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RELATIONSHIP WORK MOTIVATION AND WORKING CLIMATE ON EMPLOYEE PERFORMANCE AT PT. PERKEBUNAN NUSANTARA VI

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ABSTRACT

This study aims to determine and analyze the relationship between work motivation and work climate on employee performance, the improvement of employee performance is influenced by the existence of work motivation and good work climate. The study was conducted on employees who work at PT. Perkebunan Nusantara VI. This research uses quantitative method with descriptive analysis and inferential analysis. The result of the research using correlation analysis found that work motivation have low relation, positive, while work climate have medium relation, positive to employee performance, through regression analysis can know work motivation and work climate have positive and significant relation to employee performance. Thus it can be seen that the work motivation and work climate have a relationship to the high or low performance of employees, the existence of positive and significant relationship to prove the performance of employees can be improved by the improvement of work motivation and work climate.

INTRODUCTION

Companies that are late in developing their human resources will cause the company to decline and cannot survive in times of multi-dimensional crisis as it is today. The company or organization is also a system consisting of a pattern of cooperative activities conducted regularly and repeatedly by a group of people to achieve a goal (Gitosudarmo & Sudita, 2010). An organization consisting of employees with different mutual behaviors should be coordinated, in order to be interconnected and mutually dependent, cooperating on the basis of division of work, responsibility and authority and have certain goals to be achieved. In a company or organization there are not only people who work without performance, but there is also a need for human resources that can show performance at a better level. Officers are one of the components of government agencies to play an important role and to determine the smoothness and success of the board in carrying out its duties and functions. In order for the employees to carry out and perform their duties well, they are required to have morals, moral values, especially capabilities, high motivation and job satisfaction. Gibson, et.al, (2012) argues that the most important influence factor on the

effectiveness of each organization is the behavior of the employee itself. Reksohadiprojo and Handoko (2012) reveal the fact that an organization is the people whose business needs to be aligned, composed of a number of interrelated and interdependent subsystems, work on the basis of division of labor, roles and powers and have the specific goals to achieve them. Moving forward a company is heavily influenced by the performance of its own resources. As Rao (2010) says that the backwardness of organizational performance relies heavily on workers, this is because organizational strength depends on its people. Komarudin (2001) reveals the factors that influence the performance of high levels such as income and social security, education and training stages, attitudes, disciplines, motivation, health, human relations, achievement opportunities, satisfaction, technology, and government policy. In order to improve employee performance can be done in many ways, one of the most effective ways, with the availability of high motivation of employees and friendly and controlled organization climate. Sudomo (1986) argues that many factors affecting employee performance. But most importantly, motivation is work motivation and job satisfaction and work discipline. Mc. Clelland (1987) says that, if someone has a motivation then he will try to outrun others

perform well in accordance with standards, and strive for success. Motivation is one factor that influences performance (Suharto and Cahyono, 2005; Ma'rifah, 2005). Reinforced by Riva'i (2004) which show that the stronger the motivation, the performance of workers will be higher.

In relation to the organizational climate, the organization's climate is a concept that illustrates the internal atmosphere of the organization's environment perceived by its members during their work in achieving organizational goals (Davis and Newstrom, 2001). Officers who are already familiar with the environment and the environment in which they work, the employees will be able to concentrate on doing their job without any concern during their work, with the creation of a good organizational climate that can inspire employees to carry out their work so that they can have a positive impact To the performance of the officer himself. Simamora (2000) said that the working climate can affect work performance, the working climate can affect it by shaping employee expectations about the consequences that will arise from various actions, employees expect rewards, satisfaction, achievement on the basis of their perception of work climate.

According Sariyathi (2006) in his research found that the performance can be influenced by motivation, job satisfaction, physical condition of work, compensation system, stress level, economic aspects, aspects of engineering and other behaviors. While Robbins & Judge (2012) mentions that a person's performance is strongly influenced by ability, motivation, and opportunity, performance means performance is a function of ability, motivation and opportunity. Tempe in Supardi (2014) which states that factors affecting performance, among others are environment, management behavior, job design, performance appraisal, feedback and wage administration.

In general, this study aims to see and know the performance of employees in a company or organization that is the employee performance PTPN (PT Perkebunan Nusantara) VI that is influenced by work motivation and work climate. Typically the objectives to be achieved in this study are to know the exact stages of employee performance, work motivation and work climate, work motivation relation on employee performance, work climate relationship to employee performance, reserve of one relationship model of work motivation and work climate on employee performance.

Method used in research

The design of this study will be carried out using quantitative research methods with descriptive and inferential methods. Another opinion states: "The most appropriate quantitative survey method used to see the relationship between the variables" Kerlinger (2010). This method is used because the main focus of this study is to examine the influence of work motivation and work climate on employee performance. Methods of data collection were made through the instrument, in quantitative methods, one of the most effective ways to obtain information from the respondents was to use the instrument (Tucker et al., 1978). Instruments are also a way of getting answers to research questions (Kerlinger, 2010). The study conducted is limited to PT. Perkebunan Nusantara VI. This location is chosen because it has various facilities for researchers in conducting investigations when compared with Other PT. Perkebunan Nusantara. Location of PT. Perkebunan Nusantara VI is close to the area where the researcher resides, so it will simplify and ease the investigator in conducting the investigation, this study population involves all employees

who are in the PT. Perkebunan Nusantara VI located in Jambi area is 667 people. The sample used in this study is employees who were in PT. Perkebunan Nusantara VI, as many as 200 employees at PT. Perkebunan Nusantara VI became the sample in the study. The sampling technique in this study uses random sampling technique means random samples taken. Kerlinger (2010), says that simple random sampling is a method of expenditure of the population or universe in a way that every expert population or universe must have equal opportunity to choose or provide. Sampling was 200 respondents based on the opinion of Airasian et al. (2012) suggests that a sample of 10-20% of the population is sufficient to doing an investigation. Airasian et al. (2012) states 10% is the minimum number of samples that can be used to represent a population rather than a population. Rather than the employee population of 667 people, the authors set a sample of 30 per cent.

Interpretation of descriptive analysis as expressed by Nunnally (1978) namely: score Mean 1.01-2.00 (very low); 2.01- 3.00 (low); 3.01-4.00 (medium); 4.01-5.00 (high). According Sugiyono (2007) interpretation of correlation coefficient is 0.00- 0.199 (very low), 0.20-0.399 (low), 0.40-0.599 (medium), 0.60-0.799 (strong), 0.80-1.000 (very strong). An employee performance review instrument was adopted from Gibson et al., (2012), the instrument is self-developed by the reviewer which includes: 1) individual variables; 2) organizational variables; 3) psychological variables; 4) individual behavior. Work motivation study instrument adopted from Maslow (2013), the instrument is self-developed by the reviewer which includes: 1) Physiological needs; 2) The need for safety; 3) The need for taste; 4) Have a need for self-esteem; 5) The need for self-realization. Work climate study instrument adopted from Stringer (2002), the instrument is self-developed by the reviewer which includes: 1) organizational structure; 2) standards; 3) responsibility; 4) recognition; 5) support, 6) commitment.

RESEARCH RESULT

Stages of Employee Performance, Work Motivation and Working Climate

To find and analyze employee performance stage, work motivation and work climate, in this research using descriptive analysis, research result can be seen in Table 1. From table 1 above it can be seen that work motivation, work climate and employee performance are in high stages, as well as indicators on each variable that has high stages value, only on organizational structure indicator that has medium stages value. This shows that the work motivation, work climate and employee performance in the company in good condition. Employees in the company have a good working motivation this can be seen from the activities undertaken by employees in completing the duties and responsibilities as workers, and the atmosphere of work conducive and comfortable so that employees feel safe and secure in carrying out their duties, so that will change the condition Performance of employees.

The Relationship of work motivation to employee performance

To know the relationship of work motivation to employee performance in this research using correlation analysis, result of study can be seen in Table 2.

Table 1. Descriptive analysis of employee performance, work motivation and work climate

Variable	Indicator	N	Mean	Std. Deviation	Interpretation
Work motivation	Physiological needs	200	4.23	4.502	High
	Safety needs	200	4.28	4.114	High
	The need for taste	200	4.10	4.400	High
	Have a need for self-esteem	200	4.26	3.779	High
	The need for self-realization	200	4.36	4.206	High
Working climate	Organisational structure	200	3.56	4.072	Medium
	Standards	200	4.45	4.120	High
	Responsibility	200	4.48	4.028	High
	acknowledgment	200	4.42	4.121	High
	Support	200	4.43	4.462	High
Employee performance	commitment	200	4.26	4.091	High
	Individual variables	200	4.89	5.310	High
	Organizational variables	200	4.81	5.141	High
	Psychological variables	200	4.68	4.504	High
	Individual behavior	200	4.54	4.412	High

Table 2. Correlation Analysis of Work Motivation on Employee Performance

Employee performance		Individual variables	Organization al variables	Psychological variables	Individual behavior	Employee performance
Work motivation						
Physiological needs	Pearson Correlation Sig. (2-tailed)	.335** .000	.317** .000	.321** .000	.181* .011	.339** .000
Safety needs	Pearson Correlation Sig. (2-tailed)	.176* .013	.200** .005	.142* .045	.088 .215	.179* .011
The need for taste	Pearson Correlation Sig. (2-tailed)	.151* .033	.129 .070	.129 .068	.180* .011	.170* .016
Have a need for self-esteem	Pearson Correlation Sig. (2-tailed)	.247** .000	.159* .024	.171* .016	.117 .098	.205** .004
The need for self-realization	Pearson Correlation Sig. (2-tailed)	.287** .000	.170* .016	.141* .046	.090 .207	.206** .003
Work motivation	Pearson Correlation Sig. (2-tailed)	.367** .000	.302** .000	.280** .000	.203** .004	.339** .000

Table 3. Correlation Analysis of Work Climate on Employee Performance

Employee performance		Individual variables	Organization al variables	Psychologica l variables	Individual behavior	Employee performance
Work climate						
organizational structure	Pearson Correlation Sig. (2-tailed)	.226** .001	.175* .013	.130 .067	.152* .032	.201** .004
Standards	Pearson Correlation Sig. (2-tailed)	.296** .000	.356** .000	.412** .000	.398** .000	.421** .000
responsible	Pearson Correlation Sig. (2-tailed)	.373** .000	.402** .000	.383** .000	.434** .000	.461** .000
acknowledgment	Pearson Correlation Sig. (2-tailed)	.338** .000	.363** .000	.400** .000	.409** .000	.436** .000
Support	Pearson Correlation Sig. (2-tailed)	.221** .002	.206** .003	.301** .000	.330** .000	.303** .000
commitment	Pearson Correlation Sig. (2-tailed)	.197** .005	.105 .138	.045 .523	-.016 .819	.103 .146
Work climate	Pearson Correlation Sig. (2-tailed)	.418** .000	.407** .000	.425** .000	.434** .000	.488** .000

Table 4. Regression Analysis Work motivation and work climate on employee performance

Model		Unstandardized Coefficients		F	R	R ²
		B	Std. Error			
1	(Constant)	4.853	10.050			
	Work motivation	.306	.074	42.085	0.547	0.299
	Work climate	.447	.062			

a. Dependent Variable: Employee performance

From Table 2 above it can be seen that the motivation of work has a low relationship to employee performance, this can be seen from the correlation between work motivation to employee performance of 0.339. A low correlation value is also indicated by the correlation value between indicators of work motivation on employee performance. It can be said that the motivation of work within the company has a low influence and relationships on the performance of employees in the company, in other words the performance of employees influenced in outline by other variables besides work motivations, work motivation only affects a small part of employee performance. Although the correlation between work motivations on employee performance is low, motivation remains one of the factors affecting employee performance. The existence of increased motivation in work owned by employees will give influence and correlation to improvement of employee performance even though correlation value between work motivation to low performance of employee.

The relationship between work climate and employee performance

To know the correlation of work climate to employee performance in this study used correlation analysis, result of study can be seen in Table 3.

From Table 3 above, it can be seen that the working climate has a medium relationship to the performance of employees. This can be seen from the correlation value between work climate to employee performance of 0.488, which shows the correlation value of medium, as well as the relationship between indicator of work climate and performance of employees who have low and medium value of the creations. In other words it can be said that the work climate has a sufficient relationship to the performance of employees, the high performance in the employee finds due to a conducive working climate, the relationship provides a positive and good meaning to the improvement of employee performance, although the relationship between climate Work and performance of employees is the medium, improving the performance of employees in the company can be implemented by providing and creating a good working climate, which can provide comfort and security for employees in the work so that employees will carry out their duties and responsibilities as workers in the company can be implemented maximally.

Model relationship of work motivation and work climate to employee performance

To know the model of the relationship between work motivation and work climate on employee performance, in this study using regression analysis. The results of the study can be seen in Table 4.

From Table 4 above can be seen that the results of multiple regression analysis on the model obtained data variable work motivation and work climate on employee performance obtained regression direction B of = 0.306 for work motivation variable, regression direction B of = 0.447, for climate variables and work obtained Constant value of 4,853. Thus the form of plural regression relationship can be described by the regression equation $\hat{Y} = 4.853 + 0.306X_1 + 0.447X_2$. From the table also found that the regression equation is very significant that seen from the Analysis of Significance Variance Test of

42.085. The strength of contribution and the relationship between work motivation and work climate variables on employee performance is shown by the correlation coefficient of = 0.547, and the coefficient of determination of = 0.299. This means that 29.9% of variations that occur in employee performance can be caused and explained by work motivation and work climate through regression equation $\hat{Y} = 4.853 + 0.306X_1 + 0.447X_2$. From the results of this study it can be concluded that there is a positive and medium relationship between work motivation and work climate on employee performance, in other words the motivation of work and a good working climate in the company will be able to positively affect the improvement and improvement of employee performance, although The magnitude of influence in the improvement and improvement of employee performance is only medium.

DISCUSSION

Through the results of research conducted visible work motivation, work climate in good condition and have good employee performance as well. The existence of work motivation and conducive working climate in the company provide a positive change in the performance of employees, it is very good impact on efforts to improve and improve the quality of human resources in the company and will give a big role in achieving company goals that have been set. Davis and Newstrom (2010) say that climate within an organization can affect motivation, and performance. Performance of employees can be improved by the employee's work motivation and the existence of a quality work climate. Employees will work hard if there is a desire and personal expectations that would be realized into reality then employees will be able to work more optimally if the wishes and expectations that can be met. Robbins & Judge (2012) says that people want to work because they want to fulfill their needs and wants (both physical and mental), whether they are conscious needs or unconscious needs. Motivation refers to a good impulse from within or from outside of one's self that encourages the individual's desire to engage in goal-achieving activities (Daft, 2002). Motivation becomes one of the factors that influence the high performance and low performance (Robbins & Judge, 2012; Sariyathi, 2006; Komarudin, 2001; Sudomo, 1986). Reinforced by Riva'i (2004) which show that the stronger the motivation, the performance (achievement) of workers will be to high. In addition to improving the performance of employees can be done by improving the quality of work climate, workplace conditions will determine the passion of employees, if the conditions are pleasant, interactive, cool, no noisy will cause the employees spirit of work. High working climate provides a sense of comfort, security and peace for employees so that the work spirit in the employee, employees will be able to carry out their duties and responsibilities if within the company or organization has a good working climate and conducive.

Conclusion

Based on the overall quantitative assessment of employee performance, work motivation and work climate in good condition, and have positive and significant relationship which has been proven through correlation study and regression study. Thus it can be said that to improve the performance of employees within the company requires a good effort in improving employee work motivation and a conducive the

working climate so that it will provide a positive impact in the development and improvement of employee performance in an effort to achieve company goals. Employees who have good performance able to carry out various activities that become duties and responsibilities, the ability in accordance with the demands of needs in every implementation of organizational activities so that will materialize the achievement of organizational goals. Leaders should always try to encourage subordinates to have a good performance in working for their own interests and for the interests of certain organizations or companies in an effort to increase productivity.

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