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THE ROLE OF ORGANIZATION CLIMATE AND WORK MOTIVATION ON JOB SATISFACTION IN ACEH GOVERNMENT HEALTH OFFICE

T. ROLI ILHAMSYAH PUTRA

Department of Management, Syiah Kuala University, Indonesia

Email : teuku.rolis@unsyiah.ac.id

Abstract

This research aims to examine the role of organizational climate and work motivation on job satisfaction. The object is Aceh Government Health Office, located in Aceh province, Indonesia. The data analysis in this study uses multiple linear regression, with 100 employees as respondents chosen by stratified proportional random sampling technique. The findings showed that organizational climate and work motivation partially effect job satisfaction of the employee of Aceh Government Health Office, significantly. It implies that the head of the institution should establish a conducive organization climate and motivate his subordinates to get high employee job satisfaction. The limitation of this study is in the amount of variables that are only three, and only focuses in one object. The findings of this research are the new ones, by developing the previous theory, using the new place and time.

Keywords: organization climate, work motivation and job satisfaction

JEL Classification: J28.

1. INTRODUCTION

Aceh Government Health Office is one of the local government work units within the Aceh province government responsible for health development. The functions are to lead and implement the Aceh government programs in the field of health, help the operational and technical tasks in the health sector covering the development and coaching of the health services, prevent and eradicate the communicable diseases, maintain the environmental and family health, pharmaceutical services, and supervision of food and beverages.

In the internal of the work process, the Aceh Health Office is still finding problems, resulting in low employee job satisfaction. The preliminary research shows that the first, the leaders do not guide the employees, they often travel outside the region. And the second one, the employees have less harmonious relationships as colleagues. They do not feel comfortable in performing the task. These two problems cause the employees tend to ignore the work results. According to Robbins and Judge (2012) someone with a low level of job satisfaction shows a negative attitude towards the job. Robbins and Judge (2012) measures job satisfaction with five dimensions and eight indicators are: 1. Work itself with indicators: tasks,

learning opportunities, and responsibilities; 2) Current salary, with indicators: payroll system and payroll justice; 3) Promotional opportunities, with indicators: promotion opportunities; 4) Leadership, with indicators: lead style; 5) Coworkers, with indicators: support among colleagues.

Furthermore, preliminary research indicates the organizational climate at the Aceh Health Office is still less conducive. This is caused by the standard of work set of the office is relatively high and full of pressure so that the main tasks and functions of employees are not going well. In addition, the low level of support between the employers and employees in providing assistance and guidance in the work, causes they are difficult to obtain assistance in completing some excessive tasks so that this raises the perception of organizational members about the non-conductive organizational climate. The unconducive organizational climate leads to uncomfortable working atmosphere and low job satisfaction. According to Shadur et al. (1999) states that the effectiveness of the implementation of organizational programs will be less successful if the climate of the organization is less conducive or less meet the expectations of the parties involved. Stringer (2012) used few indicators to measure the organization climate, are: 1) Organizational structure; 2) Standards of work; 3) Member's responsibility; 4) Cleanliness of office environment; 5) Office layout; 6) Noise; 7) Air temperature; 8) Space.

Other, the low level of job satisfaction of Aceh Health Office staff is caused by the lack of work motivation. Preliminary research shows that the main problem of low employee motivation is the lack of appreciation from the leadership of both direct supervisors and agency leaders for employees who have really worked and have worked very optimally. Another problem is the work conditions are felt less comfortable, where employees feel the burden of work is too heavy, so employees are not motivated to finish their work on time and feel less satisfied with the job. Horwitz et. al (2003) states that employees who have low work motivation will not work with high ability and they tend to be less responsible for the organization. Unlike employees who have high work motivation, they will work by utilizing all their abilities and are always responsible to the organization. Maslow in Robbins (2006) says that within all human beings there are five levels of needs are: 1) Life Security (Physiological): among others hunger, thirst, protection (clothing, and housing), sex, and other physical needs; 2) Security: including safety and protection against physical and emotional losses; 3) Social: includes affection, belonging, acceptance, and friendship; 4) Awards: includes self-respect factors such as self-esteem, autonomy, and achievement; as well as external respect factors such as status, recognition and attention; 5) Self-actualization: the urge to become someone / something according to his ambition that includes growth, potential achievement, and self-fulfillment.

Based on the above discussion, it can be formulated the hypothesis as follows:

H1: The organization's climate affects job satisfaction

H2: Work motivation affects the job satisfaction

2. METHOD

This research has been constructed the dimensions and indicators use to measure the three variables, are: A) Job satisfaction, are: 1) Work itself with indicators: a) tasks, a2) learning opportunities, and a3) responsibilities; 2) Current salary, with indicators: a4) payroll system and a5) payroll justice; 3. Promotional opportunities, with indicators: a6) promotion opportunities; 4) Leadership, with indicators: a7) lead style; 5) Coworkers, with indicators: a8) support among colleagues; B) Organization climate, are : b1) Organizational structure; b2) Standards of work; b3) Member's responsibility; b4) Cleanliness of office environment; b5) Office layout; b6) Noise; b7) Air temperature, and; b8) Space; C) Work motivation, are : c1) Life Security (Physiological; c2) Security; c3) Social; c4) Awards, and; c5) Self-actualization.

The research type is a verification research, evaluate the causality of variables that the data is in the form of numbers and it uses the statistics analysis. This research was conducted in Aceh Government Health Office. The population of this study is the staff of Aceh Government Health Office. The sampling technique used is stratified proportional random sampling because it can represent heterogeneous and level subpopulations. In stratified proportional random sampling this sample is taken based on levels in the population. The random technique used is the lottery. The lottery is named and then it is randomly sorted and selected according to the desired sample. In this heterogeneous population the sample was taken proportionately to obtain the number of samples that capable of representing each subpopulation (Sekaran and Bougie, 2009)

The selected respondents are the staffs who are expected to answer questions relating to the organizational climate, work motivation, and job satisfaction. In this study the researcher sets 100 employees as a sample. This number is considered to represent the results of the study because it has been qualified as a large sample. Large samples are samples larger than 30 and less than 500 (Roscoe, 1975).

3. RESULT

Table 1. Validity Test

| Questions Item | Variable | Correlation Coefficient | Critical Value (N=100) | Remark |
|----------------|---------------------------|-------------------------|------------------------|--------|
| a1 | Y = Job satisfaction | 0.674 | 0.195 | Valid |
| a2 | | 0.693 | 0.195 | |
| a3 | | 0.533 | 0.195 | |
| a4 | | 0.635 | 0.195 | |
| a5 | | 0.595 | 0.195 | |
| a6 | | 0.469 | 0.195 | |
| a7 | | 0.454 | 0.195 | |
| a8 | | 0.299 | 0.195 | |
| b1 | X1 = Organization climate | 0.670 | 0.195 | |
| b2 | | 0.686 | 0.195 | |
| b3 | | 0.558 | 0.195 | |
| b4 | | 0.789 | 0.195 | |
| b5 | | 0.646 | 0.195 | |
| b6 | | 0.545 | 0.195 | |
| b7 | | 0.532 | 0.195 | |
| b8 | | 0.449 | 0.195 | |
| c1 | X2 = Work motivation | 0.815 | 0.195 | |
| c2 | | 0.777 | 0.195 | |
| c3 | | 0.833 | 0.195 | |
| c4 | | 0.756 | 0.195 | |
| c5 | | 0.666 | 0.195 | |

Source : Primary Data, 2018 (processed)

From the table we can see the measurement instruments in this research have a value of correlation coefficient greater than the critical value $r_{\alpha = 5\%}$ of 0.195. This means that all research instruments have significant internal consistency validity in measuring the measured aspects. The data obtained is valid and can be used for the next step of this research.

Table 2. Reliability Test

| No. | Variable | Number of Indicators | Cronbach Alpha | Remark |
|-----|---------------------------|----------------------|----------------|---------|
| 1. | Job satisfaction (Y) | 8 | 0.644 | Handal. |
| 2. | Organization climate (X1) | 8 | 0.761 | Handal. |
| 3. | Job motivation (X2) | 5 | 0.827 | Handal. |

Source : Primary Data, 2018 (processed).

Based on the above table can be explained about the reliability of each variable used in this study. For job satisfaction variable (Y), the value of cronbach alpha is 64.4%, organizational climate variable (X1) obtained alpha value equal to 76.1%, and work motivation variable (X2) is obtained by alpha value equal to 82.7%.

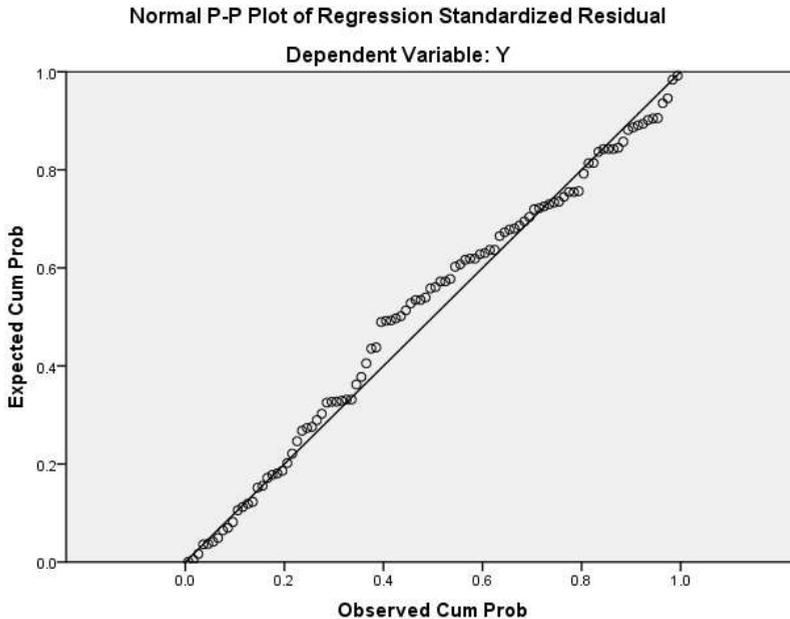


Figure 1. Normality Test

Based on the normal picture of P-P the plot in the figure above shows the standardized residual distribution in the range of the diagonal line. Also the figure shows that the data spread around the curve, so it means the data distribute normally.

Table 3. Multicollinearity Test

| Independent Variable | Collineary Statistics | | Keterangan |
|----------------------|-----------------------|-------|----------------------|
| | Tolerance | VIF | |
| Organization climate | 0.738 | 1.356 | no multicollinearity |
| Work motivation | 0.738 | 1.356 | no multicollinearity |

Source : Primary Data, 2018 (processed).

The multicollinearity test shows the VIF < 10 with tolerance > 0.10 so it figures that the independent variables consisting of organizational climate and work motivation have been free from multicollinearity.

Table 4. Regression Result

| Variable | Unstandardized Coefficient B | Standardized Coefficient Beta | Standar Error | T _{count} | t _{table} | Sig. |
|--|------------------------------|-------------------------------|--|--------------------|--------------------|-------|
| Constanta | 1.859 | - | 0.294 | 6.315 | 1.984 | 0.000 |
| Organization climate | 0.268 | 0.313 | 0.081 | 3.310 | 1.984 | 0.001 |
| Work motivation | 0.256 | 0.378 | 0.064 | 4.002 | 1.984 | 0.000 |
| Correlation coefficient (R) = 0.798 (a) Determination coefficient (R ²) = 0.588 Adjusted (R ²) = 0.577 | | | a. Predictor variable : organization climate and work motivation b. Dependent variable: work satisfaction | | | |

Source : Primary Data, 2018 (processed).

The results showed that for organizational climate variable, $t_{count} = 3.310$ and $t_{table} = 1.984$ so it can be seen that $t_{count} > t_{table}$ while significant value 0.001 smaller than level of confidence 0.05. Thus, the t test result states that H_0 is rejected and H_a accepted. This means that the organizational climate variable partially has a significant effect on the job satisfaction.

This result is in line with Singh et al., (2011) that states the organizational climate has a positive effect on employee job satisfaction. Similarly also with the study conducted by Bhaesajsangan (2010) about the relationship between organizational climate, job satisfaction and organizational commitment by examining Thai technicians' behavior in the Thai telecom private sector. The result of the study shows that the technician's behavior depends on the organizational climate so that it is positively related to the technician's job satisfaction.

For work motivation variable, $t_{count} = 4.002$ and $t_{table} = 1.994$ so it can be seen that $t_{count} > t_{table}$ while significant value 0.000 smaller than level of confidence 0.05. Thus, the t test result states that H_0 is rejected and H_a accepted. This means that the variable of work motivation partially have a significant effect on job satisfaction.

This research is in line with Singh and Tiwari (2011) that states a strong there is a positive relationship between motivation and job satisfaction. Saleem et al. (2010) found a positive relationship between motivation and job satisfaction. Research conducted by Fanimihin and Popoola (2013) found a significant positive relationship between motivation and job satisfaction of library staff at Federal Civil Service of Nigeria. Sohail et al. (2014) said motivation also has a positive effect on employee job satisfaction.

Based on the multiple regression statistical test using SPSS 18.0 software as shown in the table above, the equation is:

$$Y = 0.313X_1 + 0.378X_2 + e$$

The equation explains:

1. The regression coefficient of organizational climate influence (X1) is 0.313. It explains that every 1 unit the enhancement of organizational climate variable (X1), it will increase job satisfaction (Y) 0.313 or 31.3% with assumption all other independent variables are constant. This indicates a positive or unidirectional relationship between organizational climate variables and job satisfaction.
2. The regression coefficient of work motivation effect (X2) is 0.378, it illustrates that every 1 unit the enhancement of work motivation variable, it will increase job satisfaction (Y) 0.378 or 37.8%. Thus there is a positive or unidirectional relationship between work motivation variables and job satisfaction.

From the table above also shows the correlation coefficient (R) is obtained based on the correlation coefficient test of Product Moment 0,601 with the value of R square (R²) obtained is 0.362, the adjusted R square value is 0.349 and the standard error of estimate is 0.29593.

Table 5. ANOVA

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|--------------|----------------|----|-------------|--------|-------------------|
| 1 Regression | 4.814 | 2 | 2.407 | 27.486 | .000 ^a |
| Residual | 8.495 | 97 | .088 | | |
| Total | 13.309 | 99 | | | |

a. Predictors: (Constant), X2, X1

b. Dependent Variable: Y

ANOVA shows the value of $F_{count} = 27.486$ is greater than the value of $F_{tabel} = 3.23$ while the significant value obtained 0.000 smaller than the level of confidence 0.05. So it can be concluded that $F_{count} = 27.486 > F_{tabel} = 3.23$, then H_a accepted and H_0 rejected. With a significance of $0.000 < 0.05$ then H_a is accepted and H_0 is rejected. This means that organizational climate and work motivation simultaneously affect the job satisfaction.

4. CONCLUSION

Organizational climate and work motivation have a positive significant effect on job satisfaction in Aceh Government Health Office Employee. This research figures that the previous theory is supported by current findings. This research restricted in location, object, and variables. For the academic, this research can be extended to other organization or add other variables to make new models in research. And for the practical, this is for the employees of the office related, that

they should pay attention to their organization climate and motivation to engage with the high satisfaction in working.

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