

ORGANIZATIONAL CLIMATE FOR WORK MOTIVATION STIMULATION IN REGIONAL FINANCIAL AGENCY

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Abstract: This study aims to examine and analyze the effect of organizational climate on work motivation on government employees at Gorontalo Regional Finance Agency. The population and samples used in this study were 86 people taken at random and then the data obtained from the sample were analyzed by using simple regression analysis technique. The results of the analysis show that the organizational climate does not affect the work motivation of civil servants. Of the many factors that can influence work motivation, the organizational climate has no contribution to that influence.

Keywords: Organizational climate, work motivation.



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Labor is an important aspect in improving organizational productivity. Productivity is assumed to be the ratio between the outcome of an employee's job and the sacrifice expended. This is in accordance with research by Siagian (2002), which states that productivity is the ability to obtain the maximum benefit of available facilities and infrastructure by producing optimal output. Therefore, it takes a treatment in stimulating employee motivation in order to improve the productivity of the organization's work.

Motivated human resources are a key role in improving productivity. This is caused by the means of production and technology is essentially the result of human

labor. The problems associated with employee motivation are also strategic issues for companies and institutions that program human resource issues. Many aspects of internal and external that support the creation of work motivation in a company. Herzberg in Kinman (2001), states that a person's motivation is influenced by factors from within and from outside the self. One of the indicators that influence in the effort to improve employee work motivation is organizational climate applied by an agency.

Organizational leaders can easily allocate organizational resources, particularly those relating to the division of tasks and functions of each corresponding to the available resources, as well as the overall tasks are coordinated and communicated. Stoner, Freeman, and Gilbert in Ernie and Kurniawan (2005), pointed out that there are four pillars on which to organize, the four pillars are the division of labor, a grouping of work, determining relationships between parts of the organization, and determining mechanisms to integrate inter- part of the organization.

Organizational climate is a concept that refers to a number of properties that can be measured in a

work environment or internal atmosphere within an organization that is felt directly or indirectly by the individuals working in it. The internal atmosphere of the organization that is assumed will affect the productivity of employees. The organizational climate becomes very important because with a conducive organizational climate, every individual, teamwork, and leadership, will know, understand, and execute the work procedures according to task, function, occupation, position, rights and obligations, communication, and authority and responsibility.

Davis and Newstrom (2001), views the organizational climate as the personality of an organization that differentiates it from other organizations that leads to the perception of each member in view of the organization. So it can be concluded that the organizational climate is a series of descriptions of organizational characteristics that distinguish an organization from other organizations that lead to the perception of each member in view of the organization. Organizational climate will basically bring about a comfortable working environment. Therefore, the division of tasks and responsibilities evenly distributed within a government agency should be evenly distributed so that employees can contribute positively to the completion of effective and efficient work. However, the main problem faced by the organization for its intended purpose can be achieved is how the organization can be structured.

The development of national and international strategic environments requires a change of paradigm of governance, reform of the institutional system, improvement of human resource competence in governance, nation building, and relations among nations that lead to the implementation of good governance. Thus every implementer is required to always excel, especially with daily tasks that become obligations and set in the job description.

In the process, government organizations often experience problems related to employee work motivation. Similarly, experienced by employees at the Regional Financial Agency of Gorontalo City. Thus, there should be further assessment of the factors that affect employee motivation, especially from the aspect of organizational climate. Regional Financial Agency of Gorontalo City, is a government

agency tasked with managing regional assets and revenues. Each section is done by more than one person and divided according to job specification, so there is a difference of organization climate in each field. There are various phenomena that show that there is often absenteeism, delays in a task, lack of creativity, and loss of interest. The phenomenon is caused by the work environment is felt less comfortable and the lack of communication between leaders and colleagues. This will certainly have a negative impact on the performance of the organization, because employees working in a government agency are required to be able to complete their duties and responsibilities effectively and efficiently, because the performance of human resources is able to contribute positively and profitably to government institutions (Sari, 2009 in Sarah and Wayan, 2015).

The characteristics of people whose work motivation decreases are those who are not working hard, not motivated in the task, not performing the task optimally. Furthermore, the work motivation of the employees is influenced by many factors such as education, work motivation, work discipline, skill, work environment, work climate, and social guarantee. Employee motivation at the Regional Financial Agency of Gorontalo City is allegedly influenced by the organizational climate. Organizational climate is very important because it is very influential on the productivity of employees in the Regional Financial Agency of Gorontalo City. Similarly, the productivity of work that can be determined by the atmosphere or climate of the organization at the government agency which is where the employee works. With a pleasant organizational climate will create a conducive working atmosphere that manifests in harmonious and harmonious working relationships among all employees.

Organizational climate and employee motivation are assumed to be related to employee behavior, especially with work productivity. Therefore, to prove this assumption, the purpose of this study is to further examine the relationship between organizational climate and employee work motivation to employees at the Regional Financial Agency of Gorontalo City.

RESEARCH METHODS

This research is descriptive research, that is to describe and interpret something relationship, result, opinion, and tendency that goes on. Sekaran (2006) mentioned descriptive study is a study conducted to study and explain the characteristics or phenomena that occur, in this case, organizational climate and employee work motivation. Meanwhile, according to Sugiyono (2015) descriptive method is a method used to analyze the results of research but not used to make broader conclusions. The population of this study is the total civil servant status at the Regional Financial Agency of Gorontalo City totaling 86 people whose data is obtained from the personnel depart-

ment of the Regional Financial Agency of Gorontalo City. Since the population is below 100, the entire population is taken as a sample. The sample is then taken by using probability sampling technique or sampling by giving equal opportunity to all members of the population to be sampled. The respondents were then selected using random sampling method or random sample selection. Then the data obtained is processed and analyzed using simple regression analysis technique.

RESULTS

Normalities Test

Table 1 One-Sample Kolmogorov-Smirnov Test

		ORGANIZATIONAL CLIMATE	WORK MOTIVATION
N		86	86
Normal Parameters ^{a,b}	Mean	55.98	87.86
	Std. Deviation	7.741	7.055
	Absolute	.129	.123
Most Extreme Differences	Positive	.066	.123
	Negative	-.129	-.082
Kolmogorov-Smirnov Z		1.199	1.136
Asymp. Sig. (2-tailed)		.113	.151

a. Test distribution is Normal.

b. Calculated from data.

Before the analysis is done, the data first tested its normality. The data normality test is performed in order to see whether the data is normally distributed or not. The basis of decision making to determine whether the data is normal or not is to see the value of significance in the Kolmogorov Smirnov test

results that if the significance value greater than 0.05 then it can be concluded that the data is normally distributed. Conversely, if the value is less than 0.05 then the data is not normally distributed so that data transformation needs to be done (Sujarweni, 2015).

Based on Table 1, it can be seen that the value of significance of each variable is 0.113 for Organizational climate, and 0.152 for work motivation. Both showed values with significance levels exceeding the 0.05 standard so that the researchers concluded that the data used in this study was normal.

The purpose of this research is to know the influence of Organizational climate to employee work motivation at Regional Financial Agency of Gorontalo City, hence testing a hypothesis by comparing t-count value obtained from data processing with the t-table value contained in the distribution

Hypothesis Test (t-test)

Table 2 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	87.918	5.618		15.649	.000
ORGANIZATIONAL CLIMATE	-.001	.099	-.001	-.010	.992

a. Dependent Variable: Work Motivation

table. The criteria that become the reference in decision making are:

If $t\text{-count} \leq t\text{-table}$: So, Organizational climate does not affect work motivation employees

If $t\text{-count} \geq t\text{-table}$: So, Organizational climate affects employees' work motivation

The t-count value of the regression analysis coefficients can be summarized by two-sided test and degrees of freedom 86 = -1.662. It is known that the value of t-count variable x is smaller than t-

table value is $-0.010 < 1.662$, thus H_a is rejected and H_0 is accepted. So the researchers conclude that there is no influence between Organizational climates to work motivation employees.

R^2 value is 0.000 or can be concentrated to 0%. These results indicate that Organizational climate does not contribute anything in influencing employee work motivation. This also supports the findings of the hypothesis test that reveals that Organizational climate has no effect on employee work motivation.

Table 3 Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.001 ^a	.000	-.012	7.097

a. Predictors: (Constant), Organizational Climate

b. Dependent Variable: Work Motivation

DISCUSSION

In some literature said that organizational climate and employee work motivation is the most important thing in an organization related to employee behavior in this case work productivity. However, referring to the findings which found that the organizational climate has no effect on employee work motivation which identified that the employee's motivation at Regional Financial Agency of Gorontalo City is said to be decreasing, it is not influenced by the atmosphere or the condition of the work environment. This result is caused by factors that affect motivation itself is very diverse, it is also determined by the level of one's needs. As Maslow explains in the hierarchy of needs cited in Hasibuan (2015) that the needs that motivate a person are five levels of physical needs, the need for security, the need for affiliation, the need for rewards, and the need for actualization. This diversity of needs will be the benchmark for the extent to which an employee will be motivated by his work. Employees who are at the level of physical needs will tend not to question the climatic conditions of the organization where he worked, as long as in his job employees are given a salary in accordance with the workload he is doing then the employee will have a high motivation of work.

Referring to Herzberg's opinion in the factor motivational theory cited in Kinman (2001), reveals that one's motivation derives from two things: from within a person and from outside a person. The factors that come from outside the self is salary, rewards, working conditions, relationships with colleagues, and career opportunities. While for factors that come from within the self is interest in work, desire to grow, and responsibilities inherent in the work. Sometimes there is a paradox between external and internal factors, on the one hand, the organization seeks to stimulate the employee's motivation by making effective external motivational factors such as salary, benefits, creating a comfortable working climate, and etc. from the internal aspect of the employee requires more encouragement than himself. This is, as Ryan and Deci cited in Fidan (2015), argue that intrinsic motivation is a person's inclination to discover and learn new things to improve their capacity. Individuals can act solely out

of curiosity and the desire to learn without expecting rewards, or in other words do the job just to satisfy the sense of satisfaction arising out of curiosity, self-expression, and self-challenge.

This phenomenon makes Organizational climate factors do not contribute more in stimulating the motivation of employees, in this case, the employees contained in the Regional Financial Agency of Gorontalo City which basically intrinsically already motivated from within. However, what needs to be underlined is that Organizational climate focuses not only on working environment conditions, but also includes the division of tasks and work functions in accordance with the scientific background of employees, if found there are employees who are motivated, can be overcome by the leadership by identifying the needs of employees so that it can provide motivation in accordance with their needs.

CONCLUSION AND SUGGESTION

Conclusion

Based on the description discussed above, it can be concluded that the organizational climate has no effect on employee motivation in the Regional Financial Agency of Gorontalo City. In this case, employees are more motivated by their own desires. Individuals can act solely out of curiosity and the desire to learn without expecting rewards or in other words doing work just to satisfy the sense of satisfaction arising out of curiosity, self-expression, and self-challenge. This phenomenon makes organizational climate factors do not contribute more to spurring employee motivation because the employees in the Regional Financial Agency of Gorontalo City are basically intrinsically motivated from within themselves.

Suggestion

It is suggested to agencies to be able to pay attention to the needs of employees because employees are motivated by intrinsic factors so that different treatments are required to motivate each employee. Researchers are further advised to expand the area of research by adding variables, sample quantities, and location of the research so that it can produce findings with better results.

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