



## THE INFLUENCE OF ORGANIZATIONAL CLIMATE, WORK COMMITMENT, JOB SATISFACTION ON EMPLOYEE ACHIEVEMENT IN REGIONAL SECRETARIAT OFFICE BENGKULU PROVINCE

M Rafi Ariansyah<sup>1</sup>, Dasman Lanin<sup>2</sup>, Erianjoni<sup>3</sup>

<sup>1,2,3</sup> Master of Public Administration Study Program, Faculty of Social Sciences, Universitas Negeri Padang  
Corresponding E-mail: [mrafariansyah@gmail.com](mailto:mrafariansyah@gmail.com)

### Abstract

This research departs from the problem employee performance is still low because it is not supported by adequate work facilities and infrastructure so that employees are unable to channel their abilities. The role of superiors in influencing employees in order to achieve organizational goals has not been fulfilled, due to a lack of communication between superiors and their subordinates. The average number of employees at the Regional Secretariat of Bengkulu Province is only 14.7% of employees who are committed to work and 85.3% of employees are not committed to work, and the low level of employee job satisfaction is due to the lack of awards and rewards given by the organization. This study aims to determine the effect of organizational climate, work commitment, job satisfaction and work performance by the Bengkulu Provincial Secretariat. This type of research is associative quantitative research. The sampling technique used in this research is census or total sampling. The population in this study were all employees at the Bengkulu Provincial Secretariat, totaling 48 employees. The sample technique used is the slovin formula with a sample of 48 employees. The results showed that (1) organizational climate had a positive or significant effect on work performance variables with an Adjusted R Square table value of 0.397, which was 39.7 and a significance value of 0.000. (2) Work commitment has a positive or significant effect on work performance variables with an Adjusted R Square value of work commitment variable of 0.724 and a significance of 0.000. (3) Job satisfaction has a positive or significant effect on work performance variables with an Adjusted R Square value for job satisfaction variables of 0.500 and a significance of 0.000. (4) Organizational climate, work commitment and job satisfaction have a positive or significant effect on work performance variables with an Adjusted R Square value of 0.727 and a significance value of 0.000. 500 as well as for a significance of 0.000. (4) Organizational climate, work commitment and job satisfaction have a positive or significant effect on work performance variables with an Adjusted R Square value of 0.727 and a significance value of 0.000. 500 as well as for a significance of 0.000. (4) Organizational climate, work commitment and job satisfaction have a positive or significant effect on work performance variables with an Adjusted R Square value of 0.727 and a significance value of 0.000.

**Keywords:** *Influence, Organizational Climate, Work Commitment, Job Satisfaction, Work Achievement*

### 1. INTRODUCTION

To get a good work result in accordance with the objectives, then every organization has a rule set forth in the form of a policy. This policy is made with the intention that each component of the organization carries out its duties in accordance with the stated objectives (Girsang, 2011). Job performance is the result given by a person in carrying out the duties and responsibilities assigned to him. Any expectations regarding how individuals behave, will show their role in an organization (Rahmad Hasbi. 2017). An important factor in the success of an organization is the existence of employees who are capable and skilled and have high morale, so that satisfactory work results can be expected. In fact, not all employees have the ability and skills and work enthusiasm in

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accordance with organizational expectations. An employee who has abilities in accordance with organizational expectations, sometimes does not have high morale so that his performance is not as expected. According to Sarworini (2017) ability is a trait that is innate/learned that allows a person to complete his task. Ability shows the potential of people to carry out tasks / jobs. The ability of employees in carrying out their duties is a manifestation of the knowledge and skills possessed.

According to information from the Regional Secretary of Bengkulu Province, working conditions in employee agencies have not yet instilled the soul to carry out their duties on their own initiative, employees carry out their duties by being ordered in advance from superiors, the employee himself only wants to work. This resulted in less effective work standards that have not been optimally achieved. From the results of observations of researchers in the field, researchers also found several problems that were owned by employees at the Regional Secretariat of Bengkulu Province, namely that employee performance was still low because they were not supported by adequate work facilities and infrastructure so that employees were unable to channel their abilities. Furthermore, the role of superiors in influencing employees in order to achieve organizational goals has not been fulfilled due to a lack of communication between superiors and their subordinates. The success of an organization or institution cannot be separated from the influence of human resources in achieving goals, because organizations and institutions must have competent human resources and have a high level of performance in carrying out the tasks assigned by the organization. Human Resources (HR) is the most valuable and most important asset or asset for an organization or company, because the success of an organization is largely determined by the human element (Ardana, 2012:3).

**Table 1** Average Work Performance of Employees at the Regional Secretariat Office of Bengkulu Province

YEAR	AVERAGE VALUE	SCORE	WEIGHT
2017	133	3	Currently
2018	115	3	Currently
2019	100	2	Low
2020	98	2	Low

Source: Bengkulu Consultant Survey 2020

From the data above regarding the average employee performance from 2017-2020 there has been a decline in employee performance. It can be seen from 2013 that the average employee has an average value of 133 with a score of 3 and a moderate weight, in 2017 work performance employees have an average value of 115 with a score of 3 and moderate weight, in 2019 employee performance has decreased seen from an average value of 100 with a score of 2 and low weight and in the following year 2020 employee performance has decreased in average value namely 98 with a score of 2 and a low weight. The way to calculate the average value of employee performance is by comparing the results of work performance per 12 months or in one year and producing the average value of employee performance at the Regional Secretariat Office of Bengkulu Province.

Based on the results of observations of researchers in the field with Mr. Lantik Fachriza as Regional Secretary of Bengkulu Province on August 29 2022. He explained:

“...Yes Dinda can see for yourself, the Bengkulu Prov Secretary building is located right behind the Governor's office and we are still using the old and old buildings. Of course this affects employee performance and this is what causes employee performance here to be low because it is not supported by adequate work facilities and infrastructure



so that employees are unable to channel their abilities. It's just a computer and a printer machine, it's still an old computer and printing machine."

Further, Mr. Fachriza appointed as Regional Secretary of Bengkulu Province on August 29 2022. He stated:

"...It's not that I don't want to be strict with the employees in this Regional Secretary, but it's more about our instincts to live as humans, my dear. My target is that their work can be done on time and according to their abilities and the facilities and infrastructure that support them in their work. Yes, maybe people will judge that the role of superiors in influencing employees in order to achieve organizational goals has not been fulfilled, due to a lack of communication between superiors and their subordinates. I am not too concerned about this, the most important thing is that the Regional Secretary of Bengkulu Province is trying to work in accordance with the vision and mission of the Governor of Bengkulu Province"

Therefore, Human Resources (HR) must be managed properly to increase the effectiveness and efficiency of the organization as a function in Hariandja's organization (2012:2). One form of human resource management is currently a lot of attention in the field of management and organization. To achieve a high and sustainable level of competitive advantage, an organization places more emphasis on managing existing human resources. Nevertheless, human resource management does not only emphasize the efficiency and effectiveness of the organization, but also emphasizes the level of individual values. This becomes one of the main elements in the organization, namely the willingness and willingness of employees to give their real efforts to achieve overall organizational goals. Employees play an important role as the foundation of every organizational activity in order to improve their performance. One important factor that a member or employee of an organization needs to have is commitment. Commitment is something that makes a person make up his mind, determine, work hard, sacrifice, and be responsible for achieving his own goals and organizational goals that have been agreed upon or predetermined (Robbins, 2014).

Commitment to the organization does not only involve employee loyalty to the organization which is positive but also involves an active relationship with the organization, where employees are willing of their own volition to give everything that is in themselves to help realize the goals and sustainability of the organization (Yuwono, 2015: 134). Commitment to the organization is important because it can affect employee behavior in the organization such as attendance, productivity, and intention to stay in the organization. On the other hand, in carrying out tasks according to their functions, employee performance will also be determined by the extent to which the employee is committed to the organization, and commitment will reflect the level of seriousness of employees in carrying out their duties and functions (Simmons, 2015). A person's commitment to an organization or company is a serious issue to be discussed in the world of work. Some organizations dare to include the element of commitment as one of the conditions for holding a position or positions offered in job advertisements. Organizational commitment is very important in order to create conducive working conditions so that the company can run efficiently and effectively (Ibrahim Sulistio, 2012).

Work commitment is no longer just in the form of an employee's willingness to stay at the company for a long time. However, the most important thing is that they want to give their best to the company, and are even willing to do something beyond what the company requires. This, of

course, can only happen if employees feel happy and satisfied in the company concerned (Lutahan, 2016).

The existence of a commitment to the organization will make a person have an emotional attachment to the organization so that the individual identifies the values and activities of the organization, so that identification is strong, internalization of organizational values will occur so that he will be more involved with what is done by the organization. One result of the process will be seen from its performance. Organizational commitment is needed as an indicator of employee performance. Employees with high commitment can be expected to show optimal performance. As one aspect of organizational commitment put forward by Luthans (2006) is the willingness to work as much as possible for the benefit of the organization.

The following are the results of an employee work commitment survey at the Regional Secretariat of Bengkulu Province which can be seen in the table below:

**Table 2** Results of the Organizational Commitment Survey at the Regional Secretariat of Bengkulu Province

No	Statement	Observed Amount	Answer			
			Person		Percentage (%)	
			Yes	No	Yes	No
1	I am proud of the Bureau of Organizations Regional Secretariat of Bengkulu Province to other people outside the organization	15	3	12	20	80
2	I really feel as if the organizational problem is my own problem	15	1	14	6,6	93,4
3	Regional Secretariat Organizational Bureau Bengkulu province has a very big meaning for me	15	4	11	26,6	73,4
4	Currently working at the Regional Secretariat Organization Bureau Prov. Bengkulu is my need as well as my desire.	15	2	13	13,3	86,7
5	It would cost me too much to leave the Regional Secretariat Organizational Bureau. province Bengkulu	15	1	14	6,6	93,4
6	It would be very hard for me to leave this job now even if I wanted to.	15	3	12	20	80
7	I believe that a person must always be loyal to his institution	15	2	13	13,3	86,7
8	I prefer to work in one Organization for the duration of my service rather than having to move around another place.	15	3	12	20	80
9	I think that being an employee who remains loyal to an institution is a wise move	15	1	14	6,6	93,4
	Average				14,7	85,3

Source: Results of the 2021 Bengkulu Province Administrative Court Survey

Based on the results of table 2 above, it can be seen that the commitment of employees at the Regional Secretariat of Bengkulu Province is still low. From the results of a research survey conducted in 2021 it clearly shows that the average employee at the Regional Secretariat of Bengkulu Province is only 14.7% of employees who are committed to work and 85.3% of



employees are not committed to work. From the results of this work commitment, efforts must be made to increase organizational productivity, of course various parties related to the organization must pay attention to the level of job satisfaction of its employees.

The level of job satisfaction is inseparable from the influence of the prevailing organizational climate conditions. Implementation of work in the organization is based on targets, where the company provides rewards based on achieving targets, but employees often feel that the rewards given by the company are not proportional to the work performance achieved. This affects employee job satisfaction, which in turn will affect employee performance. In addition, the direct relationship between employees and employees also greatly influences the creation of a conducive organizational climate. Feelings of pleasure and satisfaction are also obtained from the treatment they receive from the organization and the reciprocal relationship between employees and the organization so that employees feel responsible and feel they belong to the institution where the employee works. Another problem that occurs at the Regional Secretariat of Bengkulu Province is the low level of employee job satisfaction due to the lack of appreciation and rewards given by the organization. Based on the results of observations by researchers in the field with Mr. Imade Ardana, ST., MT as the Head of the General Secretary's Bureau for the Bengkulu Province on August 28, 2022. He stated:

“...Yes Dinda, we must know that Bengkulu is a newly developing province and just left the lagging province zone at the end of 2021 yesterday. For the city alone, the UMR is still Rp. 2,238,000/month. Our limited budget is of course limited in using it for rewards, we in Bengkulu Province must focus on development first so that we are not too far behind from other provinces”

Based on the problems described above, the authors are interested in conducting research on "The Influence of Organizational Climate, Work Commitment, and Job Satisfaction on Employee Performance at the Regional Secretariat of Bengkulu Province"

## 2. RESEARCH METHODS

This type of research is associative quantitative research. The sampling technique used in this research is census or total sampling. The population in this study were all employees at the Bengkulu Provincial Secretariat, totaling 48 employees. In addition, classic assumption tests were also carried out such as data normality tests, heteroscedasticity tests, linearity tests, multicollinearity tests, autocorrelation tests. In this study, hypothesis testing was also carried out, such as the T test (partial test) and F test (simultaneous test).

## 3. RESULTS AND DISCUSSION

After the research results were obtained and the regression equation test was carried out, the researcher then tried to explain the discussion of the research findings. The discussion of the findings of this study is as follows:

### 3.1 The Effect of Organizational Climate on Work Performance at the Regional Secretariat Office of Bengkulu Province

Based on the results of the first hypothesis, it was found that the organizational climate variable had a positive or significant effect on work performance variables. This is evidenced by the results of data processing using SPSS 26 software, that the magnitude of the influence of organizational climate variables on work performance variables can be seen in the value of

Adjusted R Square table 4.17 which is equal to 0.397, which means that organizational climate variables have an influence of 39.7% on work performance at the Regional Secretariat of Bengkulu Province. Thus it can be stated that the hypothesis Ha 1 is accepted, namely that there is a significant influence between organizational climate on work performance at the Regional Secretariat of Bengkulu Province. Thus if the organizational climate variable at the Regional Secretariat of Bengkulu Province is good, then the work performance produced by the Regional Secretariat of Bengkulu Province is better. This is accompanied by responsibility, identification of individuals within the organization, memories between employees, support and conflict.

Based on the results of the respondent's achievement level of 64.70, this means that the supervisor's answers regarding organizational climate are in the good category, the most dominant indicator doing the job with full responsibility, this indicator has the highest value, namely the mean value of 3.08 with a TCR value of 77.08. Temporary work performance variables in this study in the very good category. This can be seen from the TCR value of 94.27. The most dominant indicator that is seriously in doing the job according to the instructions given to me, this indicator has the highest score with a TCR value of 94.27. Speaking of organizational climate, of course we are talking about the organizational environment, for the indicators that researchers use on organizational climate variables are responsibility, individual identity within the organization, warmth between employees, support, and conflict in the Bengkulu Province Regional Secretariat Office.

Referring to the first sub-indicator of organizational climate, namely the indicator of responsibility, where researchers have asked 2 questions that are closely related to the sub-indicator of responsibility. The first question "I do my job responsibly" and the second question "I feel I have a great responsibility for what I do". After doing the analysis, it can be concluded that employees at the Regional Secretariat Office of Bengkulu Province in carrying out work lack responsibility and this is evidenced by the large number of employee jobs that are not completed on time, delays in completing work represent that employees at the Provincial Secretariat Office Bengkulu lacks responsibility at work.

Furthermore, on the sub-indicator of organizational climate, namely individual identity in the organization where the researcher refers to 2 questions that are closely related to the sub-indicator of individual identity in the organization. The first question "I complete tasks and work in accordance with Standard Operating Procedures (SOP)" and the second question "I am able to carry out tasks in accordance with the stated goals". After analyzing it, it can be concluded that employees at the Regional Secretariat Office of Bengkulu Province lack responsibility at work because employees lack individual identity within the organization.

Meanwhile, on the sub-indicator of organizational climate, namely warmth between employees where researchers referred to 2 questions that have a close relationship with the sub-indicator of warmth between employees. First question "I feel that the relationship between subordinates and superiors has fostered mutual respect for each other" and the second question "I feel that the relationship between subordinates and superiors is harmonious". After doing the analysis, it can be concluded that employees at the Regional Secretariat Office of Bengkulu Province lack responsibility at work due to the lack of warmth between employees in the work environment. This can be seen from among employees who are still unfamiliar with each other, ignorant attitude in the work space and also found employees who do not greet each other, superiors of employees at the Regional Secretariat Office of Bengkulu Province do not protect employees and motivate



employees at work so that this makes the work performance of employees at the Regional Secretariat Office of Bengkulu Province is low.

In addition, on the sub-indicator of organizational climate, namely support, where the researcher refers to 1 question that is closely related to the sub-indicator of support. The question is "I feel that subordinates and superiors help each other and provide support in completing the work at hand". After analysis, it can be concluded that employees at the Regional Secretariat Office of Bengkulu Province do not get support from superiors, superiors do not motivate employees at work, superiors do not direct employees at work and employees are required to be independent at work so that many employees cannot complete their work on time and this has an impact on long working hours and requires employees to work overtime to complete their work.

Furthermore, on the sub-indicator of organizational climate, namely conflict, where the researcher refers to 2 questions that are closely related to sub-conflict. The first question "I feel that between me and my colleagues determine solutions to work-related problems" and the second question "I feel that between me and my colleagues have differences in determining how to complete work". After doing the analysis, it can be concluded that the employees at the Regional Secretariat Office of Bengkulu Province put too much emphasis on differences and this can be seen clearly from the diversity of employees at the Regional Secretariat Office of Bengkulu Province where there are those who come from Minang, Java, Madura, and natives or employees from the regions Original Bengkulu.

The results of the study are in line with Susanto's theory (2017) explaining that organizational climate greatly influences employee performance in completing work. This is because organizational climate speaks of a supportive work environment consisting of co-workers who can be invited to work together, supporting facilities and infrastructure. In addition, the results of this study are in line with the research conducted by Sholikhah and Churiyah (2006) who conducted a study entitled: Pathway Analysis of Organizational Climate on Commitment and Job Satisfaction and Its Implications for Job Performance that organizational climate has a significant effect on employee commitment; organizational climate, employee commitment has a significant effect on employee job satisfaction; organizational climate, employee commitment,

### **3.2 The Effect of Work Commitment on Work Performance at the Regional Secretariat Office of Bengkulu Province**

Based on the results of the second hypothesis, it was found that the variable sometimes work commitment has a positive or significant effect on work performance variables. This is evidenced by the results of data processing using the SPSS 26 software, which found a significant value of the variable work commitment to work performance is  $0.000 < 0.05$ . Based on these results it can be understood that the work commitment variable has a significant influence on work performance with a confidence level reaching 100%. As for the magnitude of the influence, it can be seen from the Adjusted R Square value of the work commitment variable of 0.724 or it can also be interpreted that the work commitment variable has an influence size of 72.4% on the work performance variable at the Regional Secretariat Office of Bengkulu Province.

Based on the results of the respondent's achievement level of 71.01. This shows the employee's answer regarding work commitment in the good category. The most dominant indicator feeling proud to be part of this organization has the highest score, with a TCR value of 78.13. Meanwhile, the indicator of staying with the organization is a need that I really want to have the lowest value with a TCR value of 59.90.

Referring to the sub-indicator of work commitment, namely affective commitment, where the researcher refers to 2 questions that are closely related to affective sub-commitment. First question "I feel proud to be part of this organization" and the second question "I feel happy to spend my career in this organization. After doing the analysis, it can be concluded that employees at the Regional Secretariat Office of Bengkulu Province lack commitment to work, this can be seen from employees who are not happy and proud to be able to work at the Regional Secretariat Office of Bengkulu Province because the salary they earn is not much and employees still want to be able to work elsewhere to be able to get a high salary and decent.

Furthermore, on the sub-indicator of work commitment, namely continuing commitment, where researchers refer to 2 questions that are closely related to sustainable sub-commitment. First question "I am not afraid of what will happen if I quit my job, without having a backup job" and the second question "At the moment, staying with the organization is a requirement that I really want". After analysis, it can be concluded that employees at the Regional Secretariat Office of Bengkulu Province lack commitment to work. This can be seen from the willingness of employees who still want work elsewhere, besides that employees at the Regional Secretariat Office of Bengkulu Province are also not afraid of losing their jobs even though they do not have job reserves elsewhere because the minimum wage for Bengkulu province is IDR 1.8 million. For temporary employees, they are only given a salary of 1.2 million per month and contract employees are only given a salary of 1.8 million per month.

Meanwhile, on the sub-indicator of work commitment, namely normative commitment, where the researcher refers to 2 questions that are closely related to normative sub-commitment. First question "One of my reasons for continuing to work in this organization is that I believe that loyalty is very important, therefore I feel I have a moral obligation to survive" and the second question "I still believe in and am loyal to one organization". After doing the analysis, it can be concluded that employees at the Regional Secretariat Office of Bengkulu Province are less loyal to work. This can be seen from the actions of employees who only focus on their own work and pay little attention to other employees and do not want to help other employees who have difficulty working. In addition, several employees also have side jobs besides working at the Regional Secretariat Office of Bengkulu Province, such as having employees who sell and own shops in the market, there are employees who also open restaurants elsewhere,

The results of this study are in line with Mitchel's theory in Mahendra (2015: 10) saying that in general many employees have a low commitment to the goals set by the organization and are less obedient to the leadership's policies, so that work performance decreases and they do not have the desire to worked longer at the company. While the visible result is a high organizational commitment from employees to the company, namely increasing high work enthusiasm indirectly spurring work performance, level of work performance and a strong desire to remain a member and work for a company or government agency. In addition, the results of the study are in line with research conducted by Renyowijoyo (2003) who conducted a study entitled: The Relationship between Organizational Culture, Organizational Commitment, Job Satisfaction, and Job Achievement, An Empirical Study of Manufacturing Sector Employees in Indonesia that job satisfaction has a positive and significant relationship with employee performance, as well as organizational commitment has a positive and significant relationship with employee performance.





### 3.3 The Effect of Job Satisfaction on Work Performance at the Regional Secretariat Office of Bengkulu Province

Based on the results of the third hypothesis, it was found that the job satisfaction variable has a positive or significant effect on work performance variables. This is evidenced by the results of data processing using the SPSS 26 software, which found a significant value of the variable job satisfaction on work performance is  $0.000 < 0.05$ . Based on these results it can be understood that the variable job satisfaction has a significant influence on work performance with a confidence level reaching 100%. As for the magnitude of the influence, it can be seen from the Adjusted R Square value of the job satisfaction variable of 0.500 or it can also be interpreted that the job satisfaction variable has a 50% influence on the work performance variable at the Regional Secretariat Office of Bengkulu Province. Based on the results of the respondent's achievement level of 64.27. This shows the employee's answer regarding work performance in the good category. The most dominant indicator receiving a salary according to my expectations and in accordance with the competencies possessed, this indicator has the highest value, namely a mean value of 2.98 with a TCR value of 74.48. Meanwhile, the indicator for the indicator of feeling happy because there is an open opportunity to be promoted has the lowest score with a TCR value of 54.43.

Referring to the sub-indicator of job satisfaction, namely satisfaction with salary, where the researcher refers to 2 questions that are closely related to sub-satisfaction with salary. The first question "I receive an adequate and appropriate salary, based on the job responsibilities assigned to me" and the second question "I receive a salary according to my expectations and in accordance with the competencies I have. After doing the analysis, it can be concluded that employees at the Regional Secretariat Office of Bengkulu Province are less satisfied with the salary given and employees at the Regional Secretariat Office of Bengkulu Province consider that the salary given is not in accordance with the competence of the employee besides that the salary given is not comparable to the workforce incurred in completing the work. There are 95 employees at the Regional Secretariat Office of Bengkulu Province where 15 employees are civil servants, 10 employees are PPP3K employees, 25 employees are employees with contract status, and the other 40 employees are employees with honorary status. For a variety of salaries,

Furthermore, on the sub-indicator of job satisfaction, namely satisfaction with promotions, where the researcher refers to 2 questions that are closely related to sub-satisfaction with promotions. The first question "I feel happy because there is an open opportunity to be promoted and the second question is "I am happy with the assessment for promotion based on employee performance and results". After doing the analysis, it can be concluded that only a few employees at the Regional Secretariat Office of Bengkulu Province get the opportunity for promotion and employees who get promotions are employees who also have close ties with superiors not based on work results and work achievements owned by employees. Meanwhile, on the sub-indicator of job satisfaction, namely satisfaction with co-workers where researchers referred to 2 questions that have a close relationship with sub-satisfaction with co-workers. The first question is "I like working with colleagues who provide sufficient support to me" and the second question is "I like working with colleagues who provide sufficient support to me". After doing the analysis, it can be concluded that employees at the Regional Secretariat Office of Bengkulu Province do not support each other when they become co-workers, of course this is caused by ethnic differences where employees at the Regional Secretariat Office of Bengkulu Province are quite diverse, namely there are those who come from Minang, Java.

In addition, on the sub-indicator of job satisfaction, namely satisfaction with supervisors, the researcher refers to 2 questions that are closely related to sub-satisfaction with supervisors. The first question "I am happy with a boss who can provide support to his subordinates" and the second question "I am happy with a boss who has high work motivation". After doing the analysis, it can be concluded that employees at the Regional Secretariat Office of Bengkulu Province are not happy with their supervisors or superiors because superiors or supervisors act like bosses and often give a lot of work assignments with a short time to complete, of course this makes employees in the Office The Regional Secretariat of Bengkulu Province was a little irritated with this superior's action. Besides that. Meanwhile, on the sub-indicator of job satisfaction, namely satisfaction with the work itself where the researcher refers to 2 questions that are closely related to sub-satisfaction with the work itself. The first question is "I am happy with the responsibilities that exist from my current job" and the second question is "I am happy with my own work because it is in accordance with my own expectations". After doing the analysis, it can be concluded that the employees at the Regional Secretariat Office of Bengkulu Province are not satisfied with the work and responsibilities they currently have.

The results of this study are in line with the theory of Wibowo (2012: 508) which states that job satisfaction affects higher work performance. For this reason, in an organization it is necessary to create job satisfaction for employees so that they can work more enthusiastically and can improve work performance and at the same time achieve overall goals. Then Ariani (2013) argued that job satisfaction has a significant influence on work performance. And, Yunuasti (2011) suggests that job satisfaction has a significant influence on work performance. Therefore, it can be explained that a high level of job satisfaction can improve employee performance. In addition, the results of the research are in line with research conducted by Renyowijoyo (2003) who conducted a study entitled: The Relationship between Organizational Culture, Organizational Commitment, Job Satisfaction, and Job Achievement, Empirical Studies of Manufacturing Sector Employees in Indonesia that job satisfaction has a positive and significant relationship with employee performance, as well as organizational commitment has a positive and significant relationship with employee performance.

### **3.4 The Effect of Organizational Climate, Work Commitment and Job Satisfaction on Job Performance at the Regional Secretariat Office of Bengkulu Province**

Based on the results of the third hypothesis, it was found that the variables of organizational climate, work commitment and job satisfaction have a positive or significant effect on work performance variables. This is evidenced by the results of data processing using SPSS 26 software, which found a significant value of organizational climate variables, work commitment and job satisfaction on work performance is  $0.000 < 0.05$ . Based on these results it can be understood that the variables of organizational climate, work commitment and job satisfaction have a significant influence on work performance with a confidence level reaching 100%. As for the amount of influence, it can be seen from the Adjusted R Square value of 0.745. This can be interpreted that the organizational climate variable. Based on the results of the respondent's achievement level of 51.76, this means that the supervisor's answers regarding organizational climate, work commitment and job satisfaction are in the pretty good category, the most dominant indicator receive an adequate and appropriate salary, based on the job responsibilities assigned to me, this indicator has the highest TCR value of 60.43. Meanwhile, feeling happy because there is an open opportunity to be promoted has the lowest score with a TCR value of 47.39.



In addition, the results of this study are in line with the research conducted by Sholikhan and Churiyah (2006) who conducted a study entitled: Pathway Analysis of Organizational Climate on Commitment and Job Satisfaction and Its Implications for Job Performance that organizational climate has a significant effect on employee commitment; organizational climate, employee commitment has a significant effect on employee job satisfaction; organizational climate, employee commitment, employee job satisfaction have a significant effect on employee performance both directly and indirectly. Referring to the sub-indicator of work performance, namely honesty, where the researcher refers to 1 question that is closely related to sub-honesty. The question is "I really do the job according to the instructions given to me". After doing the analysis, it can be concluded that the employees at the Regional Secretariat Office of Bengkulu Province are not serious in working, besides that the work done is not in accordance with the instructions given by superiors because employees at the Regional Secretariat Office of Bengkulu Province only focus on completing work so that they can finished with the time given and it's completion also late.

Furthermore, on the sub-indicator of work performance, namely discipline where the researcher refers to 1 question that has a close relationship with sub-discipline. The question is "I always arrive on time every day according to existing regulations." After analysis, it can be concluded that employees at the Regional Secretariat Office of Bengkulu Province lack discipline in their work. This can be seen by many employees coming to the office late, during working hours there are still employees outside the room and in the cafeteria drinking coffee and enjoying breakfast. In addition, employees were also found using their work computers to play games and also access their social media. Meanwhile, on the sub-indicator of work performance, namely creativity, where the researcher refers to 1 question that is closely related to sub-creativity. The question is "I always act quickly in doing work". After doing the analysis, it can be concluded that employees at the Regional Secretariat Office of Bengkulu Province are less creative at work and this can be seen from the panic of employees at work so that they often face their superiors for the lack of clear work instructions given by superiors. Apart from that, employees at the Regional Secretariat Office of Bengkulu Province also do not have innovation in working in completing work and this can be seen from the results of the work which seem to be what it is because they are not optimal in doing it.

In addition, on the sub-indicator of work performance, namely collaboration, where the researcher refers to 1 question that is closely related to sub-cooperation. The question is "I participate and cooperate with other employees in completing work". After analysis, it can be concluded that employees at the Regional Secretariat Office of Bengkulu Province lack cooperation as a team in completing their work. This can be seen from the indifferent attitude and lack of greeting between employees in the work environment, employees only work individually and do not want to help other colleagues who are having difficulties completing their work. Furthermore, on the sub-indicator of work performance, namely leadership, where the researcher refers to 1 question that has a close relationship with sub-leadership. The question is "Leaders in the organization motivate their subordinates to work effectively". After analysis, it can be concluded that employees at the Regional Secretariat Office of Bengkulu Province lack a leadership spirit. This can be seen from the attitude of superiors or employee supervisors who do not protect, guide and assist other employees in completing their work so that the work of employees at the Regional Secretariat Office of Bengkulu Province spends a lot of time and the completion is late or we call it less effective and efficient.

Meanwhile, on the sub-indicator of work performance, namely experience where the researcher refers to 1 question that has a close relationship with sub-experience. The question is "The experience that I have improves my ability at work". After analysis, it can be concluded that employees at the Regional Secretariat Office of Bengkulu Province lack experience in working this is because there are many temporary employees and contract employees who have just graduated from college, of course this makes them have to adapt first to work and need adequate training, as well as guidance and assistance from supervisors or superiors in completing their work. Furthermore, on the sub-indicator of work performance, namely the initiative where the researcher refers to 1 question that has a close relationship with the sub-initiative. The question is "I always have the initiative to solve the problem at hand". After analysis, it can be concluded that employees at the Regional Secretariat Office of Bengkulu Province do not have initiative at work, the work problems found make employees easily feel panicked and unable to find solutions to the constraints and work problems they find.

In addition, on the sub-indicator of work performance, namely skills where the researcher refers to 1 question that has a close relationship with sub-skills. The question is "I am involved in various policy making within the organization". After doing the analysis, it can be concluded that not all employees at the Regional Secretariat Office of Bengkulu Province are involved in preparing organizational policies, this is because not all employees have good skills in providing ideas and ideas for organizational progress. Furthermore, on the sub-indicator of work performance, namely responsibility, where the researcher refers to 1 question that has a close relationship with the sub-responsibility. The question is "I am always responsible for carrying out the work". After doing the analysis, it can be concluded that the employees at the Regional Secretariat Office of Bengkulu Province lack the responsibility in completing the work. This can be seen that the work is not completed on time because some of the work that is a team does not complete the work on time and this has an impact on reporting the results of the work late one. The limitation of this research is that the research location is quite far away, namely in Bengkulu Province so that researchers spend quite a long time on the trip. After the researcher got the data, the researcher immediately processed the data in Bengkulu. After everything was finished, the researcher returned to Padang. This is what researchers do to ensure that there is no missing data or data and materials for research purposes that are left behind.

#### **4. CONCLUSION**

This study aims to determine the effect of organizational climate, work commitment and job satisfaction on work performance variables at the Regional Secretariat of Bengkulu Province. Based on the results of the research, the conclusions of this study can be described as follows:

1. Organizational climate matters positive or significant to work performance variables with value Adjusted R Square table 3.97 which is equal to 39.4 and for a significance value of 0.000.
2. Work commitment matters positive or significant to work performance variables with value Adjusted R Square work commitment variable of 0.724 which is 72.4 and for significance of 0.000.
3. Job satisfaction has an effect positive or significant to work performance variables with the Adjusted R Square value of the job satisfaction variable of 0.500 which is 50 as well as for significance 0.000.



4. Organizational climate, work commitment and job satisfaction influence positive or significant to work performance variables with an Adjusted R Square value of 0.727 which is 72.7 as well as for the significance value of 0.000.

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*THE INFLUENCE OF ORGANIZATIONAL CLIMATE, WORK COMMITMENT, JOB SATISFACTION ON EMPLOYEE ACHIEVEMENT IN REGIONAL SECRETARIAT OFFICE BENGKULU PROVINCE*

*M Rafi Ariansyah, Dasman Lanin, Erianjoni*

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