is quite conducive; employees of the Garut Regency Health Office have a high level of motivation; employees of the Garut Regency Health Office have a high performance. Employees of the Garut Regency Health Office have a fairly high performance and organizational climate and motivation affect the performance of employees of the Garut Regency Health Office. However, when viewed partially, it turns out that organizational climate is more dominant in influencing employee performance than motivation. Organizational climate dominantly influences employee performance rather than motivation, therefore the Garut Regency Health Office is required to prioritize improvements in the organizational climate of employees by carrying out continuous bureaucratic reform.

**Keyword:** Organizational Climate, Motivation, Performance

### INTRODUCTION

Local government bureaucratic reform is a necessity in an effort to realize good governance. Bureaucratic reform is directed at creating an efficient, effective, rational and proportional organization in accordance with the needs and capabilities of the region and proportional according to the needs and capabilities of the region, coordination, integration, synchronization, simplification and institutional communication between the central and regional governments, identifying problems and obstacles to performance and performance coordination, integration, synchronization, simplification and institutional communication

between the center and the regions, identifying problems and performance barriers and in an effort to create a more conducive organizational climate so as to improve performance through the quality or quality of public services. In the administration of regional government, the regional head is assisted by regional apparatus formulated based on management principles which consists of leadership elements, staff elements, supervisory elements, planning elements, implementing elements, supporting elements and service elements. One of them is The Garut Regency Health Office, which is one of the Regional Apparatus Organizations (OPD) within the Garut Regency Regional Secretariat, was formed based on Garut Regency Regional Regulation Number 7 of 2012, with duties and functions based on Regent Regulation number 526 of 2012, carrying out some of the duties of the Garut Regency Regional Government in the Field of Health Development.

The Garut Regency Health Office is an agency formed in 2008, where every human resource who is incorporated certainly has their own organizational climate, so that these conditions have until now been an obstacle for employee performance to work optimally in line with the vision and mission of the organization, because the role of human resources or employees is very important in order to achieve its vision and mission.

The low performance of this organization as a result of low employee performance, this is due to a lack of understanding of the new tupoksi, a decrease in activity targets as seen from the outputs produced not in accordance with the previously set plan, policy materials that are completed not on time, lack of amount / quantity of work completed. The low performance of employees of the Garut Regency Health Office is mostly found in work achievement below the predetermined target, as well as work behavior that is still lacking. In addition, based on the author's observations while working at the Garut Regency Health Office so far, it is felt that changes in employee behavior, especially the aspects of cooperation that are less conducive and less supportive initiatives after the change in the structure of the Garut Regency Health Office and initiatives that are less supportive after the change in organizational structure (Survey, 2017). Indications of low performance can also be seen from the frequent delays in completing a job, employees are often not in their workplace or the work achieved is not in accordance with predetermined standards, the lack of speed of services provided by employees, oversleeping, the average employee is not present in sports activities on Friday morning and does not come to work without notice and still not optimal health worker resources both quantity and quality of health workers.

Organizational climate also affects a person's motivation, where a conducive organizational climate such as clear job descriptions, adequate authority, challenging work targets, effective communication patterns, harmonious working relationships, career opportunities and relatively adequate work facilities will create a supportive atmosphere for individuals in achieving work performance. Likewise, an organizational climate that is not conducive, for individuals who have a good level of emotional intelligence, the work environment can be changed and can even be created by themselves and is a spur (motivator) and challenge for themselves in achieving work performance. But on the other hand, an unfavorable organizational climate, for individuals who do not have good emotional intelligence, the work environment will be perceived and lived as an uncomfortable and even threatening environment for them environment that is uncomfortable and even threatening to him, so that the level of loyalty and commitment to the organization decreases, which in turn will also reduce the resulting performance.

The low motivation in carrying out their work is thought to be the result of a lack of leadership attention in terms of coaching policies, a relatively disproportionate division of labor, recognition and appreciation, as well as promotions that are based on "like dislike" of leaders, employees and promotions are based on the leader's "like dislike", employees are not involved in decision-making, there is no appreciation for employees who have worked well, and there is no level of support for employees who have worked well employees who have

worked well, and the absence of a meaningful level of support from the staff function. The level of discipline of the employees to come to work. The annual average is quite high at 93.24%, but the level of employee absenteeism or employees not in place during working hours is quite high, so work effectiveness is still low. This greatly affects the completion of targeted work.

Starting from the description above, when viewed from the level of abilities and skills of employees of the Garut Regency Health Office, it is considered quite adequate with an average experience and a fairly long working period, but the level of performance achievement is still low, so low performance is thought to be caused by an unfavorable organizational climate and low motivation. Therefore, it is very necessary to study with the title "The Effect of Organizational Climate and Motivation on Employee Performance at the Garut Regency Health Office".

## METHOD

The methods used in this study are in accordance with the expected objectives, namely descriptive and verification methods. As revealed in the identification of the problem, the subject matter under study is the perception of organizational climate (X1) and Motivation (X2) as independent variables, employee performance as the dependent variable (Y). In this study, the population size of the Garut Regency Health Office employees was (N) 128 people. So that a minimum sample size (n) of  $49.64 = 50$  Garut Regency Health Office employees is obtained, which is considered representative of the population so that research from the sample can describe the characteristics of the population. The data collection techniques used in carrying out this research are literature studies, field studies (interviews, questionnaires, observations). To obtain data from qualitative variables (organizational climate and motivation), each variable is first described into sub-variables and each sub-variable is operationalized into indicators. The analysis used consists of two types, namely: (1) descriptive analysis, especially for qualitative variables and (2) quantitative analysis, in the form of hypothetical testing using statistical tests. Quantitative analysis is emphasized to reveal the behavior of research variables, while descriptive/qualitative analysis is used to explore the behavior of causal factors. The analysis method used was cross-sectional analysis. By using a combination of these analytical methods, comprehensive generalizations can be obtained comprehensive. Prepare data pairs of independent and dependent variables from all research samples for hypothesis testing. Meanwhile, to examine the influence between the research variables on employee performance, the tabulated data is applied to the research approach, namely with Path Analysis, because basically the path coefficient is a standardized regression coefficient, namely the regression coefficient calculated from a database that has been set in standard numbers or Z-score (data that has been set with an average value = 0 and standard deviation = 1). The hypothesis proposed is as follows: the influence of organizational climate, and motivation on performance.

## RESULTS AND DISCUSSION

Summary of Organizational Climate Variables of Garut Regency Health Office employees, 2018 (n=51):

No.	Indicator	Score	Description
1.	Implementation of policies or regulations that apply current	165	effective enough
2.	Clarity of current work procedures,	171	clear enough
3.	Adhere to organizational policies	181	Obedient
4.	Feeling comfortable as an employee of the Health Agency Garut Regency	168	Quite Comfortable
5.	Situation in making a decision	164	Quite Comfortable

6.	In making decisions/solving problems always ask superiors	173	Quite Often
7.	In placing job targets adjusted competencies/abilities and become a challenge and risk.	181	As per
8.	Carrying out work is always rewarded and rewards	124	Sometimes
9.	Clarity of organizing information and formulation of work in terms of vision, mission and objectives work objectives	166	Clear enough
10.	Among peers/subordinates and leaders, they have an attitude of mutual trust in working in accordance with their respective duties, authorities and responsibilities.	173	Fairly Trusting
11.	Attitude towards friends who have a lot of unfinished work	188	Want to help
12.	In the work environment feel friendly with superiors, subordinates and colleagues	192	Trusting
	<b>Amount</b>	2046	
	<b>Average Score</b>	170,5	

Based on the table and the weighted score of the organizational climate variable above, it turns out that the organizational climate at the Garut Regency Health Office is quite conducive, but there are things that must be considered by management regarding the lack of socialization about the application of current policies or regulations, lack of feeling comfortable as an employee of the Garut Regency Health Office, the state of the situation, and the lack of socialization. Comfortable as an employee of the Garut Regency Health Office, a situation that is not conducive to making a decision, in carrying out work rarely getting rewards and awards and a lack of clarity in organizing information and formulating work in terms of vision, mission and work goals.

Summary of work motivation variables of employees of the Garut Regency Health Office, 2018 (n = 51).

No.	Indicator	Score	Description
1.	Efforts to achieve good performance	140	Enough effort
2.	Efforts to not be left behind by other employees	159	Enough effort
3.	Efforts to develop yourself	144	Enough business
4.	Efforts to be recognized for work	165	Enough effort
5.	Passion for information	149	Energized
6.	Ability to deal with difficulties	169	Sufficient ability
7.	Passion for affiliation with the environment	153	Energized enough
8.	Passion for cooperation	149	Energized
9.	The spirit of compliance with all existing rules	158	Energized enough
10.	Passion for time discipline	165	Energized enough
11.	Efforts to maintain friendship with coworkers coworkers	154	has a business
12.	Respect the leader	165	Respectful Enough
13	Efforts to make himself appreciated	162	Enough business

14	Efforts to not be underestimated	166	Enough effort
15	Indispensable presence of others	171	Simply required
16	Efforts to always maintain authority	172	Enough business
	Amount	2541	
	Average Score	158,81	

Based on the table and the weighted score of the work motivation variable above, it turns out that the employees of the Garut Regency Health Office have a fairly high level of motivation, but there are things that must be considered, namely less effort in achieving good performance, less effort not to be left behind by other employees, less enthusiasm for self-development, less enthusiasm for self-development, and less enthusiasm for self-development other employees, less effort to develop themselves, less enthusiasm to get information, less enthusiasm to affiliate with the environment, lack of enthusiasm to work together, lack of enthusiasm to comply with all existing rules, and lack of effort to maintain friendship with coworkers.

Summary of employee performance variables of the Garut Regency Health Office, 2018 (n=51).

No.	Indicator	Skor	Description
1.	Achievement of targets at work	174	Achieved
2.	Time efficiency to do a job	167	Efficient enough
3.	Thoroughness in carrying out work	163	Thorough enough
4.	Mastery of knowledge about the work faced so far	159	Good enough
5.	Creativity and ideas in completing tasks	174	Often
6.	Cooperate with fellow colleagues to get the job done	175	Often
7.	Responsible and risk-taking to the work and decisions taken	162	Simply responsible
8.	Able to make decisions in solving problems by paying attention to applicable provisions	161	Quite capable
9.	Have loyalty to the organization to maintain the integrity of the organization	159	Loyal enough
	<b>Amount</b>	1494	
	<b>Average Score</b>	166	

Based on the table and the total score weight of the performance variable above, it turns out that the employees of the Garut Regency Health Office have a fairly high performance, but there are things that must be considered, namely lack of accuracy in carrying out work, lack of mastery of knowledge about the work faced so far, lack of responsibility and courage to bear risks there are things that must be considered, namely lack of accuracy in carrying out work, lack of mastery of knowledge about the work faced so far, lack of responsibility and courage to bear the risks of the work and decisions taken, lack of ability to make decisions in solving problems by taking into account applicable provisions and lack of loyalty to the organization to maintain the integrity of the organization.

The effect of organizational climate and motivation on employee performance at the Garut Regency Health Office:

To find out whether the independent variables, namely the effect of organizational climate and motivation on employee performance at the Garut Regency Health Office, are carried out using

path analysis and the software used is SPSS release 12. The steps taken are to calculate the correlation between variables, so that it is obtained as shown in the table below.

Correlation Matrix Between Variables:

		IKLIM	MOTIVASI
IKLIM	Pearson Correlation	1	,389**
	Sig. (2-tailed)		,005
	N	51	51
MOTIVASI	Pearson Correlation	,389**	1
	Sig. (2-tailed)	,005	
	N	51	51

Based on the table above, it is a correlation matrix between variables that shows the magnitude of the relationship between dependent and independent variables. The proportions for the path diagram are two independent variables (X1 and X2) that have a relationship between variables, and each independent variable (X), as well as the collerational relationship of the outside variables (X1 and X2) residuals to the independent variable (Y).

1) Simultaneous Hypothesis Testing

Alternative Hypothesis	F <sub>account</sub>	F <sub>table</sub> (5%)	Description
(X1, X2) simultaneously affect Y	29,090	3,23	Signifikan

Based on the results of these calculations, it turns out that the Fcount of 29.090 is greater than the ttable 3.23 (Fo > Fα: (k,n-k-1) (29.090 > 3.23), so the hypothesis is accepted or H0 is rejected. This means that individual testing with hypotheses can continue, namely:

2) Hypothesis Testing Individually

Hypothesis testing X1 and X2 on Y:

Path Coefficient		t <sub>amount</sub>	t <sub>table</sub>	Description
PYX <sub>1</sub>	0,563	5,346	1,96	Ho reject There is an effect of organizational climate on performance
PYX <sub>2</sub>	0,309	2,936	1,96	Ho reject There is an effect of motivation on performance

Based on the results of the calculation of the path coefficient values of variables (X1) and (X2) on (Y), which are obtained using the SPSS release 12 for windows program, thus in accordance with the decision rules, that the t-count prices fall in the H0 rejected area, meaning that the path coefficient is significant, so that the path diagram does not change. Conceptually, it can be explained that all aspects of organizational climate and aspects of work motivation have a positive effect on performance.

Correlation Testing table between X variables

Correlation Coefficient	T <sub>account</sub>	T <sub>table</sub> α = 0,05	Description
0,389	2,695	1.96	Ho reject There is a significant relationship between X1 and X2

From testing the correlation between variable X, it turns out that  $t_{count} > t_{table}$ , then  $H_0$  is rejected, meaning that there is a direct relationship between the organizational climate variables and work motivation.

Table of Influence of Variables X1 and X2 to Y and Influence Beyond Variables X and Y:

Interpretation of Path Analysis		
Description	Influence	%
Effect of X1, X2 to Y	0,548	54,8
Influence Beyond X1, X2 and Y	0,452	45,2
<b>Amount</b>		100

From the test results, it can be seen that organizational climate and work motivation together affect performance, namely 54.8%, while the remaining 45.2% is influenced by other factors not examined by the author, namely work culture, work environment, compensation, work discipline, competence, work attitude which requires further research.

Table of direct and indirect effects of organizational climate on performance:

Interpretation of Path Analysis			
Description		Influence	%
<b>X<sub>1</sub></b>	Direct effect to Y	0,3170	31,70
	Indirect effect through X2 to Y	0,0676	6,76
<b>Amount</b>		0,3846	38,46

From the table above, it can be seen that the contribution of organizational climate to performance directly is 31.70% with a  $t_{count}$  coefficient of 5.346, while for the  $t_{table}$  value at the significance level  $\alpha (0.05) = 1.96$ , because the value of  $t_{count} > t_{table}$ , and indirectly through work motivation variables of 6.76%. While the contribution of organizational climate to overall performance reaches 38.46%, it can be concluded that organizational climate has a significant direct effect on performance, this empirical evidence provides an indication that in an effort to improve employee performance, it is necessary to improve organizational climate factors, because organizational climate factors are closely related to performance improvement. The path coefficient shows a positive and significant value, meaning that a conducive organizational climate will support and encourage increased motivation in carrying out tasks. Employees will feel satisfied, this is in accordance with the opinion of Sedarmayanti, (2001: 75), that a good work climate will encourage employees to enjoy working and increase their sense of responsibility to do a better job towards improving performance.

Table of Direct and Indirect Effects of Work Motivation on Performance:

Interpretation of Path Analysis		
	Influence	%
Direct effect to Y	0,0955	9,55
Indirect effect through X1 to Y	0,0676	6,76
	0,1631	16,31

From the table above, it can be seen that the contribution of work motivation to performance directly is 9.55%, with a tcount coefficient of 2.936, while for the ttable value at the significance level  $\alpha (0.05) = 1.96$ , because the tcount value  $> 1.96$ . From the table above, it can be seen that the contribution of work motivation to performance directly is 9.55%, with a tcount coefficient of 2.936, while for the ttable value at the significance level  $\alpha (0.05) = 1.96$ , because the value of tcount  $> ttable$ , and indirectly through the organizational climate variable of 6.76%. While the contribution of work motivation to overall performance reaches 16.31%, it can be concluded that work motivation has a significant direct effect on employee performance, empirical evidence that high work motivation will improve employee performance, while low performance or dissatisfaction will cause behavior that disrupts the organization or low work productivity, this requires an agreement in terms of strong work motivation between employees and the organization, because work motivation is closely related to improving employee performance. The path coefficient shows a positive and significant value, meaning that if the employee's work motivation is high, it is expected that his performance will also increase, so that employees are satisfied, as stated by Siagian (2000: 25), that a more precise understanding of work motivation must be related to work performance or work performance, so that work motivation and work performance interact with each other.

### CONCLUSION

With reference to the discussion of the problem, theoretical foundation, empirical data analysis, hypothesis testing results, in the last chapter of this study several conclusions will be stated as follows: 1) The Organizational Climate at the Garut Regency Health Office is quite Conducive as in the work environment feeling friendly with superiors, subordinates and peers, always wanting to help friends who have a lot of unfinished work, always obeying organizational policies, but there are things that must be considered by management regarding the lack of socialization about the application of current policies or regulations, not feeling comfortable as an employee of the Garut Regency Health Office, the situation is not conducive in making a decision, in carrying out work rarely getting rewards and awards and the lack of clarity of organizing information and formulating work in terms of vision, mission and work objectives. 2) Employees of the Garut Regency Health Office have a fairly high level of motivation, in the sense that the current working conditions are sufficient to meet their needs in terms of physiological needs, security needs, social needs, needs for appreciation, and self-actualization needs, but there are things that must be considered, namely less effort in achieving good performance, less effort not to be left behind by other employees, less effort to develop themselves, less enthusiasm for obtaining information, less enthusiasm to affiliate with the environment, less enthusiasm to work together, less enthusiasm to work together, less enthusiasm to work with the environment, less enthusiasm to work together with the environment, less enthusiasm to work together, less enthusiasm to comply with all existing rules, and less effort to maintain friendships with coworkers. 3) Employees of the Garut



Regency Health Office have a fairly high performance, however, there are things that must be considered, namely lack of accuracy in carrying out work, lack of mastery of knowledge about the work faced so far, lack of responsibility and courage to bear the risks of the work and decisions taken, lack of ability to make decisions in solving problems by taking into account applicable provisions and lack of loyalty to the organization to maintain the integrity of the organization. 4) Organizational climate and motivation simultaneously affect the performance of employees of the Garut Regency Health Office. However, partially, organizational climate is more dominant in influencing employee performance than motivation. Partially, the effect of organizational climate and motivation on performance is as follows: a) Organizational climate affects employee performance, so if the organizational climate is conducive, employee performance will also increase. b) Motivation affects employee performance, so the higher the employee motivation, the higher the performance will be.

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