



Received: February 18, 2024

Revised: April 30, 2024

Accepted: July 30, 2024

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HUMAN RESOURCE MANAGEMENT | RESEARCH ARTICLE

The Influence of Organizational Climate, Work Discipline, and Work Motivation on Employee Performance at The Office Education and Culture Office

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Abstract: This research design is quantitative research, which has the aim of knowing the organizational climate, work discipline, and work motivation on team member performance by taking research locations at the Office of Education and Culture of West Sulawesi Province. This study aims to find more deeply related to organizational conditions and team member attitudes in dealing with differences between employees, as well as the attitude of team member discipline at work as team member motivation to work as part of motivation. This study uses multiple linear regression analysis methods because it uses three independent variables and one dependent variable; the research tool uses a questionnaire using a sample of 100 respondents using total sampling who have the status of State Civil Apparatus (ASN) at the Office of Education and Culture of West Sulawesi Province. The t-test results in the table show that the t-value of the organizational climate variable (X1) is 4.192 while the t-estimated value is 1.66105 with a significant value of 0.000 < 0.05. So that Ha is accepted and Ho is rejected. Work discipline (X2) is 7.544, while the t-estimated value is 1.66105. So it can be seen that t-calculated > t-estimated, so Ha is accepted and Ho is rejected, meaning that the work discipline variable significantly affects the performance of the West Sulawesi Provincial Education and Culture Office employees. Work motivation (X3) amounted to 9.052, while the t-estimated value was 1.66105. So, it can be seen that t-calculated > t-estimated, with a significant value of 0.000 < 0.05. So that Ha is accepted and Ho is rejected. The simultaneous test results show that the f-value is 22.934 > f-estimated 2.70 with a significant level of 0.000 < 0.05, so this regression model can be used for team member performance variables at the West Sulawesi Provincial Education and Culture Office.

Keywords: Organizational Climate, Work Discipline, Work Motivation, Employee Performance.**JEL Classification Code:** M12, M54, J24, J28, L2

1. INTRODUCTION

A good organizational climate can contribute to human resources, especially for employees in an organization who do work. Organizational climate concerns all environments that exist and are faced by employees in an organization, and these can affect employees directly or indirectly when carrying out organizational activities. The organizational climate at the West Sulawesi Provincial Education and Culture Office can be seen from the commitment of employees, individually or in groups, working together to complete tasks assigned by the leadership. Employees' attitudes and behavior in responding to each organizational activity, but the organizational climate tends to be attractive to retain employees at work so that team member performance can increase.

The Education and Culture Office of West Sulawesi Province is one of the government agencies that have the task of evaluating and reporting on government affairs in the field of education, whose role is to prepare work plans and programs for the scope of educators and education personnel of Senior High Schools and Vocational High Schools within the scope of West Sulawesi Province. In

addition, the Education and Culture Office of West Sulawesi Province also prepares policy materials for the scope of educators and education personnel in the implementation of operational policies, supports the implementation of administration for the scope of educators and education personnel, and carries out other functions assigned by superiors related to their duties and functions as an extension of the central government to the regional area. Team member work discipline at the Education and Culture Office of West Sulawesi Province can also be used to formulate a strategy for change or development of the organization it leads. Work discipline applied to employees significantly influences the attitudes and behavior of organizational members. Some experiences illustrate that the success of an organization is due to the high level of team member discipline at work, which makes the organization more confident and ultimately more effective. In an era of globalization immensely loaded with change, changes are often so fast and challenging to predict but significantly impact the organization's future, and a flexible organizational culture is becoming increasingly relevant. Strategies to anticipate changes to be made by an organization also need to consider aspects of work motivation that already exist in the Education and Culture Office of West Sulawesi Province to achieve organizational goals. With the existence of good work motivation from employees, it is hoped that it can improve team members performance in upholding work results to improve their performance, with the formation of work motivation from employees; it is hoped that work can be carried out precisely and adequately as expected by the West Sulawesi Provincial Education and Culture Office.

Team member performance is critical in the company's efforts to achieve its goals. Team member performance can be seen from the quality and quantity of performance results a team member achieves in carrying out his duties per his responsibilities. Therefore, every organization needs to strive so that its employees have high performance following the performance achievements of each team member in dealing with work in the organization. Based on this phenomenon, the study aimed to partially, partially, and simultaneously determine the effect of organizational climate, work discipline, and work motivation on team member performance at the West Sulawesi Provincial Education and Culture Office.

2. LITERATURE REVIEW

2.1. Human Resource Management

Human resources are an essential asset and act as the main driving factor in implementing all agency activities or activities, so they must be adequately managed through Human Resource Management (HRM). According to Desseler (2020), "Human resource management is a process for obtaining, training, assessing, and compensating employees and managing labor relations, health and safety, and matters relating to justice." Simamora (in Sutrisno, 2022) states, "Human resource management is the utilization, development, assessment, reward, and management of individual members of an organization or group of workers." Meanwhile, Hasibuan (2020) states that human resource management is the attraction, selection, development, maintenance, and use of human resources to achieve individual and organizational goals.

2.2. Organizational Climate

Sunyoto (2023) states, "Organizational climate is a series of feelings and perceptions of various parties who work from time to time and from one job to another." According to Ruliana (2019: 152), "Organizational climate is a collection and environmental pattern that determines the emergence of motivation and focuses on principles that make sense or can be assessed so that it directly affects organizational performance so that the goals to be achieved for the achievement of organizational work are obtained according to plan," while Sutrisno, (2022) states that organizational climate is an internal environment or organizational psychology can also be seen as influencing the behavior of organizational members to form activities in the organization. According to Wirawan (2012), explaining that there are five indicators in the organizational climate are

- a. Responsibility
Responsibility is the feeling of being one's leader, not always having to double-check all decisions made when employees work.
- b. Identity
Identity is a sense of belonging to the company and being accepted in a group within the work environment.
- c. Warmth
Warmth is the feeling of a friendly work atmosphere and emphasizes the condition of friendliness or friendship in informal groups and good relationships between colleagues.
- d. Support
Support or support is related to relationships between coworkers, namely feelings of mutual help between managers and employees, emphasizing mutual support between superiors and subordinates.
- e. Conflict
Conflict is a conflict or difference of opinion between subordinates and leaders and subordinates and subordinates.

2.3. Work Discipline

According to Sinambela (2019), "Work discipline is an essential rule in creating good order in the office where you work because the discipline of an office or workplace is said to be good if some employees obey the existing rules." According to Sutrisno (2022), "Work discipline is an obligation of the office or agency where work is required to pay attention to team member work discipline so that team member work is more improved than before and employees do not arbitrarily carry out unimportant activities during working hours." Hasibuan (2021) defines work discipline as a force that develops in the team member's body and causes employees to adjust voluntarily to decisions, rules, and high work values and behavior at work. According to Budiman (2020), generally, team member work discipline can be measured from:

- a. Employees come to the office in an orderly, timely, and organized manner. By coming to the office in an orderly, punctual, and regular manner, work discipline can be said to be good.
- b. Dressing neatly at work is one factor that affects team members' work discipline because dressing neatly makes the work atmosphere feel comfortable. Confidence in working will be high if supported by a high attitude of discipline.
- c. Using office equipment carefully is a careful attitude that can show that someone has good work discipline because if in using office equipment is not cautious in using the equipment provided by the office.
- d. Following the work methods determined by the organization can show that employees have good work discipline and team member compliance.

2.4. Work Motivation

According to Handoko (2011), "Work motivation is a condition that moves employees who are directed to achieve organizational goals (work goals) with activities carried out by someone driven by force from within a person; this driving force is what is called motivation." Ruliayan (2014) states, "Work motivation is a condition that encourages individual desires to carry out certain activities to achieve their desires." Meanwhile, according to Robbins and Judge in Handoko (2021), the result is a collection of internal and external forces that cause work to choose an appropriate action and use certain behaviors. Work motivation is generally related to goals, while organizational goals include work-related behavior. The theory of motivation developed by Maslow in Mangkunegara (2020) states that each human being consists of a level or hierarchy of needs, which are indicators of motivation as follows:

- a. Physiological needs include eating and drinking, physical protection, breathing, and sexual health. These are the most basic or low-level needs.
- b. Safety Needs, namely the need for protection from threats, dangers, conflicts, and the environment, not physically alone, mentally, psychologically, and intellectually.
- c. Social needs mean the need to feel belonging, namely the need to be accepted in groups, affiliates, and interactions, as well as the need to love and be loved.
- d. Recognition needs (esteem needs), namely the need to be respected and appreciated by others

2.5. Employee Performance

According to Mangkunegara in Muhammadnur A (2023), states that "Employee performance is general performance can be divided into two, namely individual performance and organizational performance, individual performance is the result of team member work both in terms of quality and quantity based on predetermined work standards, while organizational performance is a combination of individual performance with group performance. This is in line with what was stated by Sarita (in Muhammadnur Alim, 2013), stating that "Employee performance is the result of work that can be achieved by a person or group of people in an organization, according to their respective authorities and responsibilities, to achieve organizational goals according to morals and ethics." Meanwhile, according to Handoko (2021), team member performance can be used to plan the staffing sector, significantly improving working conditions, quality, and work results for developing and utilizing employees as optimally as possible. Performance indicators according to those described by Mangkunegara (2012) are as follows:

- a. Work quality is the amount of work done in a period determined by the company.
- b. Work quantity is the quality of work achieved based on the requirements of suitability and readiness.
- c. Employee consistency is the ability to improve skills and knowledge.
- d. Cooperation is the ability and willingness to work with others (fellow organization members).
- e. Employee attitudes, namely the ability to comply with regulations and team member loyalty in carrying out work.

3. RESEARCH METHOD AND MATERIALS

3.1. Location and Time of Research

This research was conducted at the Education and Culture Office of West Sulawesi Province.

3.2. Type of Research

- a. Qualitative data is obtained through descriptions or explanations regarding office history, organizational structure, and job descriptions related to team member duties and functions at the West Sulawesi Provincial Education and Culture Office.
- b. Quantitative data is obtained in numbers and will then be poured into a frequency distribution table for respondents.

3.3. Population and Sample

Population is a generalization area consisting of objects or subjects with specific qualities and characteristics determined by researchers, namely all employees of the State Civil Apparatus (ASN) of the West Sulawesi Provincial Education and Culture Office, totaling 100 employees. Because the population has been known and is relatively small and by the requirements of quantitative research, therefore sampling in this study uses the *total sampling* method where all employees of the State Civil Apparatus (ASN) will be sampled as many as 100 respondents, namely employees of the State Civil Apparatus (ASN) office of the Education and Culture Office of West Sulawesi Province.

3.4. Data Analysis Method

Analysis using multiple linear regression formulas, as quoted by Husain Umar (2011), namely:

$$Y = a + b X_{11} + b X_{22} + b X_{33} + e$$

Description:

- Y = Employee Performance
- a = Alpha (constant)
- b -b₁₃ = Regression Coefficient
- X₁ = Organizational Climate
- X₂ = Work Discipline
- X₃ = Work Motivation
- e = Standard Error

This study used quantitative data analysis using multiple linear regression methods to prove the hypothesis that has been put forward. Quantitative analysis uses data expressed in numerical form where the data are variables that affect the performance of West Sulawesi Provincial Education and Culture Office employees.

4. RESULTS AND DISCUSSION

4.1. Validity test results

The validity test measures whether a questionnaire is valid or not. A questionnaire is valid if the questions can reveal something that will be measured by the questionnaire (Ghozali, 2011). If the r count is greater than the r table (N-2 or 100-2 = 98), then the r table number of 0.1654 hypotheses cannot be rejected or valid. In this test, 100 respondents were used to test the validity.

Table 1. Validity Testing Results

Statement	Corrected Item-Total	r-estimated	Description
X1 .1	0,666	0.1654	Valid
X1 .2	0,580	0.1654	Valid
X1 .3	0,789	0.1654	Valid
X1 .4	0,750	0.1654	Valid
X1 .5	0,654	0.1654	Valid
X2 .1	0,750	0.1654	Valid
X2 .2	0,753	0.1654	Valid
X2 .3	0,776	0.1654	Valid
X2 .4	0,645	0.1654	Valid
X2 .5	0,786	0.1654	Valid
X3 .1	0,723	0.1654	Valid
X4 .2	0,721	0.1654	Valid
X5 .3	0,682	0.1654	Valid
X6 .4	0,798	0.1654	Valid
X7 .5	0,835	0.1654	Valid
Y1 .1	0,769	0.1654	Valid
Y1 .2	0,741	0.1654	Valid
Y1 .3	0,597	0.1654	Valid
Y1 .4	0,710	0.1654	Valid
Y1 .5	0,760	0.1654	Valid

Based on the table above, it can be seen that the corrected item total of each statement item given to respondents is more significant than r -estimated, namely 0.1654, which means that all statement items are said to be valid and can be continued to the following research.

4.2. Reliability Test

The reliability test is carried out by measuring a questionnaire, an indicator of the variable. A questionnaire is said to be reliable or reliable if a person's answer to a statement is consistent or stable over time. The indicator for the reliability test is Cronbach Alpha, a variable that is said to be reliable if it provides a Cronbach Alpha value > 0.70. (Ghozali, 2011)

Table 2. Reliability Test Results

Variables	Cronbach "s Alpha	Description
Organizational Climate	0,773	Reliable
Work Discipline	0,791	Reliable
Work Motivation	0,794	Reliable
Team member Performance	0,783	Reliable

Based on Table 2, it can be seen that the Cronbach alpha value of all variables tested is above 0.60. So, it can be concluded that all variables in this study are declared reliable.

4.3. Multiple Linear Regression Analysis Results

Multiple linear analysis answers whether organizational climate, work discipline, and work motivation affect team member performance at the West Sulawesi Provincial Education and Culture Office. Hypothesis testing is used to determine whether or not there is an influence between the independent and dependent variables. The results of hypothesis testing are as follows:

Table 3. Multiple Linear Regression Analysis Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5,246	2,658		1,974	0,051
X1	0,428	0,408	0,413	4,192	0,006
X2	0,547	0,543	0,543	7,544	0,004
X3	0,590	0,597	0,571	9,052	0,000

Based on the results obtained from the regression coefficients above, a regression equation can be made as follows:

$$Y = a + b X_{11} + b X_{22} + b X_{33} + e$$

$$Y = 5.246 + 0.428 X_1 + 0.547X_2 + 0.590X_3 + 0.05$$

Description:

- Y = Employee Performance
- a = Alpha (constant)
- b - b_{13} = Regression Coefficient
- X₁ = Organizational Climate
- X₂ = Work Discipline
- X₃ = Work Motivation
- e = Standard Error

Based on the table above, it can be concluded as follows:

- a. The constant of 5.246 means that if the organizational climate variable (X₁), work discipline (X₂), and work motivation (X₃) are 0, then the resulting team member performance value is 0.372 with the assumption that other variables can affect team member performance is considered fixed.

- b. The regression coefficient of the organizational climate variable (X_1) of 0.428 states that every addition of the organizational climate variable by 1% will increase team member performance (Y) at the West Sulawesi Provincial Education and Culture Office.
- c. The regression coefficient of the work discipline variable (X_2) of 0.547 states that every addition of the work discipline variable by 1% will increase team member performance (Y) at the West Sulawesi Provincial Education and Culture Office.
- d. The regression coefficient of the work motivation variable (X_3) of 0.590 states that every addition of the work motivation variable by 1% will increase team member performance (Y) at the West Sulawesi Provincial Education and Culture Office.

4.4. t-Test Results

Partial hypothesis testing is intended to determine whether or not the independent variable partially affects the dependent variable; if the significance value is <0.05 or $\text{count} \geq \text{table}$, then H_a is accepted. Vice versa, if $\text{sig} > 0.05$ or $t\text{-calculated} < t\text{-estimated}$, then H_0 is accepted. $t\text{-estimated: } t(\alpha/2; n - k - 1) = t(0.05/2; 100 - 4 - 1) = 1.66105$.

Table 4. Partial t-Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5,246	2,658		1,974	0,051
X1	0,428	0,408	0,413	4,192	0,006
X2	0,547	0,543	0,543	7,544	0,004
X3	0,590	0,597	0,571	9,052	0,000

4.5. Effect of Work Ability on team member performance

From the t-test results in the table, the t-value of the organizational climate variable (X_1) is 4.192, while the t-estimated value is 1.66105. So, it can be seen that $t\text{-calculated} > t\text{-estimated}$, with a significant value of $0.006 < 0.05$. So H_a is accepted, and H_0 is rejected, meaning that the organizational climate variable significantly affects the performance of employees of the West Sulawesi Provincial Education and Culture Office. The t-value of the work discipline variable (X_2) is 7.544, while the t-estimated value is 1.66105. So, it can be seen that $t\text{-calculated} > t\text{-estimated}$, with a significant value of $0.004 < 0.05$. So H_a is accepted, and H_0 is rejected, meaning that the work discipline variable significantly affects the performance of West Sulawesi Provincial Education and Culture Office employees. The t-value of the work motivation variable (X_3) is 9.052, while the t-estimated value is 1.66105. So, it can be seen that $t\text{-calculated} > t\text{-estimated}$, with a significant value of $0.000 < 0.05$. So H_a is accepted, and H_0 is rejected, meaning that the work motivation variable significantly affects the performance of West Sulawesi Provincial Education and Culture Office employees.

4.6. F-Test Results

Hypothesis testing states that organizational climate variables, work discipline, and work motivation simultaneously or together positively and significantly affect team member performance at the West Sulawesi Provincial Education and Culture Office. To find out the truth of this hypothesis, this study used the F-test tool to test the variables simultaneously on the team member performance variable by comparing the F-calculated and F-calculated values.

Table 5. F-Test Results (Simultaneous)

ANOVAa					
Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	174.359	3	58.120	22.934	0.000
Residuals	243.281	96	2.534		
Total	417.640	99			

a. Dependent Variable: Employee Performance

Simultaneous hypothesis testing aims to measure the magnitude of the influence of independent variables on dependent variables. H_a is accepted if the significance value <0.05 or f -calculated $> f$ -estimated. Vice versa, if significant $F < 0.05$ or F -calculated $> f$ -estimated, then H_o is accepted. Based on Table 5, the calculated F -value obtained is 22.934, while the F -estimated value is 2.70. So, it can be seen that the calculated F -value is $22.934 > F$ -estimated 2.70, with a significant level of 0.000 < 0.05 . This regression model can be used for team member performance variables at the West Sulawesi Provincial Education and Culture Office. In other words, the variables of organizational climate, work discipline, and work motivation together (simultaneously) significantly affect team member performance at the West Sulawesi Provincial Education and Culture Office.

5. CONCLUSION

Based on the research results and discussion above, work productivity is essential to improve. As the results found, effective communication has a significant influence on increasing team member work productivity and harmonious team member work relationships, even though this research found that there was no influence of harmonization of team member work relations in encouraging work productivity; of course, in this research, the variable of work relations harmonization in organizations needs to be maintained but is not essential to increase productivity, especially for the public sector. This research has limitations because it was only carried out in the public sector, especially in election management institutions, which oversee the implementation of democracy through holding elections. Future researchers need to consider many sectors, such as the private and public sectors, because these sectors have different organizational goals. Apart from that, there are limitations in terms of the instrument; there are not enough questions, and when validity testing was carried out, there was invalid data, so some questions had to be removed.

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