

**THE INFLUENCE OF ORGANISATIONAL CLIMATE
AND CULTURE ON EMPLOYEES' WORK MOTIVATION:
A CASE STUDY AT KUPANG STATE AGRICULTURAL
POLYTECHNIC**

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ABSTRACT

The study aimed to identify the influence of organisational climate and organisational culture on work motivation of employees at Kupang State Agricultural Polytechnic. Data were collected from the participants using questionnaires. The participants (n=65) were the employees at Kupang State Agricultural Polytechnic. Several types of data analysis including multiple regression analysis, determination analysis, partial effect significance test (*t*-test), and simultaneous significance test (*f*-test) were conducted using Statistical Package for Social Science (SPSS). The results indicated that organisational climate and organisational culture had positive and significant influences on work motivation of employees at Kupang State Agricultural Polytechnic. The findings of the current study indicate the needs for the improvement of organisational climate and organisational culture at Kupang State Agricultural Polytechnic, which can increase work motivation of employees and support the achievement of the goals of this institution.

***Key words:* Organisational climate, organisational culture, work motivation, employees, Kupang State Agricultural Polytechnic.**

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INTRODUCTION

Kupang State Agricultural Polytechnic is one of the government institutions or organisations engaged in higher education in East Nusa Tenggara province. Organisation is a systemic form of cooperation between a number of people to meet common goals (1). It is called cooperation because it facilitates relationship and communication between people or employees who have the same or different (subsystems) duties and functions and who form a system to achieve common goals (2).

This definition shows that the achievement of common goals is determined by or requires a systematic cooperation and an effective cooperation can only happen if there is a good interaction between individuals within an organisation (3). Interaction between individuals occurs through communication process as a form of interaction between two or more people to achieve a common goal (4). Therefore, an organisation needs to create, maintain and develop a cultural unity to be used as a guideline of behaviour that can improve the effectiveness of the achievement of organisational goals. This effort is mainly the tasks and responsibilities of the leader of an organisation as it has very big influences on the achievement of organisational goals (3-5). Organisational culture is defined as a system of shared meanings embraced by organisational members that differentiate the organisation from others. The role of organisational culture is as a tool for determining the direction of the organisation, directing what needs to be done and what not to do, how to allocate resources and manage organisational resources, as well as a tool for dealing with the problems and opportunities of the internal and external environment (3-5).

Organisational climate is also an influential factor on employees' work motivation. Organisational climate that is not conducive can decrease employees' work motivation. Here, the organisational climate is understood as a concept that reflects the content and strength of the general values, norms, attitudes, behaviours and feelings of members of a social system (4, 6). Organisational climate consists of several dimensions, among others: (1) a sense of responsibility; (2) standards or expectations about the quality of work; (3) rewards; (4) a sense of brotherhood; and (5) team spirit (4, 7). This suggests that there is a circular relationship between the organisational climate and the communication climate (4, 8). Communication behaviour

leads to the development of an organisational climate. Fraternal communication encourages members of an organisation to communicate openly, and be relaxed, and friendly to each other. While the negative organisational climate makes members do not dare to communicate openly and full of brotherhood.

Furthermore, work motivation of employees is another factor that has significant influence on the effort to achieve common goals of an organisation. Motivation is a factor that encourages a person to perform a certain activity, and therefore, motivation is often interpreted as a driver of one's behaviour (9, 10). Motivation can encourage employees to work hard and utilise all capabilities and skills to achieve the goals of an organisation (11). Motives are often equated with encouragement, and they are the motion of the soul and the body to do. Therefore motive is seen as a driving force that moves people to behave. Motive is a stimulant of desire and the driving force of one's willingness to work because every motive has a specific goal to be achieved (11, 12). Motives are also psychological circumstances that encourage, activate or move, and the motive that directs and distributes the behaviour and attitude of a person who is always associated with the achievement of goals, both organisational goals and personal goals of each member organisation. Motivation is the result of one's interaction with a particular situation (13).

Effective and efficient organisational management cannot be separated from the human element. Implementation of duties and responsibilities of employees and leaders for the success of existing programs within an organisation should be done based on agreed commitments (5). Therefore, employees who have a commitment of high dedication and great responsibility are needed to achieve organisational goals (14). The commitment of high dedication is reflected in loyalty to tasks, enjoying work and having high work motivation (14).

Educational staff and working procedures are parts of the administrative section of the organisational structure at Kupang State Agricultural Polytechnic. This section provides technical and administrative services to all elements in this institution. Recognising the importance of the duties and functions of education personnel in supporting the smoothness of program implementation in this organisation, the performance of this component needs to be

improved through the arrangement of various matters including the organisational climate and organisational culture. This study aimed to identify the influence of organisational climate and organisational culture on work motivation of employees at Kupang State Agricultural Polytechnic.

METHODS

Study Design and Data Collection

This study employed a quantitative design using questionnaires to collect the data from the study participants. The questionnaires were distributed to study participants (n=65) who were the staff of Kupang State Agricultural Polytechnic (15-17). Prior to the distribution of the questionnaires, the participants were informed about the nature of the study and how the data they provide will be used in the future. They were also informed that it would take approximately 15-20 minutes to fill out the questionnaires and that their participation in the study is voluntary. They were also advised that the information they provide would be treated anonymously and confidential, and that the study had got the ethics approval from Nusa Cendana University of Kupang, Indonesia.

Data Analysis

The collected data were analysed using Statistical Package for Social Science (SPSS), version 22. There were several types of data analysis conducted, including multiple regression analysis, determination analysis, partial effect significance test (*t*-test), and simultaneous significance test (*f*-test).

Multiple Regression Analysis

Multiple regression analysis was conducted to identify the influence of organisational climate (X1) and organisational culture (X2) on employees' work motivation. Data were processed using SPSS, version 22. The formula of multiple regression analysis (17) used is:

$$Y = a + b_1x_1 + b_2x_2 + c$$

Information :

Y = Motivation

X1 = Organisational` Climate

X2 = Organisational Culture

b1b2 = Regression Coefficients

a = constants

e = error; 5%

Determination Analysis (R^2)

Determination analysis in multiple linear regression was conducted to know the best accuracy level in regression analysis which can be seen in the determination coefficient (R^2) between 0 (zero) and 1 (one). If the determination coefficient (R^2) is zero, then that means the independent variable has absolutely no effect on the dependent variable. If the determination coefficient is almost one, then it means the independent variable has an effect on the dependent variable. In addition, the determination coefficient test (R^2) was performed to determine the percentage change of the dependent variable (Y) caused by the independent variable (X).

Partial Effect Significance Test (t-test)

t-test was an analysis to determine whether the influence of each independent variable on the dependent variable used in this study was meaningful or not. The test was conducted by comparing the t_{count} value of each independent variable with t_{table} value with 5% error degree ($\alpha = 0.05$). Based on the t_{count} value, the independent variables that had the most significant or meaningful influence on the dependent variable were identified. The hypothesis used was:

Ha :The organisational climate has a significant influence on work motivation of employees at the Kupang State Agricultural Polytechnic.

H0 :The organisation culture has no significant influence on work motivation of employees at Kupang State Agricultural Polytechnic.

Simultaneous Significance Test (f-test)

F-test in the study was carried out to identify the level of significance of the influence of both independent variables together on dependent variable (15). The hypothesis used was:

H0 :Both organisational culture and organisational climate together do not have significant influence on employees' work motivation.

Ha :Both organisational culture and organisational climate together have significant influence on employees' work motivation.

The probability number of significance used was:

- a. If the probability number of significance > 0.05 , then H0 is accepted and Ha is rejected.
- b. If the probability number of significance < 0.05 , then H0 is rejected and Ha is accepted.

Instrument Validity and Reliability Test

Furthermore, instrument validity and reliability tests were also performed. The validity test aimed to measure the extent to which the variable used actually measured what should be measured. A good instrument should be a valid instrument. An instrument is valid if it measures what it should measure, and has a small error variant so that the collected data are valid data. Test of instrument validity test can be carried out by using Pearson Correlation Product Moment and by calculating the correlation between scores of each question and the total score (15). The criteria used was that it is valid if the correlation between the scores of each item of question and the total score has a significance level below 0.05 or $\text{sig} < 0.05$ and invalid if the correlation between the scores of each question and the total score has a level of significance above 0.05 or $\text{sig} > 0.05$.

The validity of an instrument can be determined by comparing the Pearson Product Moment correlation index at the 95% significance level with its critical value, and using the (r) formula below:

$$r_{\text{hitung}} = \frac{n(\sum XY) - (\sum X) \cdot (\sum Y)}{\sqrt{\{n \cdot X^2 - (\sum X)^2\} \cdot \{n \cdot Y^2 - (\sum Y)^2\}}}$$

Information :

r_{count} = Correlation Coefficient

$\sum X$ = Number of Item Scores

$\sum Y$ = Total Score total (all items)

n = Number of respondents

The instrument validity test was performed by comparing the value of r_{count} (for each item can be seen in corrected item-total correlation) with r_{table} for degree of freedom (df) = n-k, in this case n is the number of samples and k is the number of items. If $r_{\text{count}} > r_{\text{table}}$, then the question is valid.

The reliability test is an internal consistency measure of indicators of each variable indicating the level at which an indicator indicates that a variable is generally latent. A high degree of reliability indicates that each indicator is consistent in its measurement. The reliability value (using cronbach alpha) shows the correlation level between the questionnaires, and the correlation is accepted if the reliability is greater than 0.60, which means that the higher the alpha better the scale of the measurement items used.

The results of the questionnaire testing were consulted with the value of r_{table} product moment to know whether or not an instrument was reliable to use in research. The reliability test procedure performed was:

1. Calculate the total Variance of each question
2. Calculate the total variance
3. Calculate the Alpha Cronbach coefficient with the formula:

$$r_{11} = \frac{k}{k-1} \left(1 - \frac{\sum S^2_j}{S^2_x} \right)$$

Information :

r_{11} = The coefficient of alpha reliability

k = Number of items

S_j = The respondent's variance for item I

S_x = Total Variance total score

4. Compare the value of r_{11} with r_{table}

If: $r_{11} > r_{table}$, then it means reliable

$r_{11} < r_{table}$, then it means unreliable

RESULTS AND DISCUSSION

Profile of the Respondents

The participants of this study were the staff at Kupang State Agricultural Polytechnic. The majority of them were male, accounting for 70.77%, followed by women with 29.23%. Most of the study participants had a bachelor degree accounting for 41.54%, 27.69% had Diploma certificate (D3) and another 27.69% graduated from senior high school. Only 3.08% of the participants had master degree and none had a doctoral degree.

Instrument Validity and Reliability Test

Validity and reliability test were used to measure data accuracy and accuracy of measuring instruments through question asked in the study.

Instrument Validity Test

Validity is a measure showing the level of validity of an instrument by comparing value r_{count} with r_{table} .

a. Instrument Validity: Organisational Climate

Instrument used to collect data from the respondents regarding organisational climate was nine questions. The validity of the instrument can be seen in the following table:

Table 1: Validity of the Questions

Question	Corrected Item-Total Correlation (r_{count})	> / <	r_{table}	Validity
p1	.629	>	0,666	Valid
p2	.691	>	0,666	Valid
p3	.734	>	0,666	Valid
p4	.760	>	0,666	Valid
P5	.673	>	0,666	Valid
P6	.686	>	0,666	Valid
P7	.667	>	0,666	Valid
P8	.744	>	0,666	Valid
P9	.682	>	0,666	Valid

Data in the table shows that r_{count} is bigger than r_{table} and therefore, it can be concluded that the nine questions about organisational climate at Kupang State Agricultural Polytechnic were valid.

b. Instrument Validity: Organisational Culture

Instrument employed to collect data about organisational culture from the study participants was seven questions. The validity of the instrument can be seen in the table below:

Table 2: Validity of the Questions

Questions	Corrected Item- Total Correlation (r_{count})	> / <	r_{table}	Validity
p1	.840	>	0,707	Valid
p2	.766	>	0,707	Valid
p3	.725	>	0,707	Valid
p4	.731	>	0,707	Valid
P5	.737	>	0.707	Valid
P6	.761	>	0,707	Valid
P7	.709	>	0,707	Valid

The table indicates that r_{count} value is bigger than r_{table} and it can be concluded that the seven questions about organisational culture are valid.

c. Instrument Validity: Work Motivation

Instrument used to collect data from respondents about work motivation was five questions. The validity of the instrument can be seen in the table below:

Table 3: Validity of the Questions

Questions	Corrected Item- Total Correlation (r_{count})	> / <	r_{table}	Validity
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p1	.889	>	0,878	Valid
p2	.891	>	0,878	Valid
p3	.903	>	0,878	Valid
P4	.882	>	0,878	Valid
P5	.907	>	0,878	Valid

The table indicates that r_{count} value is bigger than r_{table} and therefore it can be concluded that the five questions used to investigate work motivation of employees at this institution are valid.

Instrument Reliability Test

Reliability test was undertaken to measure whether or not an instrument used to collect data is reliable. The result of reliability test can be seen in the table below:

Table 4: Instrument Reliability Test

Variable	R_{count} (Alpha ^a)	> / <	r_{table}	Explanation
Organisational Climate	0.731	>	0.666	Reliable
Organisational Culture	0.743	>	0.707	Reliable
Work Motivation	0.881	>	0.878	Reliable

The results of the instrument reliability test of organisational climate, organisational culture and work motivation show that the instruments used to collect the data were reliable. This means the collected data were reliable and valid, and therefore could be further analysed to identify the correlation between organisational climate, organisational culture and work motivation at Kupang State Agricultural Polytechnic.

The Study Results Analysis

Multiple Regression Analysis

Multiple regression analysis was conducted after the correlation analysis. The correlation analysis was undertaken to identify the influence of organisation climate and organisational culture on work motivation, which can be seen in the summary below:

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.587 ^a	.345	.324	2.02391

a. Predictors: (Constant), Organisational culture, Organisational climate

The results reported in the model summary table above show that R is 0.587, indicating that the correlation between organisational climate, organisational culture and work motivation is strong. These results indicate that work motivation which is one of the main factors supportive of the achievement of organisational goal is low if there is no constructive organisational climate and organisational culture. In other words, organisational climate and organisational culture are the factors that can increase the work motivation of employees of an organisation.

Linear regression model was also conducted to identify the influence of independent variables ($X_{1,2}$) on dependent variable. The result of the multiple linear regression analysis can be seen in the table below:

Table 6: Coefficients ^a

Model		Un-standardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.265	3.075		.737	.464
	Organisational Climate	.216	.096	.280	2.256	.028
	Organisational Culture	.307	.100	.380	3.065	.003

a. Dependent Variable: Work Motivation

These results can be inputted in the regression equation as follows: $Y = 2.265 + 0.216X_1 + 0.307X_2$. This equation can be interpreted as follows:

$\alpha = 2.625$:means that if organisational climate (X_1), organisational culture (X_2) equals to zero, then the value of work motivation of employees is 2.625 points.

$b_1 = 0.216$:Coefficient regression of organisational climate is 0.216, indicating that the increase of one point of organisational climate (X_1) will increase employees' work motivation (Y) of 0.216 points, with the assumption that organisational culture is constant.

$b_2 = 0.302$:Coefficient regression of organisation culture is 0.307, indicating that one point increase of organisational culture (X_2) will increase employees' work motivation (Y) of 0.307 points, with the assumption that organisational climate is constant.

Hypothesis Test

A. Partial Hypothesis Test (t-test)

1. The Test of the Influence of Organisational Climate on Employees' Work Motivation

Climate is the perceptions of messages and events related to what is occurring in work environment. Organisational climate can be seen as a combination of perceptions of communication events, human behaviour, members' responses to one another, expectations, interpersonal conflicts, and opportunities for growth within an organisation (3). The influence of organisational climate on employees' work motivation can be identified through correlation test and the result of the test is shown in the table below:

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.497 ^a	.247	.235	2.15259

a. Predictors: (Constant), Organisational Climate

The results in the “*Model Summary*“ explain that R is 0.497, indicating that there was a positive correlation between organisational climate and work motivation of the employees. The results showing the strong correlation between independent and dependent variables indicated that

employees' work motivation cannot be reached at the maximum level without constructive organisational climate.

It has been reported that correlation test should be undertaken before testing the influence of the two variables (17) and if there is correlation then there is an influence, so the test of the influence of the variables should be done (15).

Based on the above explanation, the *Standardised Coefficients Beta* is called the influence value (r). The results in the above table show that organisational climate influenced employees' work motivation with the influence strength of 0.497. These results indicated that correlation and regression / influence had parallel relationships because the value of influence would increase in proportion to the increased correlation value, and vice versa. This can be seen in the correlation value (R) of 0.497 which is equal to the value of Standardised Coefficients Beta (r) of 0.497. This shows the existence of a strong and significant similarity and relationship between organisational climate and employees' work motivation. The result of the calculation of t value is in the following table:

Table 8: Coefficients^a

Model	Un-standardised Coefficients		Standardised Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.730	3.156		1.499	.139
Organisational Climate	.383	.084	.497	4.581	.000

a. Dependent Variable: Work Motivation

Based on predetermined decision-making rule, then to test hypothesis: it can be determined that the t_{count} value as reported in the above table is 4.581, while the t_{table} value is determined with the real level $\alpha = 0.05$, df , the sample number is - 2 or $65 - 2 = 63$ and the result of two-sided test is that $t_{\text{table } 0.05}$ equals to 1.669. Thus, if $t_{\text{count } 0.05}$ is $4.581 > t_{\text{table } 1.669}$, then according to coefficients analysis, partially the decision taken is that the H_a hypothesis is accepted and this means that the organisational climate positively and significantly influenced the employees' work motivation at Kupang State Agricultural Polytechnic.

The results of this study empirically prove that organisational climate variable had a significant influence on work motivation. This results support the theory put forward by Wirawan (18)

which indicates that organisational climate can affect motivation and job satisfaction. The results of this study also support the results of previous studies conducted by Falcione (19) and Drexler (8), reporting that the organisational climate has a positive and significant impact on employees' work motivation.

2. The Test on the Influence of Organisational Culture on Employees' Work Motivation

Organisational culture is an agreement among the members of an organisation with the aim to facilitate the emergence of broader agreements for the benefit of the organisation. Organisational culture is the controller in shaping attitudes and behaviours of people involved in an organisation's activities. People cannot be separated from organisational culture and in general they will be affected by the diversity of existing resources as stimulation for them to act. Robbin (20) and Wibowo (21) have reported that culture is a system of shared meanings and beliefs held by members of an organisation, which determine most of the ways they act against one another and against outsiders.

To find out how the influence of organisational culture on work motivation, it is necessary to first test the correlation between organisational culture and work motivation. The correlation test between organisational culture and work motivation can be seen in the following summary model:

Table 9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.540 ^a	.292	.281	2.08759

a. Predictors: (Constant), Organisational Culture

The above “*Model Summary*” reports that R is 0.540, indicating positive correlation between organisational culture and work motivation. The calculation of t_{count} value was used to test the influence of organisational culture on work performance as illustrated in the table below:

Table 10: Coefficients ^a

Model	Un-standardised Coefficients		Standardised Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	6.713	2.433		2.759	.008
Organisational Culture	.436	.085	.540	5.134	.000

a. Dependent Variable: Work Motivation

Based on predetermined decision-making rule, then to test hypothesis: it can be determined that the t_{count} value as reported in the above table is 5.134, while the t_{table} value is determined with the real level $\alpha = 0.05$, df, the sample number is - 2 or $65 - 2 = 63$ and the result of two-sided test is that $t_{\text{table } 0.05}$ equals to 1.669. Thus, if $t_{\text{count } 0.05}$ is $5.134 > t_{\text{table } 1669}$, then according to coefficients analysis, partially the decision taken is that the H_a hypothesis is accepted and this means that the organisational culture positively and significantly influenced the work motivation of employees at Kupang State Agricultural Polytechnic.

The results of this study show that organisational culture had positive and significant influence on work motivation. These findings are in line with theory introduced by Robbins (20), stating that the culture of an organisation has influences on employees' work performance and organisation performance. The findings also support the findings of previous studies by Wibowo (21), Sutrisno (10), and Wirawan (18), reporting that organisational culture has positive and significant influence on work motivation.

B. Simultaneous Hypothesis Test (F-Test)

The identification of the influence of organisational climate and organisational culture on work motivation can be carried out through hypothesis test as follows:

Table 11: ANOVA ^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	135.711	2	67.855	16.565	.000 ^a
	Residual	258.062	63	4.096		
	Total	393.773	65			

a. Predictors: (Constant), Organisational Culture, Organisational Climate

b. Dependent Variable: Work Motivation

Based on the hypothesis test, then the researcher conducted further analysis to determine whether or not organisational culture and organisational climate variables together had an influence on work motivation. The results of the test and F value analysis as reported in the ANOVA table above indicate that the value of organisational climate and organisational culture is 16.565. The comparison of F_{count} and $F_{table} \alpha 0.05$ with degrees of freedom (df) of numerator 2 and degrees of freedom of denominator 63 shows that F_{table} is 3.140. Thereby, $F_{count} 16.565 > 3.140 F_{table}$. Therefore, based on coefficient analysis, simultaneous decision is that H_a hypothesis is accepted, meaning organisational climate and organisational culture variables together had a significant influence on work motivation of employees at Kupang State Agricultural Polytechnic.

C. Testing Multiple Determinant Coefficients (R^2 / R Squares)

Testing Multiple Determinant Coefficients were used to measure the accuracy of the analysis model made. The value of multiple determinant coefficients was used to measure the contribution of the independent variables to the dependent variable. When R^2 approaches one, it can be concluded that the contribution of independent variable ($X_{1,2}$) to the dependent variable (Y) is greater. This implies that the model used is stronger to explain the variation of dependent variable.

Table 12: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.587 ^a	.345	.324	2.02391

Table 12: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.587 ^a	.345	.324	2.02391

a. Predictors: (Constant), Organisational Culture, Organisational Climate

The determinant coefficient of R square (R²) of 0.345 is the squaring of the correlation coefficient of 0.587. This implies that 34.5% of the variation of work motivation at Kupang State Agricultural Polytechnic can be explained based on the independent variable (Organisational Climate and Organisational Culture), while the remaining 65.5% (100% - 34.5%) is influenced by other factors that are not included in this model.

Those other determinants consist of three variables that influence people's work motivation (6, 18):

1. Individual characteristics including individual interests, attitudes, needs or expectations that are different from one individual to another. These differences make the degree of motivation of each employee varies. For example, an employee who desires for high performance will be encouraged to do work that can improve his or her standard of living. Conversely, a person who is financially motivated will tend to choose a job with higher payment.
2. The nature of work which includes the tasks and responsibility that must be carried out and the satisfaction that comes later. Jobs that require a lot of responsibilities, for example, will bring a certain satisfaction and can improve the degree of motivation.
3. Work environment and employee work situation. An individual who feels comfortable with the work environment will always interact well with fellow co-workers and superiors. Here, an employee can be motivated by his co-workers or bosses. The award given by a boss both in the form of material and non-material will increase employees' work motivation.

CONCLUSIONS

This study reports that the test of the influence of organisational climate on employees' work motivation shows that $t_{count0.05} 4.581 > t_{table} 1.669$, hence H_a hypothesis is accepted, meaning organisational climate positively and significantly influences work motivation of employees at Kupang State Agricultural Polytechnic. Likewise, the results of the test of the influence of

organisational culture on work motivation indicate that $t_{count0.05} 5.134 > t_{table} 1.669$. This means that organisational culture has positive and significant influence on work motivation of staff at Kupang State Agricultural Polytechnic. Furthermore, the results of the test of the influence of both organisational climate and organisational culture variables together on work motivation show that $F_{count} 16,565 > 3,140 F_{table}$, meaning H_a hypothesis is accepted, indicating that organisational climate and organisational culture variables together have a significant influence on work motivation of employees at Kupang State Agricultural Polytechnic. The findings of the current study indicate the needs for the improvement of organisational climate and organisational culture of Kupang State Agricultural Polytechnic, which can increase work motivation of staff at this institution.

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