



The Effect of Organizational Climate on Employee Work Motivation at the Secretariat of the Regional People's Representative Council

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Abstract

This study investigates the effect of organizational climate on employee work motivation at the Secretariat of the Regional People's Representative Council (DPRD) of North Gorontalo Regency. Using a quantitative survey design, data were collected from 72 employees consisting of civil servants and non-permanent staff members. The data were analyzed using simple linear regression to examine the relationship between organizational climate and employee work motivation. The results reveal that organizational climate has a positive and statistically significant effect on employee work motivation. The coefficient of determination ($R^2 = 0.377$) indicates that organizational climate explains 37.7% of the variance in employee motivation, while the remaining 62.3% is attributable to factors outside the scope of the present study. These findings highlight the importance of fostering a supportive organizational environment to strengthen employee motivation and enhance organizational effectiveness. The study contributes empirical evidence from a local government institution and underscores the role of organizational climate as an important managerial factor in promoting employee motivation within the public sector.

Keywords: Employee motivation; Local government; Organizational climate; Public sector organization; Work motivation

Introduction

Organizations are social systems in which individuals interact, collaborate, and coordinate their activities to achieve shared objectives. As open systems, organizations continuously adapt to both internal and external environmental changes that influence their operations and effectiveness ([Önday, 2018](#)). Rapid technological development, globalization, and increasing organizational complexity require public institutions to create adaptive and supportive work environments that enable employees to perform effectively and achieve organizational goals ([Robbins & Judge, 2022](#)). In this context, organizational climate has emerged as an important factor shaping employee attitudes, behaviors, and motivation within organizations.

Organizational climate refers to employees' shared perceptions of organizational policies, practices, procedures, and work environment characteristics that shape their experiences within an organization ([Berberoglu, 2018](#)). These collective perceptions influence employee attitudes, behavior, and organizational outcomes ([Schneider et al., 2013](#)). Organizational climate is influenced by organizational culture and serves as an important mechanism through which organizational changes are experienced by employees ([Iljins et al., 2015](#)). A positive organizational climate contributes to a supportive work atmosphere, encourages collaboration, strengthens interpersonal relationships, and enhances employees' commitment to organizational objectives. Conversely, an unfavorable organizational climate may create workplace dissatisfaction, reduce employee

engagement, and weaken work motivation. Therefore, organizational climate is widely recognized as a strategic organizational resource that shapes employee attitudes, behaviors, and performance while supporting organizational development and effectiveness ([Obeng et al., 2021](#)).

Employee work motivation plays a crucial role in determining organizational success. Work motivation can be defined as the internal and external forces that initiate, direct, and sustain work-related behavior toward the achievement of organizational goals ([Ryan & Deci, 2020](#)). Motivated employees tend to demonstrate higher levels of commitment, productivity, creativity, and job satisfaction ([Caniëls & Baaten, 2019](#)). In public-sector organizations, employee motivation is particularly important because the quality of public services largely depends on the willingness and enthusiasm of employees to perform their duties effectively ([Perry & Vandenabeele, 2015](#)).

Recent studies have consistently highlighted the importance of organizational climate in shaping employee attitudes and work-related outcomes. Employees who perceive their organizational climate positively tend to demonstrate higher levels of motivation, engagement, and job performance, as supportive workplace conditions facilitate favorable behavioral and psychological responses ([Obeng et al., 2021](#)). Furthermore, organizational climate influences employee experiences through key dimensions such as communication, leadership, team cohesion, and workplace conditions, all of which contribute to motivation and organizational effectiveness. Consistent with the Job Demands–Resources (JD-R) theory, supportive organizational environments provide employees with valuable resources that foster work engagement, dedication, and positive motivational states ([Bakker et al., 2023](#)). Collectively, these findings suggest that organizational climate represents an important organizational factor that can enhance employee motivation and support the achievement of organizational goals.

A conducive organizational climate is reflected in various workplace conditions, including comfortable physical facilities, effective communication, harmonious interpersonal relationships, supportive leadership, and fair organizational practices ([Obeng et al., 2021](#); [Okoli, 2018](#)). These dimensions collectively shape employees' shared perceptions of their work environment and directly influence their willingness to exert effort in accomplishing organizational tasks ([Schneider et al., 2013](#)). Organizational climate is not merely a background condition; rather, it functions as a system of cues that signals to employees what behaviors are expected, valued, and rewarded within the organization ([Gil et al., 2024](#)). When employees perceive their workplace conditions as conducive and supportive, they are more likely to demonstrate higher levels of engagement, initiative, and commitment to organizational goals. Consequently, organizations that deliberately cultivate positive climates through transparent communication, equitable policies, and responsive leadership, are better positioned to sustain employee motivation and enhance overall organizational performance ([Bakker et al., 2023](#)).

Human resources represent one of the most critical assets of public sector organizations ([Bayraktar & Şencan, 2017](#); [Kravariti & Johnston, 2020](#); [Kusnawati et al., 2019](#)). The success of government institutions depends substantially on the competence, commitment, and motivation of their employees, all of which are sensitive to prevailing organizational conditions. Employees who perceive a positive organizational climate are more likely to develop a stronger sense of belonging, experience greater job satisfaction, and exhibit behaviors that contribute beyond formal job requirements, thereby supporting overall organizational effectiveness ([Lee et al., 2018](#); [Singh et al., 2018](#)). In contrast, unfavorable organizational conditions characterized by poor communication, lack of supervisory support, and perceived injustice tend to diminish employees' enthusiasm for

work, increase voluntary absenteeism, and impede the achievement of institutional objectives. This dynamic is particularly pronounced in public organizations, where intrinsic motivation and organizational identification often serve as primary drivers of performance in the absence of market-based incentives ([Bakker et al., 2023](#)).

Despite the growing body of literature examining organizational climate and employee motivation, empirical evidence remains limited within local government institutions, particularly in regional legislative secretariats. The Secretariat of the Regional People's Representative Council (DPRD) plays a vital role in supporting legislative functions and public administration. However, maintaining employee motivation within such institutions remains a significant managerial challenge.

Preliminary observations conducted at the Secretariat of the Regional People's Representative Council (DPRD) of North Gorontalo Regency revealed several workplace issues that may influence employee motivation. These include limited office space, inadequate workspace arrangements in several administrative divisions, frequent disturbances caused by workplace congestion and visitor traffic, insufficient physical separation between supervisors and non-permanent employees, and inadequate office facilities. Such conditions may disrupt communication, create misunderstandings among employees, and reduce workplace comfort. Additionally, instances of absenteeism and tardiness were observed, which may indicate declining work motivation. Limited managerial attention to workplace facilities and insufficient motivational support from leadership may further contribute to reduced employee enthusiasm and organizational commitment.

These conditions suggest that organizational climate may play an important role in shaping employee motivation within the DPRD Secretariat of North Gorontalo Regency. However, empirical evidence regarding this relationship in the context of local legislative institutions remains scarce. This study therefore seeks to address this gap by examining the effect of organizational climate on employee work motivation at the Secretariat of the Regional People's Representative Council (DPRD) of North Gorontalo Regency. The findings are expected to contribute to the literature on public-sector management and provide practical insights for improving organizational climate and employee motivation within government institutions.

Methods

This study employed a quantitative survey design to examine the effect of organizational climate on employee work motivation at the Secretariat of the Regional People's Representative Council (DPRD) of North Gorontalo Regency. A quantitative approach was considered appropriate because it enables the measurement of relationships between variables through statistical analysis and facilitates the testing of predetermined hypotheses ([Creswell & Creswell, 2017](#)).

The study population consisted of employees working at the DPRD Secretariat of North Gorontalo Regency. Data were collected through a structured questionnaire designed to measure perceptions of organizational climate and employee work motivation. To complement the survey data and improve contextual understanding, observations and document reviews were also conducted.

The questionnaire utilized a five-point Likert scale ranging from 1 (“strongly disagree”) to 5 (“strongly agree”). Organizational climate was measured through indicators related to workplace conditions, interpersonal relationships, communication, leadership support, and organizational practices. Employee work motivation was assessed using indicators reflecting employees’ willingness to perform tasks, commitment to organizational goals, responsibility, and work enthusiasm.

Prior to hypothesis testing, the instrument was evaluated for validity and reliability to ensure measurement accuracy and consistency. Descriptive statistics were used to summarize respondents' characteristics and variable distributions. Subsequently, simple linear regression analysis was employed to examine the effect of organizational climate on employee work motivation. The coefficient of determination (R^2) was used to assess the explanatory power of the model, while statistical significance was evaluated at the 5% significance level. Data analysis was performed using statistical software to ensure accuracy and reliability of the results.

Result

This study examines the effect of organizational climate on employee work motivation at the Secretariat of the Regional Legislative Council (Sekretariat DPRD) of North Gorontalo Regency. As a regional administrative unit, the Secretariat carries strategic responsibility for legislative secretarial administration, financial management of the council, and the coordination of expert staff required to support the exercise of legislative rights and functions at the regional level. Given its structural position, the effectiveness of the Secretariat directly shapes the quality of the council's oversight, legislative, and budgeting functions. The study population comprised 72 employees: 18 civil servants and 54 non-permanent staff distributed across nine working units.

Validity and Reliability of Measurement Instruments

Validity testing was conducted on all indicator items for both organizational climate (X) and work motivation (Y) using the Pearson product-moment correlation coefficient. All indicators across both variables met the validity criterion, with computed r values exceeding the critical value ($r_{table} = 0.1954$; $n = 72$; $\alpha = 0.05$). Reliability was subsequently assessed using Cronbach's Alpha, which yielded coefficients above the 0.60 threshold for all variables. These results confirm that the measurement instruments possess adequate internal consistency and are suitable for inferential analysis.

Normality

Prior to model estimation, residual normality was assessed using the One-Sample Kolmogorov-Smirnov test. The obtained significance value of 0.428 exceeds the $\alpha = 0.05$ threshold, indicating that the normality assumption is satisfied and that simple linear regression estimation may proceed. Visual inspection of the normal probability plot further corroborates this finding, with data points distributed closely along the diagonal reference line.

Simple Linear Regression Model

Regression analysis yielded the following estimated model: $\hat{Y} = 3.986 + 0.459X$. The positive regression coefficient ($\beta = 0.459$) indicates a directionally consistent relationship between organizational climate quality and employee work motivation. Specifically, each one-unit increase in organizational climate score is predicted to produce a 0.459-unit increase in work motivation, holding all other variables constant.

Hypothesis Testing (t-Test)

Hypothesis testing was conducted using a one-tailed t-test at the 95% confidence level. The analysis yielded $t = 3.433$ with a significance value of $p = 0.001$. As $p < \alpha$ ($0.001 < 0.05$), the null hypothesis (H_0) is rejected. It is therefore concluded that organizational climate exerts a positive and statistically significant effect on the work motivation of employees at the Secretariat of the DPRD of North Gorontalo Regency.

Coefficient of Determination

The coefficient of determination (R^2) was 0.377, indicating that 37.7% of the variance in employee work motivation is accounted for by organizational climate. The remaining 62.3% reflects the influence of factors outside the model's scope including leadership quality, compensation structure, organizational culture, and individual employee characteristics, none of which were incorporated as variables in this study.

Discussion

The findings demonstrate that organizational climate has a positive and statistically significant effect on employee work motivation at the Secretariat of the Regional People's Representative Council (DPRD) of North Gorontalo Regency. The regression results indicate that improvements in organizational climate are associated with higher levels of employee motivation, suggesting that employees are more willing to invest effort in their work when they perceive their organizational environment as supportive, fair, and conducive to task accomplishment.

This finding is consistent with organizational climate theory, which argues that employees' perceptions of their work environment shape their attitudes, behaviors, and motivational states ([Schneider et al., 2013](#)). A favorable organizational climate creates psychological conditions that encourage employees to engage more actively in organizational activities, develop stronger organizational commitment, and maintain higher levels of work enthusiasm. In public-sector organizations, where formal structures and administrative procedures often dominate daily operations, a supportive climate may serve as an important mechanism for sustaining employee motivation and organizational effectiveness.

The positive relationship observed in this study can be explained by several organizational factors identified during the field observations. Employees who experience supportive interpersonal relationships, effective communication, and adequate managerial attention are more likely to perceive their work environment positively. Such perceptions may strengthen intrinsic motivation by fostering a sense of belonging, recognition, and meaningful contribution to organizational goals. This interpretation aligns with Self-Determination Theory, which emphasizes that individuals are more motivated when their needs for competence, autonomy, and relatedness are fulfilled ([Ryan & Deci, 2020](#)).

The findings are consistent with previous studies suggesting that organizational climate is an important determinant of employee motivation and workplace behavior. Employees who perceive their organizational climate positively tend to demonstrate higher levels of engagement, commitment, and work performance, as supportive workplace conditions foster favorable psychological and behavioral outcomes ([Bakker et al., 2023](#); [Obeng et al., 2021](#)). The present study extends this evidence by demonstrating that similar relationships are evident within local government institutions, particularly in legislative support organizations that have received limited scholarly attention.

The coefficient of determination indicates that organizational climate explains 37.7% of the variance in employee work motivation. While this proportion is substantial, it also suggests that employee motivation is influenced by additional factors beyond organizational climate. Previous studies have identified leadership style, compensation, career development opportunities, organizational culture, job characteristics, and public service motivation as important determinants of employee motivation ([Perry & Vandenabeele, 2015](#)). Therefore, organizational climate should be viewed as one component of a broader system of motivational influences within public organizations.

The practical implications of these findings are particularly relevant for public-sector management. The preliminary observations revealed several workplace conditions that may affect employee perceptions, including limited office space, inadequate workplace arrangements, insufficient facilities, and communication disruptions. Although such issues may appear operational in nature, they can influence how employees evaluate their work environment and consequently affect their motivational levels. Improving workplace conditions, strengthening communication processes, and enhancing managerial support may therefore contribute to a more positive organizational climate and stronger employee motivation.

From a theoretical perspective, this study contributes to the growing literature emphasizing the importance of organizational context in shaping employee behavior. The findings reinforce the view that motivation is not solely an individual characteristic but is also influenced by organizational conditions that facilitate or constrain employee engagement. In the context of local government institutions, organizational climate may function as a strategic resource that supports employee effectiveness and organizational performance.

Nevertheless, several limitations should be acknowledged. First, the study was conducted within a single public institution, which may limit the generalizability of the findings to other organizational contexts. Second, the cross-sectional design captures employee perceptions at one point in time and therefore does not allow causal relationships to be examined over longer periods. Future studies may incorporate multiple government institutions, larger samples, and longitudinal research designs to obtain a more comprehensive understanding of the mechanisms through which organizational climate influences employee motivation. Additionally, future research could examine the mediating or moderating roles of leadership, organizational commitment, job satisfaction, and public service motivation in explaining employee motivational outcomes.

Overall, the findings suggest that organizational climate represents an important organizational factor in fostering employee work motivation. Creating a supportive, collaborative, and well-managed work environment may therefore help public institutions strengthen employee engagement and improve organizational performance.

Theoretical Contributions

This study contributes to the literature on organizational behavior and public sector management by providing empirical evidence on the relationship between organizational climate and employee work motivation within a local government institution. While previous studies have predominantly examined this relationship in private-sector organizations or large public agencies, the present study extends existing knowledge to the context of a regional legislative secretariat, where empirical evidence remains relatively limited.

The findings reinforce the argument that employees' perceptions of their organizational environment play a crucial role in shaping motivational outcomes. Specifically, a supportive organizational climate characterized by positive interpersonal relationships, effective communication, and adequate managerial support appears to foster higher levels of employee motivation. These results contribute to the growing body of research emphasizing the importance of organizational context as a determinant of employee attitudes and behavior in public organizations.

From a practical perspective, the findings offer valuable insights for public-sector managers and policymakers. The results suggest that efforts to improve employee motivation should not rely solely on financial incentives but should also focus on creating a conducive work environment that promotes collaboration, workplace comfort, and

supportive leadership practices. Such initiatives may strengthen employee engagement and enhance the effectiveness of public service delivery.

Limitations and Future Research

Several limitations should be considered when interpreting the findings. First, the study was conducted within a single public-sector institution, which may limit the generalizability of the results to other governmental organizations with different organizational structures, cultures, and administrative contexts. Future studies may benefit from examining multiple public institutions across different regions to provide broader comparative insights. Second, the study employed a cross-sectional research design, which captures employee perceptions at a specific point in time. As organizational climate and employee motivation may evolve in response to organizational changes, longitudinal studies could provide a deeper understanding of how these relationships develop over time. Third, organizational climate explained 37.7% of the variance in employee work motivation, indicating that additional factors contribute to motivational outcomes. Future research could therefore incorporate variables such as leadership style, organizational commitment, employee engagement, job satisfaction, public service motivation, and organizational culture to develop a more comprehensive explanatory framework. Finally, the use of a simple linear regression model provides evidence of a direct relationship between organizational climate and work motivation; however, the underlying mechanisms through which organizational climate influences employee motivation remain insufficiently explored. Future studies may employ mediation or moderation models to examine more complex relationships and provide richer theoretical insights into employee motivation within public-sector organizations.

Conclusion

This study highlights the importance of organizational climate in shaping employee work motivation within a local government institution. The findings indicate that a supportive organizational climate contributes positively to employees' motivational levels, suggesting that workplace conditions, interpersonal relationships, communication patterns, and managerial support play an important role in fostering employee engagement and commitment. These results reinforce the view that employee motivation is influenced not only by individual factors but also by the organizational environment in which employees perform their duties. The study contributes to the public administration and organizational behavior literature by providing empirical evidence from a regional legislative secretariat, a context that has received limited scholarly attention. The findings also offer practical implications for public-sector managers, emphasizing the need to cultivate a positive work environment as part of broader efforts to improve employee effectiveness and organizational performance. Several limitations should be acknowledged. The study focused on a single public institution, which may limit the generalizability of the findings to other governmental settings. In addition, the use of a cross-sectional design restricts the ability to capture changes in employee perceptions and motivation over time. Furthermore, organizational climate explained only part of the variation in employee motivation, indicating that other organizational and individual factors may also play important roles. Future research should extend the investigation to different public-sector organizations and geographical contexts to enhance the robustness of the findings. Further studies may also incorporate variables such as leadership style, organizational commitment, employee engagement, job satisfaction, and public service motivation to develop a more comprehensive understanding of the mechanisms through which organizational climate influences employee motivation and organizational outcomes.

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