

# **The Influence of Organizational Climate and Empowerment of Organizational Performance with Motivation as an Intervening Variable In Human Resources Education and Training Center Ministry of Manpower**

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**Abstract:** This study aims to determine the effect of organizational climate and empowerment on organizational performance, the influence of organizational climate on organizational performance, the effect of empowerment on organizational performance, the influence of motivation on organizational performance and organizational climate and empowerment on organizational performance through motivation.

The study was conducted at the HR education and training center at the Jakarta's ministry of labor. Sampling using a random sampling involving 75 employees. Data analysis uses path analysis.

Based on data analysis, it is known that organizational climate and empowerment variables affect organizational performance, organizational climate influences organizational performance, motivation influences organizational performance, organizational climate and empowerment influences organizational performance through motivation.

**Keywords:** organizational climate, empowerment, motivation, organizational performance

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## **Introduction**

Currently, Indonesia and the world are facing rapid changes in the industrial era 4.0 which is characterized by the dominant role of machinery and automation. Because of that, it requires the readiness of the SMART Apparatus HR that is with integrity and professionalism, masters information technology and foreign languages, has a spirit of hospitality and entrepreneurship, and networking power, to face challenges and anticipate these changes.

Technological, political and economic developments demand increased competency in Human Resources (HR) due to increasingly fierce national and global labor competition. The competence and quality of Indonesian human resources must continue to move above the labor market standards. Development of the employment sector through human resource development is an inseparable part of national development. With the increasing role of labor in development, especially in the industrial era and sophisticated technology, labor problems have become increasingly complex and complex. It must be realized that the need to improve the skills of Indonesian workers will increase productivity in companies. Ultimately this will support the creation of a professional workforce as a result of economic integration in the ASEAN region which began at the end of 2015.

As one of the strategic issues in Bureaucratic Reform, related to the competency of apparatus resources which includes improving the performance of the apparatus, there are still many leaders and state apparatus who do not understand their duties and responsibilities. So it is necessary to develop human resources that aim to realize people who are skilled, independent, productive, creative, innovative and disciplined and future-oriented to create a better life. Improving the quality of human resources is aligned with the skills, expertise and professional requirements needed in all development sectors.

One of the activities that play a role in the development of human resources is through Education and Training (Diklat), in accordance with Government Regulation Number 101 of 2000 concerning Civil Servants Education and Training. In line with that, Regulation of the Minister of Manpower of the Republic of Indonesia (PermenakerRI) Number 8 of 2018 concerning Amendment to Regulation of the Minister of Manpower Number 13 of 2015 concerning Organization and Work Procedure of the Ministry of Manpower explains that the Center for Education and Training of Human Resources of the Ministry of Manpower (Pusdiklat SDM Manpower) The Ministry of Manpower) has the task of carrying out education and training of human resources in the labor apparatus.

The Center for Manpower and Human Resources Training of the Ministry of Manpower has the task of organizing education and training aimed at all HR personnel of the Ministry of Manpower at the central and regional levels. The education and training programs that are held are intended for management, technical and functional positions. At the end of the training session, each participant provides an assessment of the performance results of the Ministry of Manpower Manpower Training Center staff in terms of providing services during the training process. Following this are the results of the performance satisfaction assessment of training participants for the services provided by employees conducted in all training programs in 2018.

Based on the evaluation results of the implementation of education and training in the Center for Manpower and Human Resources, the Ministry of Manpower is in the position of a value of 75. This figure does not yet show the maximum performance provided by the Center for Manpower and Manpower in providing training to participants.

In line with this, Stoner (1996: 477) performance is the quantity and quality of work completed by individuals, groups or organizations. In the public sector, specifically the government sector, performance can be interpreted as an achievement achieved by government employees in carrying out services to the public in a period.

According to Bhaskara and Shandroto (2011), performance is a comparison between work results that can be seen in real terms with established work standards. Performance is important for the organization or agency as well as for the employees themselves. With an increase in optimal work and be able to utilize the potential of human resources owned by employees is an effort that can be done to improve high performance to create organizational goals so that it will make a positive contribution to organizational development.

One of the improvements in performance indicators can be done by taking into account the organizational climate. Organizational climate according to Akula (2013) is a characteristic that distinguishes one organization from another, is intangible, can change to a better atmosphere and can influence employees so they are willing to work without coercion. The organizational climate that is less attention will have a negative impact on the organization, this is because the employees will experience interference in carrying out their work so they are less enthusiastic in completing their work. Therefore, creating a conducive organizational climate is needed by employees when they work.

In addition to the organizational climate, empowerment is also one of the factors that play a role in improving the performance of an employee. An organization is demanded to be able to empower and lead employees to the maximum extent possible in order to create job satisfaction that can have an impact on improving the performance of employees in it so that the organization can be strong and competent. According to Wibowo (2008), human empowerment (employees) is important because in facing the era of competition and service, every organization has a competitive advantage through its human resources. Employee empowerment is an effort to create a safe and comfortable work environment so that employees can make optimal contributions to the company.

In line with this, according to Sedarmayanti (2007), the empowerment of human resources is a process of business activities to further empower "human power" through human development and change itself, in the form of capabilities, trust, authority, and responsibility in the context of implementing organizational activities to improve performance as expected.

Improved employee performance is also supported by the level of motivation of employees at work. According to Inayatullah et al, (2013), motivation is the strength or energy of a person which can cause a level of persistence and enthusiasm in carrying out an activity, both originating from within oneself (intrinsic motivation) or from outside the individual (extrinsic motivation). Motivation can come from within a person, for example, intrinsic motivation if someone managed to achieve his motivation, then the person concerned tends to continue to be motivated. While extrinsic motivation is an external factor outside the employee that can affect employee motivation.

Several studies such as Abonam (2011) and Muogbo (2013), prove that motivation has a positive and significant effect on performance. Susan et al. (2012) show that there is a strong influence on performance due to changes in the way motivation is done by management.

## **Literature Review**

### **Management and Organizational Climate**

According to Appley and Lee (2010: 16), management is an art and science, in management, there are strategies utilizing the energy and thoughts of others to carry out an activity that is directed at the achievement of goals that have been determined previously. In management, there are techniques that are rich in aesthetic values of leadership in directing, influencing, supervising, organizing all the components that support each other to achieve the intended goals.

Meanwhile, according to Terry (2010: 16) explains that management is a typical process consisting of planning, organizing, mobilizing and controlling actions to determine and achieve goals through the use of human resources and other resources. Management is a process that consists of planning, organizing, directing, controlling through the use of resources and other resources effectively and efficiently to achieve certain goals (Athoillah, 2010).

Human resource management according to Sofyandi (2009: 6) is defined as a strategy in implementing management functions namely planning, organizing, leading and controlling, in every HR operational activity/function starting from the withdrawal process. Selection, training, and development, which includes promotion, demotion, and transfer, performance appraisal, compensation, industrial relations, up to termination of employment, aimed at increasing the productive contribution of the organization's human resources towards achieving organizational goals more effectively and efficiently.

In addition, there are other meanings, according to Bohlarander and Snell (2010: 4) which is a study that learns how to empower personal in a company, make work, workgroups, develop personal who have abilities, identify an approach to develop personal performance and provide rewards to them for their efforts and work.

So human resource management is the management of human resources by implementing management functions in operational activities to achieve organizational goals (Rika, 2011).

Human resource management or intellectual capital is a science or method of how to manage relationships and the role of resources owned by individuals efficiently and effectively and can be used optimally so that the shared goals of the company, employees and the community are maximized. Whereas human resource management in Islam is based on a concept that every employee is a human being - not a machine - and not merely a business resource. As for human-based resource management, making spirituality as a vital element and inseparable from the workplace.

There are two goals of human resource management based on spirituality. First, integral individual self-development. Second, strengthening companies or institutions so that they are highly competitive. It is increasingly believed that comprehensive self-involvement in the workplace has a major impact on individual performance. The formation of self-management and responsiveness issues at the level of individual employees are two of the many impacts of management spirituality related to performance improvement. If synergy is created from the interaction of such individuals, the effect will be very large on the performance of an institution. So the attitude or mental-spiritual will have a devastating impact on the performance of the employees and of course for the institution.

Human resource management in Indonesia needs to be studied so that it knows the mapping of the quality and quantity of these human resources. Some ways to develop these resources also need to be done. Therefore, in this case, the paper will discuss the development of human resources in Indonesia. Human capital is a combination of knowledge, skills, innovation and the ability of a person to carry out their duties, so as to create value to achieve goals. Davenport (1999: 18) describes human capital consists of four things: ability, behavior, effort, and time, which are owned and controlled by employees.

Tagiuri and Litwin (in Wirawan, 2007: 121) define organizational climate as "... a relatively enduring quality of the internal environment of an organization that (a) is experienced by its members, (b) influences their behavior, and can be described in terms of the values of a particular set of characteristics (or attributes) of the organization. Based on the description above it appears that the organizational climate is concerned with all the existing environments faced by employees in an organization that affect employees in carrying out organizational tasks.

### **Empowerment**

Human resources are one of the factors that must exist in an organization, even human resources have a very important role in the organization that runs its operations. As a factor in organizations, human beings cannot be merely seen as other factors of production, such as equipment, capital, technology and so on, but humans must be seen as partners for all those in the organization.

There are various differences in the definition of empowerment proposed by experts. According to Noe et.al (2003) empowerment is the giving of responsibility and authority to workers to make decisions regarding all product development and decision making. Meanwhile, according to Khan (1997) empowerment is an interpersonal relationship to build trust between employees and management. Byars and Rue (2004) suggest that empowerment is a form of decentralization that involves subordinates in making decisions. While Batliwala (2007), argues that in Empowering employees includes two very important issues in improving company performance, namely the concept of empowerment that is rooted in employee commitment and trust as a strategy in running the company.

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Efforts in the form of mobilizing resources to increase employees potentially will increase employee productivity so that both human resources and other company resources can be more productive.

### **Motivation**

Motivation is a mobilizer from one's heart to achieve a goal, also as a plan or desire to succeed or the process towards achieving a goal. Motivation according to Gitosudarmo & Sudita (2000: 28) are the factors that exist in a person who moves, directs his behavior to meet certain goals. The process of the emergence of one's motivation is a combination of the concepts of needs, encouragement, goals, and rewards.

According to Nursalam (2002: 97), work motivation is an influential condition for arousing, directing and maintaining behavior related to the work environment; There are several principles in motivating employee work (Mangkunegara, 2014), namely the principles: participation, communication, recognizing the contribution of subordinates, delegating authority, paying attention.

Someone with high motivation can do something to be achieved. Factors that influence motivation are intrinsic and extrinsic factors (in Pujilistiyani, 2007). The motivation that is intellectual is when the nature of the work makes someone motivated, that person gets satisfaction by doing work not because of other stimuli such as status, money or it can also be said of someone doing his hobby. Extrinsic motivation occurs when elements outside the work inherent in the work are the main factors that make a person motivated such as status or compensation.

Motivation is also interpreted as a powerful force that drives and controls human behavior. Motivation as an effort that can give impetus to someone to take the desired action, while the motive as a person's motive for action. The term motivation comes from the Latin word *movere* which means to move or move. Because one's behavior tends to be goal-oriented and driven by the desire to achieve certain goals.

Motivation is the willingness of individuals to put forth a high effort to achieve organizational goals (Robbins, 2006). In the context of work, motivation is one important factor in encouraging an employee to work. There are three key elements in motivation, namely effort, organizational goals, and needs.

Therefore, the intensity and quality of these efforts are needed and are focused on organizational goals. The effort is a measure of intensity. If someone is motivated, he will make every effort to achieve the goal, but not necessarily a high effort will result in high employee performance. Needs are internal conditions that give rise to impulses, where unsatisfied needs will cause tension that stimulates impulses from within the individual.

Basically, motivated employees are in a tense state and try to reduce tension by making an effort. This impulse gives rise to search behavior to find a specific, purpose. If it turns out there is a fulfillment of needs, there will be a reduction in voltage.

### **Organizational Performance**

According to Richard et al (2010) organizational performance is something that is produced by the organization which includes results such as financial performance such as profit as measured by return on assets, return on investment and so on, market performance such as market share expansion, and sales. In addition, the return from the shareholder is the return of the shareholder and the economic growth of the shareholder.

In some areas, organizational performance can also be measured from other things such as strategic planning, operations, finance, legal and organizational development. In developing institutions or organizations it is a must to survive in the competitive world climate.

The purpose of productivity is related to the development of the organization (Shrestha, 2005). Small organizations have a desire to continue to grow and become big. The developing organization is in the context of communicating the development itself.

Measuring organizational performance according to the PBM SIG (the performance-based management special interest group concept) is by monitoring and reporting the program being run, and paying attention to the objectives achieved. The measured performance is based on the process of activities in the program being run, products produced, and services. The resulting Kaplan and Norton (1992) organizational performance should be measured not only in terms of financial concepts but also from the non-financial performance can be measured in terms of productivity, quality, consistency, etc. On the other hand organizational performance measures results, behavior levels and normative, education and concepts produced include management development (Richard, 2010).

## **Research Methods**

### **Object of Research**

The study was conducted on employees of the Center for Education and Training of Manpower of the Ministry of Manpower.

### **Population and Samples**

Before conducting research, the population must first be determined to be studied. As said by Sekaran and Bougie(2010: 267) that the target population must be defined in terms of elements, geographical and time constraints, then the population of this study is all civil servants who are in the Human Resources Training Center of the Ministry of Manpower as many as 75 PNS. The amount comes from the database of Personnel and Finance Subdivision as of June 1, 2019. While the sampling technique is done through total sampling where the entire population is sampled.

## **Research Results and Discussion**

### **1. Effect of Organizational Climate and Empowerment on Organizational Performance**

Based on the results of the study note that the calculated f value of 46.224 and a significance of 0.00. This value is smaller than 0.05. This means that organizational climate and empowerment variables simultaneously influence organizational performance. The magnitude of the influence of the independent variable on the dependent variable can be seen from the value of r squared known that the value of r squared of 56.2% means that organizational climate and empowerment variables affect the performance of the organization by 56.2% while the rest is influenced by other variables not included in the equation model.

### **2. Effect of Organizational Climate on Organizational Performance**

The results of the analysis of the influence of organizational climate on organizational performance note that the organizational climate coefficient is 0.570. T value of 5.028. The significance value is 0.00. This significant value is smaller than 0.05. This means that organizational climate variables affect organizational performance partially. The magnitude of the influence of organizational climate on organizational performance can be known as the r-squared value of 0.257. This means that the influence of organizational climate variables on performance by 25.7% and the rest is influenced by other variables not included in the equation model.

### **3. Effect of Empowerment on Organizational Performance**

The results of the analysis of the effect of empowerment on performance note that the empowerment coefficient is 0.613. T value of 6.632. The significance value is 0.00. This significant value is smaller than 0.05. This means that the empowerment variable partially influences organizational performance. The magnitude of the effect of empowerment on organizational performance can be known as the r-squared value of 0.376. This means that the influence of the empowerment variable on organizational performance is 37.6% and the rest is influenced by other variables not included in the equation model.

### **4. Effect of Motivation on Organizational Performance**

The results of the analysis of the influence of work motivation on organizational performance note that the motivation coefficient is 0.844. T value of 13.435. The significance value is 0.00. This significant value is smaller than 0.05. This means that the motivational variable partially influences organizational performance. The magnitude of the influence of motivation on organizational performance can be known as the square of the r-value of 0.712. This means that the effect of motivation variables on organizational performance is 71.2% and the rest is influenced by other variables not included in the equation model.

### **5. Effect of Organizational Climate on Organizational Performance through Motivational Variables**

Based on the results of the analysis note that the influence of organizational climate on organizational performance is 0.507. The influence of organizational climate on organizational performance through motivation is  $0.640 \times 0.844 = 0.540$ . In this case, the indirect effect is greater than the direct effect so it can be said that the work motivation variable is an intervening variable.

### **6. Effect of Empowerment on Organizational Performance through Work Motivation Variables**

Based on the results of the analysis it can be seen that the direct effect of empowerment on organizational performance is 0.633. While the effect of empowerment on organizational performance through motivation is  $0.766 \times 0.844 = 0.647$ . In this case, the direct effect is smaller than the indirect effect so it can be said that the work motivation variable is an intervening variable.

## **Conclusions and Suggestions**

### **Conclusion**

Organizational climate and empowerment variables affect simultaneously organizational performance. The calculated f value is 46.224 and the significance is 0.00. This value is smaller than 0.05. R squared value of

56.2% means that organizational climate and empowerment variables affect organizational performance by 56.2% while the rest is influenced by other variables not included in the equation model.

Organizational climate variables affect partially organizational performance. T value of 5.028. The significance value is 0.00. This significant value is smaller than 0.05. The value of r squared is 0.257. This means that the influence of organizational climate variables on performance by 25.7% and the rest is influenced by other variables not included in the equation model.

The empowerment variable partially influences organizational performance. T value of 6.632. The significance value is 0.00. This significant value is smaller than 0.05. The value of r squared is 0.376. This means that the influence of the empowerment variable on organizational performance is 37.6% and the rest is influenced by other variables not included in the equation model.

Motivational variables affect organizational performance partially. T value of 13.435. The significance value is 0.00. This significant value is smaller than 0.05. The value of r squared is 0.712. This means that the effect of motivation variables on organizational performance is 71.2% and the rest is influenced by other variables not included in the equation model.

The influence of organizational climate on organizational performance is 0.507. The influence of organizational climate on organizational performance through motivation is  $0.640 \times 0.844 = 0.540$ . In this case, the indirect effect is greater than the direct effect so it can be said that the work motivation variable is an intervening variable.

The direct effect of empowerment on organizational performance is 0.633. While the effect of empowerment on organizational performance through motivation is  $0.766 \times 0.844 = 0.647$ . In this case, the direct effect is smaller than the indirect effect so it can be said that the work motivation variable is an intervening variable.

### **Suggestions**

Improving organizational performance can be done by improving the organizational climate, empowering human resources, and motivation. The organizational climate is carried out by increasing autonomy, trust, pressure, and support to the organization.

HR Empowerment also needs to be done by increasing HR capabilities, trust, authority, and responsibility. This is important to improve organizational performance.

Motivation also needs attention. Motivation is the willingness of individuals to put forth a high effort to achieve organizational goals. The needs of employees starting from physiological needs, non-physiological needs also need to be considered.

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