

THE EFFECT OF ORGANIZATIONAL CLIMATE ON EMPLOYEE PERFORMANCE AT THE LOCAL REVENUE AGENCY OF OGAN ILIR REGENCY

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Abstract: Organizational climate is a general collective perception of an organization's work environment that shapes the expectations and feelings of all employees, thereby enhancing employee performance. This work climate significantly influences employee performance by fostering a healthy work environment within the organization. An organization cannot thrive without leadership that creates a conducive organizational climate. Consequently, employees will become more motivated, which is expected to improve their performance. This study was conducted at the Ogan Ilir Regency Regional Revenue Agency, with the study population consisting of employees holding the status of Civil Servants. The sample size for this study was 30 employees, and SPSS 26 was used as the statistical analysis tool.

Keywords: Organizational Climate, Employee Performance

INTRODUCTION

Human Resources refers to the science and art of managing the relationships and roles of the workforce so that employees can effectively and efficiently contribute to the achievement of the goals of the company, its employees, and society. Human Resources Management (HRM) is the systematic process of recruiting, developing, motivating, and retaining the workforce within an organization. This involves planning, organizing, directing, and controlling human resources-related activities to achieve organizational goals. The primary objective of HRM is to establish methods or systems that empower employees to use their abilities to work effectively.

Labor productivity refers to the extent to which workers are able to achieve results (output), particularly from a quantitative perspective. Therefore, the productivity level of each employee may vary, depending on how diligently they perform their duties. Human resources are crucial to an organization because people possess reason, emotions, desires, skills, knowledge, and commitment. The total workforce has a significant impact on an organization's efforts to achieve its goals. Handoko argues that Human Resource Management is a process of planning, organizing, directing, and monitoring activities related to the recruitment, development, compensation, integration, retention, and deployment of human resources. to achieve personal, organizational, and social goals (Kriekhoff, 2022).

Within an organization, human resources serve as the driving force and are the key determinant of whether the organization succeeds or fails in carrying out its duties; high-quality human resources can be developed through a strong work ethic and discipline. In government agencies, human resources consist of the employees who work there; good employees are those who demonstrate a strong work ethic and discipline in carrying out their duties. Human resources are one of the most critical factors influencing the success of an organization, whether it is a government or a non-government organization. This is because the key to an organization's success lies not only in technological superiority and the availability of funds, but also in the human factor, which is the most important element.



The progress of an organization is inextricably linked to the presence and influence of its human resources. Human resources serve as the driving force behind all activities aimed at achieving the organization's established goals. Human resources play a crucial role in determining the success or failure of an organization or company. Human resources play a crucial role in the success or failure of an organization or company. Human resources are central to any organization or company, serving as the primary actors in all of an organization's operational activities; the higher the quality of human resources, the better the results achieved, and conversely, the lower the quality of human resources, the poorer the results achieved. In government offices, civil servants are the human resources that determine the functioning of government agencies in achieving their organizational goals as public servants. When evaluating a company's performance, one can assess the level of its workforce's productivity. A company can be considered healthy if it has a high level of productivity or exceeds its targets; the opposite is true. If productivity is low, the company can be said to be in a critical phase or must immediately increase employee productivity. Employee productivity within a company is often a hot topic and is constantly being discussed. There are internal and external factors that contribute to efficient and effective processes in workplace productivity within a business. This has been particularly evident since the onset of the pandemic, as the consequences have been quite significant: a company cannot grow if its employees' productivity does not improve, especially given the increasingly intense competition in the business world. (Wati & Pradana, 2021).

THEORETICAL FOUNDATION

Human Resource Management

According to Masram and Mu'ah (2017:2), Human Resource Management is the process of addressing various issues within the workforce to enable employees to perform their duties and achieve established goals. Therefore, a manager must ensure that the company has qualified employees in the right positions to effectively and efficiently maintain the company's overall reputation.

Functional objectives are designed to maintain the department's contribution at a level commensurate with the company's needs. Human resources become worthless if the human resource management standards fall short of the company's requirements.

Social objectives are ethically and socially oriented toward the needs and challenges of society through actions that minimize negative impacts on the company. A company's failure to utilize its human resources for the benefit of society can result in losses.

Personal goals are designed to help employees achieve objectives that enhance their individual contributions to the company. Employees' personal goals must be taken into account when deciding whether to retain, retire, or motivate them. If these goals are not considered, employee performance and satisfaction will decline, and employees may leave the company.

Organization

The term "organization" is derived from the Greek word "orga," meaning "tool." This suggests that an organization is an administrative tool designed to achieve predetermined objectives (Siregar et al., 2021). Generally, an organization is regarded as an open system. This implies that an organization is an activity carried out with a fundamental common purpose, thereby involving inputs and outputs (Anggoro et al., 2022).

According to I Wayan Mudiarta Utama (2019), the organizational climate refers to the internal environment or psychological atmosphere of an organization, which can influence the behavior of its members; this climate is shaped by the activities taking place within the organization.



R. Erlina (2022) states that organizational climate is a measurable aspect of the work environment that directly or indirectly influences employees and their work, where the work environment is assumed to affect employee motivation and behavior. N. Sunarsih (2017) defines organizational climate as the collection and patterns of environmental factors that determine the motivation generated. Organizational climate is collective, and environmental patterns determine motivation.

Edi, Dina, and Suryono (2020) define organizational climate as the perceptions of organizational members (both individually and as a group) and those who regularly interact with the organization regarding what exists or occurs within the organization's internal environment on a routine basis, which influences organizational attitudes and behaviors as well as the performance of organizational members, which in turn affects organizational performance.

According to Bassem, Maamari, and Majdalani (2017), "organizational climate is how employees view their organization and the attitudes they hold toward it." Organizational climate can influence motivation and performance in the form of rewards. Furthermore, organizational climate contributes to employee work performance, as evidenced by the provision of rewards such as training, continuing education, and bonuses, as well as the fact that employees do not receive additional commissions when working overtime.

Types of organizational climate include open and closed organizational climates. An open organizational climate emphasizes the trust that leaders place in their members. In contrast, a closed organizational climate is characterized by autocratic leadership. According to Yuyun Rachmayuniawati and Sri Mulyeni in their book *Organizational Leadership* (2020), an open organizational climate is marked by openness between leaders and members. Transparency in all organizational matters is highly prioritized. Nothing is kept hidden, as advancing the organization is the primary goal. In the book **Organizational Climate in the Digital Age (Conceptual and Operationalization)** (2021) by Fakhry Zamzam and Tien Yustini, in a closed organizational climate, functional behavior plays a greater role. This is evident in a chain of command that emphasizes individual autonomy over collaboration. Therefore, a closed organizational climate can lead to employee indiscipline in performing their duties. A closed organizational climate is characterized by an autocratic leader who exercises strict supervision to ensure that all work proceeds efficiently.

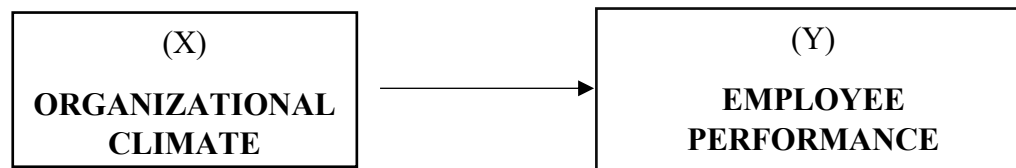
Performance

State Administrative Agency Decision No. 589/IX/6Y/1999 dated September 20, 1999, regarding Guidelines for the Preparation of Government Agency Performance Accountability Reports, states that performance is a description of the level of achievement in the implementation of an activity, program, or policy in realizing the organization's goals and objectives. According to Hesti Widayanti (2022), performance is the result of work achievements or the output of an employee's work based on the quantity and quality of outcomes sought in carrying out their functions in accordance with their responsibilities. Meanwhile, according to Rafiq (2019), performance is defined as a factor that influences the extent to which individuals contribute to an organization. Improving performance—both at the individual and group levels—is a key focus in efforts to enhance organizational performance. Rahsel (2016, p. 109) defines performance as "the record of outcomes produced in a specified job function or activity during a specified time period," meaning that performance is a record of the results obtained from specific functions or activities over a specific period of time. According to Adhari (2020:77), employee performance is defined as the results produced from specific job functions or activities within a specific job over a certain period, reflecting both the quality and quantity of that work. Meanwhile, Rerung (2019:54) states that employee performance is observable and evaluable behavior resulting from tasks, where employee

performance constitutes an individual's contribution toward achieving the organization's objectives.

Based on the above discussions, the author concludes that performance is a systematic evaluation of work results conducted to assess employee performance. According to Mangkunegara (2017:14), the factors influencing employee performance are Individual Factors, which consist of abilities and skills, background, and demographics; Psychological Factors, which consist of perception, attitude, personality, learning, and motivation; and Organizational Factors, which consist of leadership, rewards, structure, and job design.

Framework



Hypothesis

According to Ghozali (2020), a research hypothesis is a conjecture, conclusion, or tentative answer to a problem that has been formulated in the research question. The hypotheses in this study are:

Ha: There is an effect of organizational climate on employee performance at the Ogan Ilir Regency Revenue Agency.

Ho: There is no effect of organizational climate on employee performance at the Ogan Ilir Regency Revenue Agency.

RESEARCH METHODOLOGY

The subject of this study is the Regional Revenue Agency of Ogan Ilir Regency, South Sumatra Province, located at Jl. Lintas Sumatra No. KM 35, Ogan Ilir Regency. The scope of the study is limited to an examination of the influence of organizational climate on employee performance at this agency, with the research period spanning from February to June 2025. The research process began with the preparation of a proposal, the collection of preliminary data, the distribution of questionnaires to respondents, and the analysis of data using SPSS. The research design employed was a quantitative method, as described by Sugiyono (2018), which is a research method grounded in the philosophy of positivism. It is used to study a specific population or sample through random sampling techniques, data collection using research instruments, and statistical data analysis to test established hypotheses.

Furthermore, the types and sources of data used in this study consist of primary and secondary data. Primary data was obtained directly from respondents via questionnaires, while secondary data was obtained through literature reviews, books, and documents relevant to the study. The population in this study consists of all 97 employees of the Ogan Ilir Regency Regional Revenue Agency, comprising 30 employees with Civil Service (ASN) status and 67 contract employees. However, this study focuses solely on employees with ASN status; therefore, the sample size used is 30 individuals.

The sampling technique used was purposive sampling, which involves selecting a sample based on specific criteria relevant to the research objectives. Although the sample size calculated using the Slovin formula with a 5% margin of error yielded a sample size of 27.9, this result was rounded to the nearest whole number to align with the population size. Therefore, this study employed a census technique, in which the entire population was included

as the sample, resulting in a sample size of 30 civil servants at the Ogan Ilir Regency Revenue Agency.

RESULTS AND DISCUSSION

Respondent Characteristics

As discussed in the previous section, the population of respondents in this study consisted of 30 people. The respondents were employees of the Ogan Ilir Regency Regional Revenue Service with the status of Civil Servants. Each respondent answered the questions on a questionnaire provided via Google Forms as well as a questionnaire distributed directly by the author.

Table of Respondent Characteristics

Characteristic	Category	Number	Percentage
Gender	Man	14	46,70%
	Women	16	53,30%
Age	18 - 30	13	43,30%
	31 - 45	12	40,0%
	46- 60	5	16,70%
Education	high school	3	10,0%
	Diploma	10	33,30%
	Bachelor's Degree	13	43,30%
	postgraduate	4	13,40%
length of employment	< 5 Yeras	11	36,70%
	5 – 15 Years	14	46,70%
	> 15 Years	5	16,60%
Total Respondents		30	100%

Based on the combined table above, the majority of respondents were female (53.3%). In terms of age, most were in the productive age group of 18–45 years (83.3%). In terms of education, respondents were predominantly college graduates (43.3%), followed by diploma holders (33.3%). Meanwhile, based on length of service, the majority of respondents had 5–15 years of work experience (46.7%). This indicates that the respondents in this study were predominantly highly educated employees of working age with considerable work experience.

Validity Test

The questionnaire was distributed to 30 respondents, all of whom were civil servants at the Ogan Ilir Regency Regional Revenue Agency. The data were then analyzed using SPSS 26. The results of the analysis using SPSS 26 are presented in the table below:

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

- a. Listwise deletion based on all variables in the procedure.

Based on the table above, it can be concluded that 30 samples had a validity rate of 100%, meaning that none of the samples failed to complete the questionnaire. Meanwhile, the exclusion rate was 0, meaning that no data was excluded during the completion of the questionnaire. Meanwhile, in the item-level validity test of the questionnaire, a statement is considered valid if the calculated R value for each statement item is greater than the critical R value. In this study, the sample size was 30, so the critical R value is 0.374. The calculated R values for this study can be seen in the table below:

Validity Tes

Variabel	R Hitung	R Tabel
X1	0,551	0,374
X2	0,543	0,374
X3	0,665	0,374
X4	0,849	0,374
X5	0,852	0,374
Y1	0,793	0,374
Y2	0,836	0,374
Y3	0,799	0,374
Y4	0,699	0,374
Y5	0,691	0,374

Based on the table above, it can be seen that all items in the questionnaire have a calculated r value higher than the table r value, meaning the questionnaire can be considered valid.

Reliability Test

A reliability test is used to measure the consistency or reliability of a measurement tool, such as a questionnaire, in producing the same data when used repeatedly on the same subjects. The purpose of this test is to ensure that research results are trustworthy and not influenced by factors other than the variables under study.

The total reliability index of the variables is what we aim to achieve with this instrument's reliability test. After conducting validity checks and identifying valid items, we then assess reliability using the Cronbach's Alpha formula to ensure the consistency of these items. The reliability of the questionnaire items can be established if the Cronbach's Alpha score is greater than 0.60.

Item	Cronbach Alpha	Standar Minimum	Hasil
Organization Climate	0,745	0,600	Reliabel
Employee Performance	0,819	0,600	Reliabel

Based on the results of the reliability test table, it can be seen that the Cronbach's alpha value for the organizational climate variable is 0.745, and for employee performance is 0.819. The Cronbach's alpha values are above the standard of 0.600, meaning that the variables in this research questionnaire are reliable.

Simple Regression Analysis

Simple linear regression analysis examines the linear relationship between one independent variable (X) and one dependent variable (Y). This analysis determines the direction of the relationship between the independent and dependent variables when the independent variable increases or decreases.

Simple linear regression serves the following functions: testing the relationship, correlation, or influence of one independent variable on one dependent variable; making predictions or estimates of the dependent variable based on the independent variable; and requiring that the data being analyzed be interval-scaled or ratio-scaled. In this study, the purpose of the simple linear regression analysis is to determine whether the two variables are related. The formula used to conduct the test is as follows:

$$Y = a + bX$$

X: Independent Variable (organizational climate)

Y: Dependent Variable (employee performance)

a: Constant

b: Regression Coefficient

In this study, SPSS was used to perform the calculations required for the regression analysis. As shown in the table below, the attached analysis yielded the following findings.

Regression Analysis and t-Test Table

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.449	4.908		3.744	.002
	organisasi	.758	.330	.322	2.145	.001

Based on the interpretation of the SPSS output table above, the following equation is obtained:

$$Y: 15,448 + 0,758X$$

The value of A in the equation above is 15.449. This is a constant value, meaning that if there is no organizational climate (X), the performance score (Y) of employees at the Ogan Ilir Regency Revenue Agency is 15.449.

The value of B is the regression coefficient, which is 0.758. This means that for every 1% increase in organizational climate (X), there is an increase in the performance of employees at the Ogan Ilir Regency Regional Revenue Agency of 0.758.

Since the regression coefficient is positive, specifically 0.758, it can be concluded that there is a positive influence of organizational climate on the performance of employees at the Ogan Ilir Regency Regional Revenue Agency, as expressed by the equation:

$$Y: 15,448 + 0,758X$$

It can therefore be concluded that the organizational climate has a significant effect on the performance of employees at the Ogan Ilir Regency Regional Revenue Agency.



T-Test

The T-test is used to test the significance of the relationship between variables X and Y. The purpose of this test is to measure the extent to which the independent variable has an indirect effect on the dependent variable. As shown in Table 4.9, the calculated T-value is 2.145. The significance level of 0.001 indicates the level of significance. Thus, it can be concluded that the calculated T-value is greater than the critical T-value, i.e., $2.145 > 1.697$, with a significance level of $0.001 < 0.005$. This means that there is an influence of organizational climate on the performance of employees at the Ogan Ilir Regency Revenue Agency.

Coefficient of Determination

The purpose of the coefficient of determination analysis is to determine the extent to which the independent variable explains the dependent variable. The results of the coefficient of determination calculation can be seen in the table below:

Coefficient of Determination Table

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.582 ^a	.339	.317	1.895

Based on the SPSS analysis, the independent variable—organizational climate—explains 33.9% of the variance in the dependent variable—employee performance—while the remaining 66.1% is attributed to factors outside the regression model.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Based on the results of the data analysis, the following conclusions were drawn:

1. After performing a t-test, it was found that organizational climate has a significant effect on the performance of employees at the Ogan Ilir Regency Revenue Agency. This is indicated by the calculated t-value being greater than the critical t-value. The calculated T-value for the work discipline variable is 2.145 with a significance level of 0.001. Meanwhile, the critical T-value is 1.679.
2. Organizational climate has a significant effect on the performance of employees at the Ogan Ilir Regency Regional Revenue Agency, as seen from the coefficient of determination R^2 of 0.339. This means that the organizational climate variable can explain 33.9% of the employee performance variable, while the remaining 66.1% is explained by other variables.

Recommendations

The organizational climate reflects the level of harmony among employees, supervisors, and the work environment at the Ogan Ilir Regency Regional Revenue Agency. The author's recommendations for this study are as follows:

1. Improving facilities and fostering better interpersonal relationships among employees can create a positive organizational climate, thereby enhancing employee performance.
2. Recognizing employees with good performance can serve as motivation for other employees.
3. For future research, the sample size should be increased to obtain better results.

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