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The Organization's Climate Againts the Work Motivation

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Abstract---The organizational climate is a collection of attitudes and beliefs related to the organization that is perceived and collectively implemented by members of the Organization as a whole. This research aims to know the organization's climate for employees' work motivation at the Regional Civil Service Agency and the statistics of Bone District. This study uses the type of exploitive research with a quantitative approach (positivism). This research uses two types of data, namely secondary and primary data. The data collection techniques used in this research are using polls, observations, and documentation. The data analysis techniques used in this study are Structural Equation Modelling-Partial Least Squares (SEM-PLS). The results showed that the organization's climate has a significant positive impact on employees work motivation. Create an organizational climate by implementing rules and policies to feel accountable in carrying out duties and responsibilities.

Keywords---achievement, climate organization, employee motivation, performance, work motivation.

Introduction

The climate of the organization can influence motivation, achievement, and job satisfaction. Employees expect a reward, satisfaction, frustration based on their perception of the organizational climate. Climate organizations at Regional Civil Service Agency and statistics can move from pleasant to neutral to unpleasant. But in general, leadership and employees want a pleasant climate because it concerns benefits like better achievements, job satisfaction, and better performance (Umar et al., 2019; Yusriadi et al., 2019). According to Steers Ansar et al. (2019), there are ten dimensions of climate at the overall level of the Organization.

According to Awaluddin et al. (2019), creating a climate organization that can bring its members to improve performance to achieve organizational objectives is not easy. This is because, basically, humans have different behavioral characteristics according to their level of need. It is further explained that there are differences or gaps between the member and the management's perception. The perceived and expected climate will allow for the creation of work dissatisfaction, which can lead to misuse of rights and obligations that ultimately result in the organization's purpose not to be fulfilled optimally. This issue will further accumulate with the tendency of the Organization to thrive and adapt to the development of the surrounding environment so that members often lose personal identity. The leadership is increasingly difficult to satisfy the needs of members and achieve organizational objectives at once (Yusuf, 2011; Bakhtiarvand et al., 2011).

According to Rijal et al. (2019); Umar et al. (2019), the organizational climate is a characteristic that distinguishes an organization from other organizations, affecting individuals within it and relatively enduring for a certain period of time. Meanwhile, Sahabuddin et al. (2019); Sawitri et al. (2019), uses the organizational climate term to describe the organization's psychological environment with different conditions between one and the other. The climate will be perceived by someone when entering an organizational environment. At the same time, Mashudi Gani et al. (2019), defines the climate as a collection of attitudes and beliefs related to the organization being perceived and collectively implemented by members of the Organization as a whole.

In addition to the business climate, one aspect of human resources is granting motivation (stimulating power) to the employees, with the popular term providing added excitement to the employees' works. Every employee who gives useful possibilities to the organization is cultivated by the leadership so that it is likely to be a reality. The effort to realizes the possibility is by way of giving motivation. This motivation is intended to give the employee the incentive to work with all their power and effort (Sahid et al., 2019). According to Ahdan et al. (2019); Sukimi et al. (2019), a person manager undertakes the work in providing inspiration, encouragement, and encouragement to others (officers) to take action. This encouragement is intended to remind people or employees that they are eager and able to achieve the results required for each person. Therefore a manager is required to be understanding of the nature and characteristics of the officer, a need that is based on the motive with the mastery of the manager

against the behavior and actions limited by the motive; then the manager can influence his subordinates to act according to Motivation is an activity that causes, distributes, and maintains human behavior. Motivation is an important subject for managers because, by definition, managers have to work with and through others. Managers need to understand specific behavior people to influence them to work according to the organization's desires. Strong work motivation will affect the quality of employee work. Therefore, managers' encouragement greatly affects employee performance improvement (Mustafa et al., 2020; Tamsah et al., 2020; Yusriadi, 2020).

Motivation is a need for individuals who need to be fulfilled so that certain individuals can adapt to their environment. In contrast, motivation is a condition that moves individuals to achieve the goals of their motives. In this case Usman et al. (2020), suggests that the motivation is: "The willingness to exert high levels effort toward organizational goals, conditioned by The Effort's ability to satisfy some individual need". Motivation is the willingness to make high efforts for organizational purposes, conditioned by the ability to satisfy individual needs. Thus, the motivation comes from internal individuals or external individuals; various needs, desires, and hopes will accumulate into the individual's internal motivation (Sahid et al., 2020). Maslow's theory mirrors this internal motivation, called the need hierarchy theory.

According to Maslow, the need for psychological and security needs is a low level of need. In contrast, social needs, the needs of appreciation, and self-actualization needs are referred to as high-level needs. This concept was later enhanced by Alderfer, who argued with the three core needs groups, namely Existence, Relatedness, and Growth or popularly known as ERG theory. Existence is a requirement to fulfill basic needs or, according to Maslow, is a fulfillment of psychological needs, while Relatedness better prioritizes the need to establish a relationship between the personal or socializing desire for this level with the fulfillment of social needs according to Maslow. The need for self-actualization, according to the concept of Maslow by Alderfer, is called Growth. The Alderfer concept is more supple than the Maslow concept that states that fulfillment needs must be level tier where a person will remain at a certain level of need until such needs are fulfilled. In contrast, according to Alderfer, if the individual cannot meet the individual's higher needs, it can transfer it to lower-level fulfillment (Schneider, 1980; Alipour, 2011).

The motivation to be reviewed from the (Expectancy Theory) developed by Zacharias et al. (2021), focuses its analysis on a) the relationship of effort and performance in which the employee has the perception that a greater effort will result in an increasingly satisfactory performance; b) The performance relationship in return, which relates to the individual belief that by showing performance at a certain level will result in certain desired outcomes; c) The rewarding relationship with a personal purpose, i.e., the extent to which the reward received from the organization can satisfy the personal purpose and needs of the employee and how much the appeal of the reward is to the concerned. The concept was later developed by Porter and Lawler Mahrinasari et al. (2021), who made a model of the relationship between business, perception, ability, reward, and satisfaction in his expectance theory. The relationship between employee

work motivation is very close to employee achievement (Yudho Prakoso et al., 2021).

An achievement is influenced by employees' ability to carry out the correct task and perception and good effort to achieve achievement in performance. The performance will form a perception of the perceived reward worth the value of intrinsic and extrinsic rewards; besides that, the performance also poses a business perception and the possibility of getting a reward. If the intrinsic reward factor is identified with the perception of conformity, it will lead to job satisfaction. Or in other words, the value of rewards and the perception and likelihood of getting a matching reward will determine the effort that will be made as a recurring cycle. The interpretation theory of the manager implies that the hopes of obtaining extrinsic rewards such as the salary of the reward and intrinsic rewards such as providing broader authority will encourage a manager to Excel is in line with the need theory that nPow and nAch will be influential about the formation of managerial competencies reflected in the manager's performance. According to Prakoso et al. (2021); Bin-Tahir (2021), states that also bonus one of the supports to increase employee motivation in achievement. The award is also one way to stimulate employees to improve their work motivation (Tamsah et al., 2021).

Based on some of the above opinions, motivation is essentially a willingness to emerge from within a person to achieve the Organization's objectives. The desire/willingness is one form of individual satisfaction in fulfilling the needs of his life. Therefore the stronger the motivation of a person in his life shows, the greater the desire to fulfilling his life needs. In maintaining business activities, increasing productivity is necessary because it is a consequence of a person's desire to fulfill his life needs (Misnawati et al., 2021; Setiawan et al., 2021).

Research Method

This research uses this type of research using an explanatory with a quantitative approach (positivism). An exploitation study explains the causal relationship between variables affecting the hypothesis. This research uses two types of data, namely secondary and primary data. The data collection techniques used in this research are using polls, observations, and documentation. This study's data analysis technique is Structural Equation Modelling-Partial Least Squares (SEM-PLS), considering that SEM-PLS can work efficiently with a small sample size with a complex model and is used to analyze reflective and formative measurement model in a situation where theory has not been developed (Rahimić et al., 2012; Hays & Hill, 2001).

Result and Discussion

The organization's climate is a perception of policies, practices, and procedures perceived and accepted by individuals in the organization. Measurement of organizational climate variables by observing variables conformity, responsibility, standard, reward, clarity, and team spirit. Descriptive analysis is done by the frequency calculation of respondents' answers to questions on each observed variable. The conformity indicator (X 2.1) is measured through two questions, of

which most respondents answered agreeing to both questions. The average response rate of 4.47 of the respondent was in a good category. In contrast, the average conformity indicator was concluded that the conformity on the Regional Civil Service Agency and Bone district statistics were well underway. The responsibility indicator (X 2.2) is measured through 2 questions, where most of the respondents answered strongly agree to the first question and agree to the second question. The respondent's average response rate is in a good category, while the responsibility indicator's average is 4.75. The responsibility of the Regional Civil Service Agency and the statistics of Bone district is well underway (Zahra & Covin, 1995; Chandler & Hanks, 1993).

The standard indicator (X 2.3) is measured through two questions, of which most respondents answered agreeing to both questions. The respondent's average response rate was in a good category, while the average standard indicator was 4.06 to conclude that the working standard of the Regional Civil Service Agency and the statistics of Bone district were clearly defined. The reward indicator (X 2.4) is measured through 3 questions, of which most respondents answered all three questions. The respondent's average response rate was in a good category, while the average reward indicator was 3.83 to conclude that the awarding of the Regional Civil Service Agency and the statistics of Bone district took place well and satisfied most of the respondents. The pierced clarity (X 2.5) was measured through 2 questions, of which most respondents answered agreeing to both questions. The average respondent's response rate was in a good category. The clarity indicator average was 3.38, so it was concluded that the Regional Civil Service Agency employees and Bone District statistics received well-defined organizational objectives. The team spirit (X 2.6) indicator is measured through 2 questions, with most respondents answering Agree to both questions. The average value of respondents' answers is in a good category. The average team spirit indicator is 3.83 to conclude that Regional Civil Service Agency employees and Bone District statistics establish trust among employees and cooperate (Furnham et al., 1999; Dwivedula & Bredillet, 2010).

The overall climate indicators of the Regional Civil Service Agency organization and the Bone District statistics have been well underway (on average 3.41), where the high perceived variable by the respondent is the variable conformity. Conformity is an organizational condition that gives employees the freedom to act for employees and make adjustments to the tasks given. This corresponds to the rules established by the Organization, policies, and procedures that exist. Acceptance of new ideas is a supporting value in developing an organizational climate conducive to achieving organizational objectives. This shows that the growing organizational climate of Regional Civil Service Agency employees and Bone's district statistics is flexible and always adapts to the organization's development (Aryani & Rahayuni, 2016; Mantra, 2017).

The calculation results show that the organizational climate has a significant positive impact on employee performance. It is seen from the T-Statistic of 4.11 (> 1.96). The original value of the sample estimate is positive, which is 0.417, which indicates that the direction of a relationship between climate organization with employee performance is positive. Thus, the research hypothesis states that the organizational climate has a significant effect on proven employee performance.

The results of the descriptive analysis show that the organizational climate is well maintained. The organization's climate is a perception of policies, practices, and procedures perceived and accepted by individuals in the organization. Measurement of organizational climate variables by observing variables conformity, responsibility, standard, reward, clarity, and team spirit. Conformity is an employee's feeling of the many rules, procedures, wisdom, and practices that must be followed. Organization-defined rules support employees in carrying out work. These rules are outlined in the form of the standard Operational procedure (SOP) of each work unit. This SOP is a basic implementation procedure made to maintain quality and work, where tasks will be easier to work with and avoid or reduce employee errors and duties. Employees can accept organizational policies (Achmat et al., 2021; Puangrimaggalatung, 2021; Abdullah et al., 2021; Nengsih et al., 2021; Setyorini et al., 2021; Wibowo et al., 2021).

This policy is formal and systematic, which is easy to communicate and can be implemented by employees. Responsibility Is an employee's feeling of responsibility in carrying out the work. Responsibility is important for employees to have confidence in the work's performance because they have a sense of value and trust in their skills and expertise (Mattalatta et al., 2021; Humola et al., 2021; Ilyas et al., 2021; Mislia et al., 2021; Misnawati et al., 2021; Umanailo, 2021; Zacharias et al., 2021). Responsibility arises from within the individual in the form of a willingness to contribute to the organization. This is because employees are essentially committed to providing the best for the organization. The desire encourages individuals to behave spontaneously and must be supported by existing systems, i.e., cooperative, informal systems, collaboration, backed by leaders, and social and economic exchanges (Wong, 2021; Rinartha et al., 2018).

Standard is a measure imposed on employees in carrying out work. It is known that Regional Civil Service Agency and Bone statistics are one of the organizations that bear the responsibility of the planning of regional development so that employees are fully responsible for the services provided on their respective work units. A reward is an acceptable reward because the job is done well. The provision of salary or reward by the organization is always adjusted to the generation and workload and meets employees' daily needs. However, the Regional Civil Service Agency and Bone statistics provide additional income outside the basic salary in overtime money. This is because the work burden sometimes takes extra time to complete the planning documents, either short, medium, or long (Ha, 2021; Ansari et al., 2021).

Clarity is a clear and well-organized goal. Socialization of organizational objectives has not reached all employees. This shows that organizational objectives' socialization still needs to be improved in both formal and informal meetings of employees, both routinely and incidental. Socialization of the Organization's objectives is important for all employees to move forward together to achieve organizational objectives. Organizational objectives are not acceptable to all employees due to the lack of socialization of organizational objectives (Puangrimaggalatung, 2021; Kuka et al., 2021; Mulyana et al., 2021; Reynilda et al., 2021; Zam et al., 2021).

This causes employees to be less capable of understanding the Organization's main objectives. Team Spirit is an attitude of mutual trust and assisting fellow employees in the organizational environment. The trust between employees has not been fully done. Trust should be cultivated to avoid misunderstandings between employees and minimize the occurrence of conflicts, both inter-superiors with subordinates and among the employees in the same line. This partnership can be demonstrated from the behavior of helping in completing their work, such as volunteering to help less savvy colleagues and new co-workers, help colleagues who get overloaded with work, work on unsigned co-workers (Arfan et al., 2021; Puangrimaggalatung, 2021; Fauzi et al., 2021; Seppa et al., 2021; Wahida et al., 2021; Gunawan et al., 2021).

The good climate of the organization is an atmosphere that can provide comfort to its company's implementation will improve performance. According to Nellyanti et al. (2021); Sabrang et al. (2021); Zamad et al. (2021), the organizational climate is a set of characteristics that organizations affect their members. He further added that the organizational climate is a working atmosphere experienced by the members of the organization such as through a pleasant workspace, a sense of safety in work, adequate lighting, adequate facilities and infrastructure, adequate social security, promotion, position, position, adequate supervision, and others (Farida et al., 2021; Sukri et al., 2021; Triono et al., 2021).

Conclusion

The conclusion of this study was a significant positive organizational climate to the motivation of employee work. Create an organizational climate by implementing rules and policies to feel accountable in carrying out duties and responsibilities. The results of the descriptive analysis show that the organizational climate is well maintained. The organization's climate is a perception of policies, practices, and procedures perceived and accepted by individuals in the organization. Measurement of organizational climate variables by observing variables conformity, responsibility, standard, reward, clarity, and team spirit. Conformity is an employee's feeling of the many rules, procedures, wisdom, and practices that must be followed.

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