

# The Effect of Organizational Climate and Work Motivation on Employee Performance at Sawerigading Hospital Palopo

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## ABSTRACT

*This study aims to determine the effect of organizational climate and work motivation on employee performance. This research was conducted at Sawerigading Hospital, Palopo City, South Sulawesi. This study uses a population of all employees in Sawerigading Hospital, Palopo city as many as 378, people with a sample of 194 employees drawn by the Simple Random Sampling technique using the Slovin formula. Data collection techniques are carried out to obtain the required data and information using a questionnaire. Data analysis in this study used Multiple Linear Regression Analysis through the Statistical Package for Social Science (SPSS.23) Program. The results of this study indicate that organizational climate has a positive and significant effect on the performance of employees at Sawerigading Hospital, Palopo City.*

## INTRODUCTION

Hospitals currently have challenges and opportunities, one of which is the problem of hospital climate. These climate problems include internal problems such as hospital management, hospital culture, technology application and member characteristics. While external problems that are generally faced by hospitals such as service systems, customer, or client satisfaction, as well as the social environment in the hospital. The process of handling organizational climate problems certainly requires a long process and time. In addition, in dealing with climate problems, hospitals need the support of various parties such as the government, hospitals and other stakeholders.

Research related to this research is supported by differences in the results of previous studies (research gap) from the results of previous studies, where the influence of organizational climate and work motivation on employee performance shows inconsistent results. Puspita Ayu Ningtias et al (2018) showed a significant influence of organizational climate on employee performance, while Nasrullah et al (2019) showed that organizational climate did not have a strong influence on employee performance. The organizational climate variable in the research of Silendiho (2016) and Wiyono (2017) was found where the organizational climate variable had a significant positive effect on job satisfaction. However, different results were put forward by Tadampali et.al (2016) who found results where organizational climate had a negative effect on job satisfaction.

The results of research conducted by Mulyanto and Widayati (2011), state the results where work motivation has no significant negative effect on employee performance. While different results were found in

research conducted by Hanafi and Yohana, (2017) and Dhermawan et.al (2012) found that motivation has a negative effect on employee performance. To be able to carry out the duties and responsibilities at Sawerigading Palopo Hospital, it is required to carry out organizational development in terms of vision, mission, strategy and organizational climate, human resource development and performance, leadership, service standardization, budget management and so on.

## **LITERATURE REVIEW**

### ***Employee Performance***

Yamin and Maisah (2010; 87) employee performance is a behavior or response that gives results that refer to what they do when he or she faces a task. it can be concluded that employee performance is the behavior produced by an employee in carrying out his duties as a health service, in accordance with certain criteria such as planning work programs, implementing activities, and evaluating work results. According to Fadel (2009: 195) employee performance can be measured by the following indicators:

- a. Understanding that each employee must understand their respective duties and responsibilities so that they are able to carry out these tasks according to their respective functions.
- b. Speed of work, namely every employee must pay attention to the speed of work so that they are able to carry out tasks according to existing methods.
- c. Innovation, namely that every employee can have positive innovations to develop capabilities.
- d. Cooperation is the ability to work in a team and be able to appreciate the presence of others.
- e. Work accuracy, namely every employee is required to work quickly and precisely, meaning that in addition to speed, accuracy in work must also be considered.

### ***Organizational Claims***

William Souder (2007:88) stated that there are five dimensions of organizational climate that influence the success of innovation and product development. First, the work climate that has uncertainty in the duties and responsibilities of employees tends not to be innovative. Second, a work climate that has higher role and responsibility flexibility in its work tends to be more innovative. Third, a climate that encourages openness and trust tends to be more innovative. Fourth, management support plays a crucial role in the success of some innovation projects. And lastly, intensive communication (both in terms of volume and frequency) within the organization tends to encourage innovation. It is expressly said that climate is a "set of characteristics" of an organization or an identifier that distinguishes it from other organizations. Climate also lasts long enough to have an influence on the behavior of people in the organization, employees in general, including the leadership.

### ***Work Motivation***

In management science, the force that drives an employee to carry out the job is motivation. Ivanisevic (2007:16), says that: motivation is these attitudes that predispose a person to act in a specific goal-directed way. Motivation is thus an inner state that energizes, channels, and sustains human behavior to achieve goals. Maslow in Mulilins (2005:3480) it is stated that Human needs are arranged in a series of levels, a hierarchy of importance, such as:

- a. Psychological needs, include homeostasis such as satisfaction hunger, and thirst, the need for oxygen and maintaining temperature regulations. Also sleep, sensory pleasures, activity, maternal behavior, and arguably sexual desire.
- b. Safety needs, including safety and security, freedom from pain or threat of physical attack, protection from danger or deprivation, and the need for predictability and orderliness.

- c. Social needs, include affection, a sense of belonging, social activities, friendships, and both the giving and receiving of love.
- d. Esteem needs, these include both self-respect and esteem of others
- e. Self-actualization needs, this is the development and realization of one's full potential.

Indicators of Work Motivation according to Anwar Prabu Mangkunegara (2009: 93) in Bayu Fadillah, et al (2013:5) as follows:

- a. Responsibility, spesifically having high personal responsibility for his work.
- b. Work performance is doing something or working as well as possible.
- c. Opportunity Advancement is the desire to get a fair wage in accordance with the work.
- d. Recognition of Performance, namely the desire to get a higher salary than usual. Challenging work, namely the desire to learn to master his work in his field.

## RESEARCH METHOD

This type of research is quantitative research, which can be interpreted as an investigation process using scientific methods to obtain valid data, where the data obtained is quantitative data (numbers) then processed and analyzed using statistical techniques. The research population is a collection of units of analysis that are limited by certain criteria. In this study, the unit of analysis was Sawerigading Hospital, Palopo City, totaling 378 people. While in this study using purposive sampling method, namely for certain considerations that aim to make the data obtained later can be more representative. The number of samples taken by researchers from Sawerigading Hospital Palopo according to the Slovin formula was 194 respondents.

The data used are primary data and secondary data, where primary data is collected through observation, interviews and distributing questionnaires to respondents. The secondary data was collected through literature study and documentation related to the research conducted. Before taking the data, the validity and reliability tests of the research instruments were carried out. This validity test is carried out to find out how accurately a test (measuring instrument) performs its measuring function, while the reliability test sees whether the instrument can measure something that is measured consistently from time to time. The validity test in this study uses a content validity test based on the theories and results of previous research, while the reliability test uses Cronbach Alpha. Data analysis used multiple linear regression with measurement scale using interval and ratio scale. Data processing starts from coding the questionnaire, tabulating it, and processing it through SPSS Version 23 software for windows which has been prepared to the data interpretation stage.

## RESULTS AND DISCUSSION

### *Multiple Linear Regression Analysis*

The amount of change in the employee performance variable (Y) due to changes in the organizational climate variable (X1) and work motivation (X2) can be partially explained through the following multiple linear regression equation:

**Table 1. Results of Multiple Linear Regression Analysis**

No	Variable	X Regression Coefficient on Performance
1	Organizational Climate (X1)	0.361
2	Work Motivation (X2)	0.071
3	Constant	3,715

*Source: SPSS Data Processing, 2021*

The results of the Multiple Linear Regression Analysis in this study can be seen as following:

$$Y = 3.715 + 0.361X_1 + 0.071X_2$$

- The constant of positive 3,715; it means that if the Organizational Climate (X1) and Work Motivation (X2) the value is 0, then the Employee Performance (Y) has a positive value of 3,715.
- Organizational climate regression coefficient (X1) is positive 0.361 if organizational climate (X1) has an increase in value of 1, then Employee Performance (Y) will increase by 0.361. A positive coefficient means that there is a positive relationship between organizational climate (X1) on Employee Performance (Y).
- The regression coefficient of Work Motivation (X2) is positive 0.071 if Work Motivation (X2) mIf there is an increase in the value of 1, then Employee Performance (Y) will increase by 0.071. A positive coefficient means that there is a positive relationship between Work Motivation (X2) on Employee Performance (Y).

### *Coefficient of Determination Analysis (R2)*

**Table 2. Coefficient of Determination Test Results (R2)**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.850(a)	.722	.406	2.439

Source: SPSS data processing, 2021

The results of the R2 test obtained the Adjusted R Square value of 72.2%. This shows that employee performance can be explained by 72.2% by organizational climate variables and work motivation. While the remaining 27.8%, variations in employee performance are explained by variables outside the independent variables of this study.

### **Analysis of F-Test Results**

Employee performance at Sawerigading Hospital, Palopo City. For more details, the calculation results can be seen in the following table:

**Table 3. F-Test Results**

Mode	F	Sig
Regression	101.522	.000

Source: SPSS Data Processing, 2021

Based on the results of calculations using the SPSS program, a significant value of 0.00 was obtained, which was smaller than 0.05. so, it can be concluded that the organizational climate variables (X1) and work motivation (X2) simultaneously affect employee performance (Y).

## Significance Analysis (t-test)

**Table 4 Significance Test Results (t-test)**

			Unstandardized Coefficients		Standardized Coefficients	t	Sig
Mmodel			B	Std.Error	Beta		
(Constant)			-	1.473		2,523	0.012
			212.111				
1	Organizational Climate (X1)		0.361	0.031	0.576	11,475	0.000
	MWork motivation (X2)		0.071	0.029	0.123	2.459	0.015
a. Dependent Variable Employee Performance							

Source: SPSS Data Processing, 2021

Based on table 4 can be explained as follows:

- The t-count value is 11,475 with a significance value of 0.000, this indicates that  $t\text{-count} > t\text{-table}$  or  $11.475 > 1.671$  and a significance value of  $0.000 < 0.05$ , then the alternative hypothesis is accepted. ynamely the organizational climate affects employee performance.
- The t value of work motivation is 2.459 with a significance value of 0.015, this shows bthat  $t\text{ count} > t\text{ table}$  or  $2.459 > 1.671$  and a significance value of  $0.015 < 0.05$  then the hypothesis alternative is accepted, namely work motivation influences employee performance.

## Discussion

### *Influence of Organizational Climate on Employee Performance*

From the results of the partial test (t-test) when viewed from the value of  $t\text{count} > t\text{table}$  and a significant value  $< 0.05$  ( $H_0$  is rejected and  $H_1$  is accepted), the Organizational Climate variable (X1) has a significant effect on the Employee Performance variable (X2). The results of the output "Coefficients" obtained the value of Tcount for Organizational Climate variable of 11,475 and Ttable of 1,671 or  $11,475 > 1,671$  and a significant value of Organizational Climate of  $0.000 < 0.05$  ( $H_0$  rejected and  $H_1$  accepted). So, it can be interpreted that Organizational Climate has a positive and significant effect on Employee Performance (Y).

The results of this study are in accordance with the theory that is used as the basis for research, namely the theory of Ruben (1998:375) which says that one of the factors that influence employee performance is the organizational climate which includes the communication process between subordinates and superiors so that subordinates can issue all their aspirations. The organizational climate in question is the psychological/emotional state of the overall expectations, opinions and experiences felt by employees regarding the overall work situation in carrying out their duties which include cooperation, passion for work, openness in communication, tolerance, familiarity, order/discipline, and leadership style. organization (Director of Sawerigading Palopo Hospital).

This means that the application of organizational climate in the Sawerigading Hospital of Palopo City is one of the variables that affect the improvement of employee performance at the Palopo City Hospital. The higher the organizational climate, the stronger the influence on employee performance at Sawerigading Hospital, Palopo City. This research is strengthened by research conducted by Kiki Cahya Setiawan (2015) and research conducted by Kadek Adnyana Dwi Putra and Gst Bagus Honor Satrya (2019) which says that organizational climate has a positive and significant influence on improving employee performance. The importance of implementing organizational climate effectively causes this variable to be used as one of the important variables in improving employee performance at Sawerigading Hospital, Palopo City.

### ***The Effect of Work Motivation on Employee Performance***

Based on the results of the "Coefficients" output, the Tcount value of the Work Motivation variable (X2) is 2.459 and Ttable is 1.671 or  $2.459 > 1.671$  and the significant value of Work Motivation (X2) is  $0.001 < 0.05$  ( $H_0$  is rejected and  $H_1$  is accepted). So, it can be interpreted that work motivation (X2) has a positive and significant effect on employee performance (Y). From these results, it can be concluded that the presence of work motivation can improve employee performance at Sawerigading Hospital, Palopo City. Therefore, the application of work motivation has an important role in improving employee performance at Sawerigading Hospital, Palopo City.

The results of this study are in accordance with the theory that is used as the basis for research, namely the theory of Anwar Prabu Mangkunegara (2009: 93) that work motivation will create a sense of responsibility, work performance and a desire to advance in work. So, it can be concluded that the work motivation variable is one of the important aspects or dimensions in an effort to improve the performance of employees at Sawerigading Hospital, Palopo City. The higher the level of motivation possessed by employees, the higher the performance of the employees produced.

### ***The Effect of Organizational Climate and Work Motivation Simultaneously on Employee Performance***

Based on the results of calculations using the SPSS program, the value of significant at 0.00 smaller than 0.05. so, it can be concluded that the organizational climate variables (X1) and work motivation (X2) simultaneously affect employee performance (Y). The results of this study are in line with the theory of Husaini Usman (2006), Suwardi and Joko Utomo (2011) and Hadari Nawawi (2000) which says that at work a person needs high work motivation, this is needed as a driving force for someone in carrying out their activities. So that the theory is strengthened by research conducted by This study is strengthened by research conducted by Kiki Cahya Setiawan (2015) which says that organizational climate has a positive and significant influence on improving employee performance.

## **CONCLUSION**

Based on the results of the analysis and discussion that has been proven both quantitatively and qualitatively regarding the facts that affect the performance of employees at the Sawerigading Hospital, Palopo City that Organizational climate influences employee performance at Sawerigading Hospital, Palopo City. Work motivation influences employee performance at Sawerigading Hospital, Palopo City. Organizational climate and work motivation simultaneously or jointly affect the performance of employees at Sawerigading Hospital, Palopo City.

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