

Influence of Organizational Climate, Motivation, and Job Satisfaction on Employee Performance

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ABSTRACT

This research aimed to analyze the influence of organizational climate, motivation, and job satisfaction on employee performance at Universitas Terbuka. In this study, the 120 respondents were employees at both the head and regional offices (UPBJJ-UT) in Bogor area. Data collection was conducted by disseminating questionnaires to respondents, using a stratified random probability sampling. Multiple regression analysis and Smart Partial Least Square (PLS) were employed as examination methods. Results showed that the effects of organizational climate and job satisfaction on employee performance were not significant, whereas motivation significantly influenced employee performance. However, these variables, including organizational climate, motivation, and job satisfaction simultaneously and significantly influenced employee performance.

Keywords: organizational climate, motivation, job satisfaction, employee performance

1. INTRODUCTION

Human resource is one of the driving components of an organization. Therefore, human resource requires good management and development to be competitive and capable of assisting the organization in facing the competition, particularly in the era of the growing competition within the ASEAN Economic Community (AEC) or the ASEAN free market.

In times of competition, the administrative and teaching staff encounters several obstacles. Some factors that may affect employee performance include organizational climate, motivation, and job satisfaction.

Some issues are related to employee performance. For example, some employees are not yet ready for greater responsibilities beyond their capabilities. During work, some employees do not have success orientations and others are not target-orientated either, making them unable to complete their assigned tasks on time.

As for the organizational climate, some employees are unsure of the job assigned to them and their corresponding responsibilities. In addition, the work environment is unsupportive of employees having a better performance.

Another problem associated with work motivation is that employees receive inadequate benefits because directors often give biased performance appraisals that lead to demotivation among employees. Moreover, whenever employee performance declines, directors often give employees late notifications on the need for improved performance. Clearly, work motivation should through the efforts of both employees and their superiors.

Likewise, job dissatisfaction has been found apart from issues, such as employee performance, organizational climate, and work motivation. Some employees have felt dissatisfied with work because of superior inadequate rewards or praise to employees who have performed well.

Alternative solutions to such problems in terms of employee performance, organizational climate, motivation, and job satisfaction need to be found. Strategies that influence employees to have good performance are also necessary. By doing so, employees will contribute fully to achieving organizational goals and objectives. Performance then becomes the responsibility of each employee who works for an organization or company. The performance also reflects the organizational ability to manage and allocate its resources.

Performance reflects the level of achievement of an implemented program or policy to achieve the targets, goals, vision, and missions of an organization formulated in terms of strategic planning (Moeheriono, 2010).

According to Robbins (2007), performance in practice refers to a job-related achievement. Performance or achievement is the result of both quality and quantity achieved by an employee in carrying out their duties based on the responsibilities given to them.

Performance in association with functions do not stand alone but rather relates both to job satisfaction and the level of remuneration influenced by one's skills, abilities, and characteristics. Therefore, according to the Partner-Lawyer model (Donnelly, Gibson & Invancevich 1991), individual performance is influenced essentially by many factors, such as (1) expectations for rewards; (2) motivation; (3) capability needs and characteristics; (4) perception of a given task; (5) internal and external rewards; (6) level of remuneration's perception and job satisfaction; (7) internal and external rewards; and (8) rewards' level of perception and job satisfaction.

Employee performance is expected to improve organizational performance as a whole. Acquiring an employee's high level of performance is necessary for achieving optimal organizational performance.

The organizational climate is everything available to employees and affects the way employees carry out assigned duties. The organizational climate can affect employees in producing goods or services. Therefore, organizational climate is necessary for a good and healthy work place to enable employees to feel more comfortable in completing work assigned to them (Suranto & Lestari 2014).

According to Wirawan (2008), the organizational climate is a perception of organizational members, either individually or in groups, who constantly communicate with the organization associated with anything that frequently happens within the organization. This condition affects organizational behavior and employee performance, which finally determine the performance of the organization. A good organizational climate is a prerequisite to achieving the best organizational performance.

Motivation is a process that determines intensity, directions, and individual persistence in achieving goals (Robbins, 2006). Hasibuan (2006) defined motivation as something that leads, direct, and supports human behavior in working actively and enthusiastically to achieve optimal results.

Ma'rifah (2006) and Listianto Setiaji (2007) revealed a positive and significant relationship between work motivation and performance. These studies determined the existence of a linear relationship between motivation and performance, which means that highly motivated employees have a higher level of performance.

Robbins and Judge (2008) defined job satisfaction as having positive feelings about one's job resulting from an evaluation of their characteristics. Employees with a high level of job satisfaction tend to have a positive feeling about work, whereas unsatisfied employees tend to have a negative feeling about work.

According to Robbins (2006), job satisfaction is a general attitude of an individual towards work. Job satisfaction is an attitude variable that pertains to employees' feeling towards work. Job satisfaction also motivates employees to perform optimally at work. Employees satisfied with work will contribute positively to organizational performance.

This research aims to analyze the effects of organizational climate, motivation, and job satisfaction on employee performance at Universitas Terbuka.

2. LITERATURE REVIEW

2.1. Concept of Performance

Performance is a reflection of the achievement level associated with the implementation of a program or policy to the goals, vision, and missions of an organization formulated in terms of a strategic planning (Moehariono 2010).

According to Robbins (2007), practice performance is a work-related achievement. Performance (work performance) can be defined as work results in terms of quality and quantity achieved by an employee in carrying out duties based their responsibilities.

Performance is a person's overall success rate during a certain period in a wide range of possibilities, such as work performance standards, targets or objectives, or pre-set criteria agreed upon collectively (Rivai & Basri 2005).

Simamora (2004) stated that performance refers to the degree of task achievement covering a person's job. Performance reflects how well employees meet the requirements of a job and is often misinterpreted as the amount of energy allocated to a task. Performance is measured based on the results.

2.2. Performance Measurement

According to Gomes (2003), a performance appraisal aims to reward past performance and motivate future improvement. Information obtained from the performance appraisal can be used for salary estimates, salary increases, promotions, training, and specific tasks assigned.

Bernardin and Russel (1995) proposed six primary performance types that can be used to measure performance, as follows:

1. *Quality*
The level of a process or results of implemented activities that reach close to perfection or expected targets.
2. *Quantity*
The number/amount of things produced, for example, a number of dollars, units, and a series of activities accomplished.
3. *Timeliness*
Time allocated to complete a task by paying attention to other output coordination, as well as time spent accomplishing other activities.
4. *Cost effectiveness*

The degree of human resources, such as human, financial, technological, and material, maximized in to achieve the highest level of output, or to reduce losses from the utilization of each resource.

5. *Need for supervision*

To prevent unnecessary actions, a worker must be able to accomplish tasks without supervision.

6. *Interpersonal impact*

An employee must be capable of maintaining self-esteem, good name, and teamwork among colleagues and subordinates.

However, according to Ma'rifah (2004), the degree of employee performance has the following factors:

1. The quality of work denoted by accuracy and tidiness, the speed of task completion, skills, and work proficiency.
2. The quantity of work assessed in term of the ability to achieve targets or work output from newly assigned tasks.
3. The knowledge that can be observed from employees' abilities to understand tasks completion's relevance.
4. Reliability can be assessed from abilities and reliability in completing duties, either in terms of regulatory implementation or initiatives and self-discipline.
5. Presence can be observed from the office routine activities, meetings attended, and employees' availability for clients.
6. Cooperation is when an employee can work with others to complete a task.

2.3. Concept of Organizational Climate

The initial concept of organizational climate was first proposed by Kurt Lewin in the 1930s, with the term psychological climate. Tagiuri Litwin then used the term organizational climate to explain behavior further in relation to its background. Tagiuri and Litwin (as cited in Wirawan, 2007) proposed that organizational climate is the internal environment's quality of the organization, where employees acquire experiences that influence their behavior. This can be described in a set of characteristics or the organization's nature.

According to Wirawan (2008), organizational climate is the perception of organizational members (either individually, or in groups) who always keep in touch with the organization concerning things that exist or happen regularly within the organization. This relationship affects attitudes, organizational behavior, and performance of employees who determine organizational performance.

Stringer in Ayudiarini (2010) defined the term organizational climate as a "collection and pattern of the environmental determinant of aroused motivation." Organizational climate is a collective, and an environmental pattern determines the motivation.

According to Newstrom & Davis (2006), organizational climate is a human environment where employees of an organization perform their job. Based on this definition, organizational climate affects the entire environment or hinders employees within the organization that influences how they complete organizational tasks.

2.4. Components of Organizational Climate

Stringer as cited in Ayudiarini (2010), the characteristics or components of

organizational climate affects employees' motivation to behave. According to Stringer, six components can measure organizational climate:

1. Structure
The organizational structure reflects the feelings in the organization and has clearly defined roles and responsibilities in the organizational environment. The structure will be high when employees' roles or jobs are clearly defined.
2. Standards
Employees' degree of nationality is mean to measure the pressure of improving performance. High standards mean that members of the organization often try to find alternative ways to improve their performance. In contrast, low standard reflects low expectations in performance.
3. Responsibilities
Reflect employees' feelings of superiority, which removes the need for their decisions to be legitimated by other members of the organization. Having a high level of response indicates that members feel compelled to solve problems on their own. A low level of response indicates that making decisions and trying new approaches are not expected.
4. Rewards
Indicate that employees feel appreciated when they managed to complete assigned tasks well. Rewards measure against criticism and have balanced characteristics and criticisms. A low level of reward means good tasks completions are rewarded inconsistently.
5. Support
Support reflects the trust and continuing support amongst work groups. When support level is high, employees feel the sense of belonging to a fully functioning team and feel the adequate guidance and help from their superiors when facing difficulties in executing duties. When support is low, employees feel isolated and estranged. The organizational climate component has been instrumental in business models, particularly when resources are limited.
6. Commitment
This factor indicates employee loyalty to the organizational goal and organization. A high level of commitment is related closely to loyalty potential, whereas a low level of commitment means employees feel apathy towards the organization and its goals.

The climate of an organization according to Litwin and Stringer is elaborated through 5 (five) dimensions, as follows:

1. *Responsibility*
2. *Identity*
3. *Warmth*
4. *Support*
5. *Conflict*

2.5. Concept of Motivation

The word motivation comes from the Latin word *movere* with roots from the English word *move*, meaning to push or set into motion. However, in terms of management theories, translating motivation as to move due to the depth of the use is not accurate. The term motivation implies the behavior aspects of a man pushing them to do or not to

do (Saydam, 2002).

Motivation is an important element in a man's being, and functions to manifest the success of an endeavor or tasks pursued by a man. Motivation from a superior is knowledge and attention to the behavior of subordinates as a direct factor in organizational success.

If management can motivate or satisfy employees, then employees will be engaged and committed to work, which will create better organizational productivity and sustainability effectively (Bunchowong, 2015).

According to Robbins (2006), motivation determines the intensity, direction, and perseverance of individuals in the effort to reach the target.

Hasibuan (2006) defined motivation as factors that cause, distribute, and support human behavior, to work diligently and enthusiastically to achieve optimal results.

Motivation is the drive within an individual to reach an action based on the individual's own will (Moekijat, 2005). When people are pushed, they will carry out an action because they are required to do so; however, when individuals are motivated, they will make a positive choice to execute an action meaningful for them.

According to Hasibuan (2001), motivation is a driving force that creates an individual's passion for working, for co-operating, and for working effectively using all their power to achieve satisfaction.

The Herzberg motivation theory states that job satisfaction comes from the presence of an intrinsic motivator, whereas work discontent is due to the absence of extrinsic factors. The extrinsic factor (with context to the job) includes the following: (1) compensation, (2) workplace conditions, (3) job security, (4) status, (5) company procedure, (6) supervision quality, and (7) quality of interpersonal relations between colleagues, superiors, and subordinates

The presence of these conditions in correlation to employee satisfaction increases motivation, and their absence will create employee dissatisfaction because employees need to maintain a level of "dissatisfaction" the extrinsic conditions are known as discontentment or dissatisfaction, or hygiene factor.

The intrinsic factors include (1) achievement, (2) recognition, (3) responsibility, (4) growth, (5) the job, and (6) possibility of development. The absence of these factors does not immediately lead to intense dissatisfaction. However, their presence will foster strong motivation leading to solid work performances. Hence, these extrinsic factors are known as gratification or motivator.

The two-factor theory of Herzberg works on the assumption that only some job features and characteristics will result in motivation. Managers can focus on few factors that support the workplace condition, but do not truly motivate employees. Motivation is measured by employee interviews to determining its significance to jobs.

2.6. Concept of Job Satisfaction

Robbins and Judge (2008) defined job satisfaction as a positive feeling about someone's job after the evaluation of individual's characteristics. Someone with a high level of job satisfaction will have positive feelings towards work, whereas discontented individuals will have negative sentiments towards work.

According to Robbins (2006), job satisfaction is an individual's towards work. Based on this definition, job satisfaction can be defined as a variable of attitude that connects employee's sentiments toward work. Given that job satisfaction describes the

components of attitude, thus, job satisfaction is a component of affection. Attitude or affection is formed through an evaluation process based on an individual experience of the important aspects.

Several studies have shown that job satisfaction is influenced by employee attendance, the level of turnover, and employee performance and organizational effectiveness. Job satisfaction is a component of work attitude that not only affects employee attendance, but also productivity and employee performance (Robbins and Coulter, 2007).

2.7. Measurement of Job Satisfaction

According to Luthan (1989), four items can be used to measure job satisfaction:

1. Rating Scale

The *Minnesota Satisfaction Questionnaire (MSQ)*, *Job Descriptive Index*, and *Porter Need Satisfaction Questionnaire* are the most typical approaches to measuring job satisfaction.

MSQ is an instrument used in comprehensively and precisely measuring job satisfaction, and is designed particularly to embody components categorized as satisfaction variable and dissatisfaction variable.

Job Descriptive Index is an instrument that measures job satisfaction developed by Kendall and Hulin. The *Job Descriptive Index* evaluates employee attitude on components found at work. The variables measured are salary, promotion pathways, supervision, and colleagues.

Porter Need Satisfaction Questionnaire is an instrument used to measure job satisfaction specifically for managers, with questions that focus on problems and challenges faced by managers.

2. Critical Incidents

Frederick Herzberg has developed *critical incidents* as a technique to investigate the two factors of motivation theory. The questions circled around factors that have satisfied or dissatisfied employees.

3. Interview

Employees were interviewed individually to measure job satisfaction.

The interview method can provide deeper insight into employees' attitudes toward work.

4. Action Tendencies

Action tendencies denote an individual's tendency to carry out an action. Job satisfaction of employees can be gauged based on their action tendencies. Robbins (2001) stated that the elements of job satisfaction comprise "job type, colleagues, benefits, fair and just treatment, job security, open to suggestions, salary, acknowledgment of performance, and opportunity to advance."

2.8 Hypothesis

H1 = Organizational climate is significant to employee performance.

H2 = Motivation is significant to employee performance.

H3 = Job satisfaction is significant to employee performance.

H4 = Organizational climate, motivation, and job satisfaction are significant to employee performance.

3. RESEARCH METHOD

3.1. Conceptual Framework

This research will review how organizational climate, motivation, and job satisfaction influence employee performance at Universitas Terbuka. Conceptually, the interrelation of the variables can be visualized as in Figure 1.

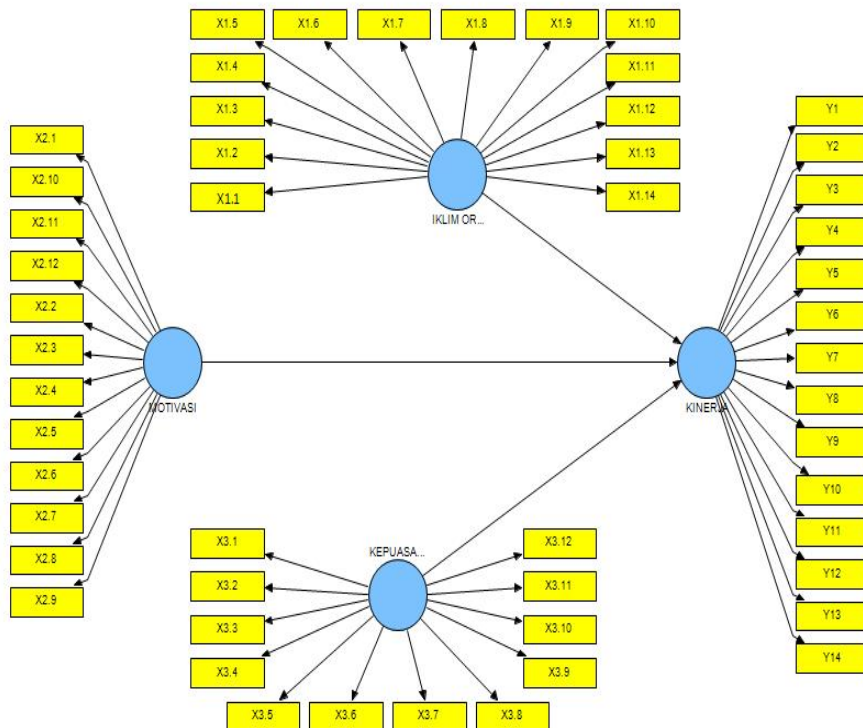


Figure 1. Conceptual Framework

This research will attempt to decipher and explain the influence of organizational climate, motivation, and job satisfaction on employee performance. The survey method is used throughout the research.

3.2. Research Variables

Endogenous Variable: employee performance.

Exogenous Variable: organizational climate, motivation, and job satisfaction.

3.3. Operational Definition

1. Employee performance is defined as the work capabilities of an individual to achieve the targets that have been set (Robbins, 2007).
2. The organizational climate is environmental collection and patterns that determine the growth of motivation focused on the logical and measurable perception directly influence employee organizational performance (Wirawan, 2008).
3. Motivation is the condition embodied in an individual's drive in executing an action to achieve a target (Hasibuan, 2006).
4. Job satisfaction is the feeling of an employee towards work (Robbins, 2006).

3.4. Data Collecting Method

In this research, the type of data used was primary and secondary data. Questionnaires were disseminated at the research area to obtain primary data. Secondary data were obtained from various relevant references, such as books, journals, thesis, and internet data. All data were measured using the Likert scale with points ranging from 1-5.

3.5. Validity Test

The validity test of all questions: p -value ≤ 0.05 confidence interval of 95%. These results confirm that all questions are significant and considered valid.

3.6. Reliability Test

The result of the reliability test gives the Cronbach's Alpha as 0.738, confirming that the instruments used in the research are reliable. An instrument is considered reliable when the value of alpha is larger than the critical r of product moment or specifically ≥ 0.60 .

4. RESULTS AND DISCUSSION

4.1. Characteristics of Respondents

Descriptive analysis was used to analyze the characteristics of the respondents. The characteristics of the respondents include gender, the level of education, age, and length of employment.

Based on gender, 70 male (58%) and 50 female (42%) respondents participated in this research. Results of ANOVA test using SPSS 22.00 showed the limited difference in perception toward the four variables of the research. The four variables, namely, organization climate, motivation, job satisfaction, and job performance, are found to have a p -value larger than 0.05.

Based on the level of education, the majority of the respondents, 38 people (32%) have an undergraduate education. The ANOVA test results show the limited difference in perception toward the four variables of the research. The four variables, namely, organizational climate, motivation, job satisfaction, and job performance, are proven by a p -value larger than 0.05.

According to age groups, the majority of respondents are between 50 to <60 years old, exactly 44 people (37%). Statistically speaking, the age group difference of the respondents had a slight influence on perception towards the four variables of the research. The four variables, namely, organizational climate, motivation, job satisfaction and employee performance are proven to have a p -value larger than 0.05.

Based on the length of employment, most respondents have been employed for ≥ 25 years, exactly 41 people (34%). Statistical check shows a difference in employee perception based on the length of employment regarding the organizational climate in UT Head office and regional office (UPBJJ-UT) Bogor area, motivation, and job satisfaction. This finding is apparent by the value of p -value < 0.05 . The employment length characteristics have a marked difference in the organizational climate in UT.

Looking into the variable of motivation, a good and excellent perception was shown by respondents in the 0–5 year and 10–15 year range of employment. In other employment length characteristics group, respondents' perception neared a good perception but bordered mostly on an average level. Similar can be said for the variable

of job satisfaction.

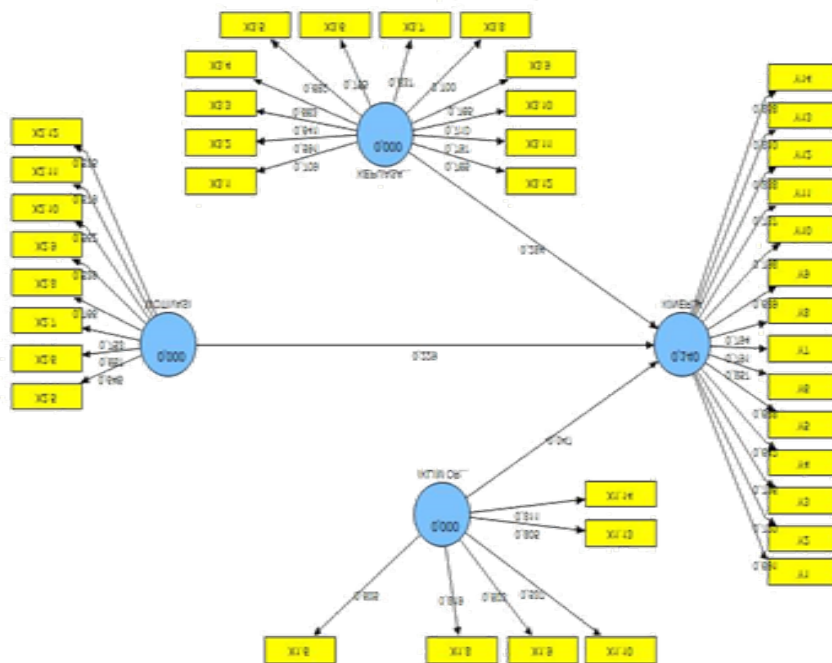
In the organizational climate variable, a similar perception has been read from the employment length groups of 0–5 years, 20–25 years and above. However, employment groups with 5–10 years and 10–15 years show excellent perceptions regarding the implementation organizational climate in UT. In respect to performance, however, no discernible difference has been observed with a p-value larger than 0.05.

4.2. Evaluation of Outer Model-Reflective from Organizational Climate Variable, Motivation, Job Satisfaction, and Employee Performance

Following Ghazaly (2008), evaluation of the outer model-reflective was employed based on four criteria, namely convergent validity, discriminant validity, average variance extracted (AVE), and composite reliability.

4.2.1. Convergent Validity

Convergent validity measures how the indicator strength value reflects latent variables. Chin (1998) stated that a value of < 0.50 means the indicator must be dropped. According to Ghazali (2005), indicators with a loading factor value below 0.05 indicates that the strength is very weak and must be dropped. The result of the indicator drop implies that the model must be re-evaluated with the Smart PLS to determine a new loading factor.



Source: primary data processed by smart PLS, 2015

Figure 2. Model for Organizational Climate, Motivation, and Job Satisfaction on UT Employee Performance, after some indicators, have been dropped

4.2.2. AVE

AVE expected value is > 0.5. Table 1 shows the AVE values of organizational climate, motivation, job satisfaction, and employee performance.

Table 1. AVE Values for Organizational Climate, Motivation, Job Satisfaction, and Employee Performance Variables

	AVE
Organizational Climate	0.4988
Motivation	0.4197
Job Satisfaction	0.4964
Employee Performance	0.5783

Source: Results of primary data processed by *smart* PLS, 2015

Latent variables of organizational climate, motivation, and job satisfaction have an AVE value below 0.5, which means that the indicators are less consistent and less reliable in measuring latent variable. Specifically, for the variable of employee performance, the AVE value is above 0.5, which means the indicators are consistent in measuring other latent variables.

4.2.3. Discriminant validity

Discriminant validity value refers to the value of the cross-loading factor, which is useful in determining whether the construct has adequate discriminant by comparing the value of the loading on the intended constructs. This value must be greater than the value of the loading with the other constructs.

4.2.4. Composite Reliability

Table 2 shows that based on the data processing using PLS, the value of the cut is above 0.5, thereby indicating that the indicators used for each latent variable are stable and consistent.

Table 2.
Composite Reliability Values

	<i>Composite Reliability</i>
Organizational Climate	0.8531
Motivation	0.8504
Job Satisfaction	0.9215
Employee Performance	0.9501

Source: results of primary data processed by *smart* PLS, 2015

4.2.5. Evaluation of the Structural Model or Inner Model

Appraising the inner model means evaluating the inter-variable influence of latent variables and testing the hypothesis. The structural model can be evaluated by using R-square with Endogen variables and comparing the t-count with t-table (t-table for reliability interval group of 95% is 1.96).

The calculation using PLS using indicates R-Square for organization climate, motivation, and job satisfaction against employee performance gives only 0.1401 which means that organizational climate, motivation, and job satisfaction contributed positively to the increase in employee performance (as high as 14.01%) Other factors vastly influenced the remaining 85.99%.

Table 3. R-Square for Organizational Climate, Motivation, and Job Satisfaction on Employee Performance

	<i>AVE</i>	<i>Composite Reliability</i>	<i>R Square</i>	<i>Cronbachs Alpha</i>	<i>Communality</i>	<i>Redundancy</i>
Organizational climate	0.4988	0.8531	0	0.8068	0.4988	0
Motivation	0.4197	0.8504	0	0.7983	0.4197	0
Job satisfaction	0.4964	0.9215	0	0.9119	0.4964	0
Employee performance	0.5783	0.9501	0.1401	0.9429	0.5783	-0.0108

Source: Results of primary data processed by *smart* PLS, 2015

The hypothesis was investigated through bootstrapping analysis of path coefficients, which is conducted by comparing the values of t-count with t-table. The table indicates that table value larger than 1.96 (at the reliability interval of 95%) is true for all latent variables. Hence, all hypotheses formulated for the research are reliable.

Table 4. Bootstrapping analysis of Path Coefficients

	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>Standard Error (STERR)</i>	<i>T Statistics (O/STERR)</i>
Organizational climate→ performance	-0.0475	0.0207	0.1544	0.1544	0.3074
Job satisfaction→ performance	0.2845	0.2813	0.2052	0.2052	1.3863
Motivation→ performance	0.2295	0.2342	0.1158	0.1158	1.9822

Source: Results of primary data processed by *smart* PLS, 2015

Hypothesis 1: Organizational climate is significant to employee performance

The result of the PLS analysis proves that only a weak relationship between organizational climate and employee performance could be observed. The value of coefficient parameters was -0.0475. Thus, an improvement in the quality of the organizational climate caused a slight decrease in employee performance. The hypothesis examination gives the t-count = 0.307, which is significantly smaller than table = 1.96. Hence, organizational climate does not influence employee performance and hypothesis 1 is rejected.

Hypothesis 2: Motivation is significant to employee performance

The result of the PLS analysis shows that motivation has a strong positive relationship with employee performance. The coefficient parameter value is found to be 0.229. Hence, an increase in an individual's motivation will have a significant influence on organizational performance. The t-count is equal to 1, 98, which is larger than table = 1.96, thereby confirming that motivation has a significant influence on employee

performance. Thus, hypothesis 2 is accepted.

Hypothesis 3: Job satisfaction is significant to employee performance

The PLS analysis results show that job satisfaction has a clear and positive relationship with employee performance, with the coefficient parameter value found at 0.28. Results indicated that employees' job satisfaction improved employee performance. However, during the hypothesis examination, the t-count = 1.38 was much smaller than table = 1.96. Thus, hypothesis 3 is rejected.

Hypothesis 4: Organizational climate, motivation, and job satisfaction are significant to employee performance

The results of the ANOVA test show that the p-value is smaller than 0.05, which means that exogenous latent variables, such as organizational climate, motivation, and job satisfaction have a significant influence on employee performance. The contributing of the three variables to the increase in employee performance is low at the 0.091 or 9, 1% value, thereby indicating that in this particular study, employee performance is influenced by factors outside the three exogenous variables mentioned above. Other factors outside the three variables mentioned contributing up to 98.9%. Factors that can influence increase of performance are corporate culture, organizational commitment, leadership styles, and organizational citizenship behavior, among others.

5. CONCLUSION

Results show that organizational climate is not significant to employee performance, which is supported by results of t count $0.307 < t \text{ table } 1.96$, and hence, the first hypothesis is rejected. Results further indicate that motivation has a significant influence on employee performance, which is supported by t count $1.98 > t \text{ table } 1.96$ meaning that an increase in individual's motivation to work also improves employee performance. Thus, the second hypothesis is accepted. The PLS analyses proved that job satisfaction had a noteworthy positive relation to employee performance. The coefficient parameter value was found at 0.2845, leading to the understanding that improved job satisfaction increased employee performance. However, t-count = 1.38 < t-table = 1.96 was found after examining the hypothesis, which shows that job satisfaction is not significant to employee performance, and thus, the third hypothesis is rejected. Looking simultaneously at the variables of organizational climate, motivation, and job satisfaction, we can point out that with a p-value < 0.05, all variables significantly influence employee's performance and hence the fourth hypothesis is accepted. The contribution of the variables in improving performance is found at 0.091 or 9.1%, which shows that 98.9% are influenced by other factors. Results of the study have implications for the improvement of the organizational climate, motivation, job satisfaction, and employee performance, especially at Universitas Terbuka.

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