

THE ROLE OF ORGANIZATIONAL CLIMATE IN INCREASING WORK MOTIVATION AT PDAM GIRI MENANG MATARAM

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ABSTACT

The role of organizational climate in an organization is very important, if the organizational climate does not support the work motivation will be lost, and it will result in imperfect work results and the results in providing services to customers (consumers) become unsatisfactory. The purpose of this study is to determine the role of organizational climate factors consisting of psychological dimensions, structural dimensions, social dimensions, and bureaucratic dimensions in increasing the work motivation of PDAM Giri Menang Mataram employees. This type of research is included in associative research which uses a sample survey method in data collection. The analytical tool used is t test analysis at 5% alpha. Based on the results of the t test, it is known that organizational climate factors consisting of psychological dimensions, structural dimensions, social dimensions, and bureaucratic dimensions have a significant effect on increasing the work motivation of PDAM Giri Menang Mataram employees.

Keywords: *Organizational Climate, Work Motivation*

INTRODUCTION

One of the main objectives of establishing a public service agency is to be able to provide optimal service to the community. Optimal service is one of the missions in supporting the achievement of the strategic plan set by the government in realizing good governance. So to be able to realize this, the government is required to be able to optimize the performance of its human resources, especially through aspects of employee motivation, where in recent decades employees of public service agencies have a low image in the aspect of work motivation (Luthfi, 2018).

Rivai and Ella (2013) explain that motivation is a representation of the level of willingness of an individual to do a job. In measuring a person's level of motivation, it can be seen from several aspects, including the direction of behavior, level of effort, and level of persistence (Hasibuan, 2014). Motivation has a very important role in improving the quality of an employee's work, because motivation will give birth to a spirit of persistence and sincerity in individuals in completing their work tasks. One factor that is quite important in order to increase employee motivation is how the working conditions or climate created by the organization as a place for employees to carry out their work.

Organizational climate is the quality of the internal environment of the organization that is relatively perceived by members of the organization which will then affect their subsequent behavior (Dessler, 2017). The concept of organizational climate is considered to have a position as a bridge that connects management or leadership and employee behavior in realizing organizational performance in order to achieve organizational goals (Susanty, 2013). With a good organizational climate, it is hoped that organizational members will be able to create high work motivation to realize organizational goals.

Putranti et al. (2018) stated that the work climate of an organization can be measured through four dimensions, namely: 1) the psychological dimension, meaning that a good organizational climate can be seen from the behavior of every good person in the organization, 2) the structural dimension, meaning that a good organizational climate can be seen from the neat arrangement of the organization's structure, 3) the social dimension, meaning that a good organizational climate can be seen from the relationship or good cooperation of each member, and 4) the bureaucratic dimension, meaning that a good organizational climate can be seen from the work procedures in the wheels of the organization. This means that in maintaining the continuity of a soothing organization, it needs to be supported by loyalty to its rules, good communication and always rely on innovation for its development.

Regional Drinking Water Company (PDAM) Menang Mataram is a company engaged in the provision of clean water services for the community. In the beginning, the existence of PDAM Menang Mataram, which was previously known as PDAM West Lombok Regency, began with the construction of a clean water supply system in Mataram City in 1973 by the Director of Sanitary Engineering of the Ministry of Public Works which was financed from the APBN and buyer credit from Australia. The company was established based on the decree of the Directorate General of Human Settlements of the Ministry of Public Works number: 3/9/KPTS/CK/76 on December 20, 1976, a Drinking Water Management Agency (BPAM) was formed which was named PDAM Menang Mataram and was the first PDAM in Indonesia whose ownership was under the local government which provided services for water needs to the community.

The role of organizational climate in an organization is very important, if the organizational climate does not support then work motivation will be lost, and it will result in imperfect work results and the results in providing services to customers (consumers) become unsatisfactory so that here the PDAM Menang Mataram is required to pay more attention to the organizational climate again so that employees are motivated to work and optimize work performance with reference to factors that influence the improvement of employee performance and work motivation including factors of rules that are enforced to achieve the goals to be achieved, The company's appreciation factor for employees in the form of salary increases, incentives and rewards for employees who excel and provide punishment for employees who violate all the rules that have been set and the provision of official facilities, career path factors promised by the company and equipment support factors used during work and others.

OVERVIEW

Organizational Climate

Every organization or company has its own way of doing business. Therefore, an organization has a climate that is different from other organizations. organizational climate affects the individuals who work in it. Climate can be suppressive, neutral, or supportive, depending on how it is managed (Mamanua et al., 2014). Therefore, every organization is always required to have a unique work climate. Organizations tend to attract and retain people who fit the climate, so that to a certain extent the pattern can be lasting.

Madogo and Pribadi (2016) suggest that organizational climate is an internal or psychological environment. Organizational climate affects the practices and human resource policies received by members. It should be noted that each organization will have a different organizational climate, the diversity of jobs designed within the organization, or the nature of the individuals present will illustrate these differences. All organizations certainly have strategies in HR management. An open organizational climate encourages employees to express concerns and dissatisfaction without fear of reprisal and attention. Such dissatisfaction can be dealt with in a positive and tactful manner. A climate of openness, however, is only created if all members have a level of confidence and trust in the fairness of actions. Organizational climate is important to create because it is a person's perception of what the organization provides and presents the basis for determining the subsequent behavior of members. Climate is determined by how well members are directed, built and valued by the organization (Lineker Arru & Hidayati Tetra, 2016).

Ramalho Luz et al. (2018) mentioned five dimensions of organizational climate as follows:

- 1) Flexibility conformity, is an organizational condition that provides freedom of action for employees and makes adjustments to the assigned tasks. This relates to the rules applied by the organization, existing policies and procedures. Acceptance of new ideas is a supporting value in developing an organizational climate that is conducive to achieving organizational goals.
- 2) Responsibility, this relates to the feelings of employees regarding the implementation of organizational tasks carried out with a sense of responsibility for the results achieved, because they are involved in the ongoing process.
- 3) Standard, namely employees' feelings about organizational conditions where management pays attention to the implementation of tasks properly, predetermined goals and tolerance for mistakes or things that are less appropriate or less good.
- 4) Reward, this relates to employees' feelings about appreciation and recognition for good work.
- 5) Clarity, related to employees' feelings that they know what is expected of them with regard to their jobs, roles and organizational goals.

Motivation

Motivation encourages the desire of individuals to carry out certain activities with the aim of mobilizing their abilities to achieve a certain goal with the aim of getting the desired satisfaction. The strength and weakness of an employee's work motivation greatly determines the size of his performance. Work motivation questions how to direct the

power and potential of subordinates, so that they want to work together productively to achieve and realize predetermined goals. motivation is the driving force that causes an organization member to be willing and willing to carry out activities that are his responsibility (Rivai & Ella, 2013).

Hasibuan (2014) states that different managers' views on each motivation model are important determinants of their success in managing employees, consisting of:

- 1) Traditional Model, this model was proposed by Taylor and the scientific management school. This model implies that managers determine how work should be done and an incentive pay system is used to motivate employees to produce more, receive more income.
- 2) Human Relations Model, Mayo and other human relations researchers found that employees' social contacts on the job are also important and that employees' social contacts on the job are also important and that boredom and repetitive tasks are demotivating factors.
- 3) The Human Capital Model, Mc Gregor and Maslow and researchers such as Argyris and Likert criticized the human relations model and proposed a more "Sophisticated" approach to utilizing employees. This model states that employees are motivated by many factors (not only money or the desire to achieve satisfaction) but also the need to achieve and get a job.

Relationship between Organizational Climate and Work Motivation

Researching the effect of organizational climate on work motivation is something that really needs to be done by companies in managing their human resources in order to produce a professional workforce. According to Nufus (2021), views organizational climate as a set of measurable properties of the work environment that are perceived directly or indirectly by people who live and work in that environment and are assumed to affect their motivation and behavior.

A good work climate is an organizational climate that can increase employee motivation, without a good or positive climate, employees will not have the motivation to work better, so between the organizational climate and work motivation is very related, if the organizational climate is positive, it will produce positive work motivation as well and vice versa (Ritonga & Hutagalung, 2018). With the dimensions of the organizational climate, psychological, structural, social, bureaucratic good support will increase the work motivation of employees.

METHODS

The type of research used is associative, the associative method is research that aims to determine the relationship between two or more variables. This research activity was carried out at the Regional Drinking Water Company Menang (PDAM) Mataram with the consideration that PDAM Menang Mataram is a public organization engaged in the management, distribution and provision of clean water to the community and its customers in an integrative and comprehensive manner so that the quality of service is increasing and good is needed. For this reason, good, dexterous, disciplined, tenacious, and motivated employees are needed at work, one indication of good employees is indicated by a good and high work climate, as well as a high level of work motivation, so that it will have an impact on increasing the performance of PDAM Menang Mataram employees.

The population in this study were all employees and leaders at PDAM Menang Mataram, namely 153 employees who served at the PDAM Menang Mataram head office. However, considering the limitations of funds, time, and research capabilities, a survey sample study was conducted, namely conducting research on some members of the population. In this study, a total of 60 people or about 39.21% of the total population were taken.

RESULTS AND DISCUSSION

Data Analysis Results

In this analysis, multiple linear regression analysis methods were used which were carried out using SPSS with the following results:

Table 1.
Multiple Linear Regression Analysis Results

Variable	Coefficient Regression	Std error	T count	Probabilities
Constanta	4,383	1,298	3,378	0,001
Psychological (X1)	1.350	0,569	2,314	0.011
Structural (X2)	0,727	0,517	2,029	0,026
Social (X3)	1,168	0,716	2,232	0,018
Bureaucracy (X4)	0,502	0,250	2,007	0,044
Adjusted R Square	= 0,672		F ratio	=3,922
R Square	= 0,645			
r	= 0,672			

Source: Processed Primary Data (2024)

From the table above, the regression equation is as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + b_4 X_4 + e$$

$$Y = 4.383 + 1.350 X_1 + 0.727 X_2 + 1.168 X_3 + 0.502 X_4$$

From the regression equation, it can be seen that the coefficients above can be interpreted that if there is no organizational climate in the sense that the organizational climate is 0, which is a constant price, PDAM Menang Mataram creates work motivation (Y) of 4,383. The following is an explanation of each performance and seniority coefficient:

1) Psychological Dimension

The parameter value b_1 , for the psychological dimension organizational climate variable (X_1) is positive. This positive sign means that if the employee's assessment of the psychological dimension at work pleases the employee, it will lead to an increase in work motivation.

2) Structural Dimension

The parameter value b_2 , for the structural dimension organizational climate variable (X_2) is positive. This positive sign means that if the employee's

assessment of the structural dimension at work pleases the employee, it will lead to an increase in work motivation.

3) Social Dimension

The parameter value b_3 , for the social dimension organizational climate variable (X_3) is positive. This positive sign means that if the employee's assessment of the social dimension at work pleases the employee, it will lead to an increase in work motivation.

4) Bureaucratic Dimension

The parameter value b_4 , for the bureaucratic dimension of the organizational climate variable (X_4) is positive. This positive sign means that if the employee's assessment of the bureaucratic dimension at work pleases the employee, it will lead to an increase in work motivation.

Adjusted R Square (R^2) of 0.672 is the coefficient of determination after being corrected by the degree of freedom to avoid errors if one day there is an addition of independent variables. This means that 67.2 percentage of work motivation variables can be explained by the independent variables used, if there are additional independent variables in the model other than the organizational climate which consists of psychological, structural, social and bureaucratic dimensions.

Based on the results of the calculation from SPSS, the multiple determination coefficient (R^2) of 0.672 means that the magnitude of the influence caused by the organizational climate on work motivation is 67.2 percent. While those caused by other factors outside this study are $1 - 0.672 = 0.328$ or 32.8 percent of work motivation is influenced by other factors outside the organizational climate.

Discussion

From the results of multiple linear regression, the R value is 0.672, which means that the organizational climate has a strong influence on employee motivation. With this influence, of course there are variables that affect both simultaneously and partially or partially. Organizational climate is a set of environmental conditions that are perceived directly or direct action by employees and functions importantly in nature, namely acting as a basis for interpretation and thus as a guide to action or a guide to action.

Based on the results of multiple linear regression calculations for the psychological dimension factor (X_1) is 2.314. The coefficient value for X_1 is positive, this indicates a positive or unidirectional relationship between the psychological dimension factor (X_1) and employee work motivation (Y). This positive relationship is in accordance with theoretical and empirical studies that have been conducted. This means that if the employee's assessment of the psychological dimension factor variable at work is pleasant, it will cause an increase in their work motivation.

The result of multiple linear regression calculation for structural dimension factor (X_2) is 0.727. This figure is positive, this means that there is a positive relationship, this means that if the employee's assessment of the structural dimension factors at work pleases the employee, it will lead to an increase in work motivation.

The result of multiple linear regression calculations for the social dimension factor is 1.168. This number is positive. This shows that there is a positive or unidirectional relationship between the social dimension factor and work motivation (Y). This positive relationship means that if the employee's assessment of the social dimension factors at work pleases the employee, it will cause an increase in work motivation.

The result of multiple linear regression calculations for the social dimension factor is 0.502. This number is positive. This shows that there is a positive or unidirectional

relationship between the bureaucratic dimension factor and work motivation (Y). This positive relationship means that if the employee's assessment of the bureaucratic dimension factors at work pleases the employee, it will cause an increase in work motivation.

CONCLUSION AND SUGGESTIONS

Conclusion

On the basis of the research results above, it can be concluded that the organizational climate factors studied have a significant effect on employee work motivation. By looking at the calculated t value of each organizational climate factor studied, it is known that the calculated t value of the psychological dimension factor (X_1) has a greater value than the calculated t value of other organizational climate factors and this variable has the greatest contribution. shown by a standardized coefficient of 1.157. Thus, it can be stated that the psychological dimension factor (X_1) is the more dominant factor influencing employee work motivation at PDAM Menang Mataram.

Suggestions

The results of the research show that the organizational climate factor that most dominantly influences employee work motivation is the psychological dimension factor, which consists of indicators of perceived workload in the organization, self-fulfillment that can be carried out by PDAM Menang Mataram employees in the organization so that job satisfaction is achieved, and perceived autonomy. in carrying out work. Therefore, if the Management of PDAM Menang Mataram wants to increase the work motivation of its employees, the psychological dimension of this factor must be given more attention and is one of the factors that really needs to be prioritized for further handling.

PDAM Menang Mataram must be able to maintain a positive organizational climate, one of which is in the psychological dimension, namely by providing more autonomy in working to employees and freedom to innovate at work, in the structural dimension, namely by improving the physical conditions of the workplace and adding complete physical elements, in the social dimension, namely by improving communication between employees and always collaborating in working and carrying out PDAM Menang Mataram work programs, and the bureaucratic dimension, namely by placing employees according to their fields, and by further improving regulations on working hours.

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