

## ANALYSIS OF THE EFFECT OF ORGANIZATIONAL CLIMATE, WORK MOTIVATION, AND JOB SATISFACTION ON LECTURER PERFORMANCE AT MEDAN STATE POLYTECHNIC

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ARTICLE INFO	ABSTRACT
Received 09 November 2022	The human qualities needed by the Indonesian nation in the future are humans who are able to compete with other countries. Obtaining quality human beings will be produced through the implementation of quality education. This study aims to determine the effect of organizational climate, work motivation and job satisfaction on the performance of lecturers at the Medan State Polytechnic. The population includes all lecturers who have civil servant status, totaling 310 people with a sample of 76 people taken by proportionate random sampling. Data was collected by using interview techniques, questionnaires and documentation studies. The data analysis technique uses Multiple Regression analysis so that it can be seen the influence of organizational climate, work motivation and job satisfaction on lecturer performance either partially or simultaneously. The results of the research show that simultaneously organizational climate, work motivation and job satisfaction have a positive and significant effect on lecturer performance. Partially, organizational climate and work motivation have a positive and significant effect on lecturer performance, while job satisfaction has a positive and insignificant effect on lecturer performance.
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### Introduction

One of the organizational resources that has an important role in achieving its goals is human resources (Huzain, 2021). Today, the rapidly changing business environment demands the role of human resources in competitive advantage. In dealing with these demands, a more effective and professional management of human resources is needed. The human qualities needed by the Indonesian people in the future are humans who are able to compete with other nations (Atiah, 2020). To get quality human beings will be produced through the implementation of quality education.

Based on PP No. 60 of 1999 Chapter II article 1, that the goals of higher education are:

- Prepare students to become members of the community who have academic and/or professional abilities who can apply, develop and/or enrich the repertoire of science, technology and/or arts.
- Developing and disseminating science, technology and/or arts as well as seeking their use to improve the standard of living of the community and enrich the national culture.

In achieving these goals, universities as one of the educational institutions have a very strategic position, for that it is necessary to

prepare universities with all their tools, including the main one is academic staff as the main driver of learning activities, so lecturers must get planned career coaching and proportional (Pribadi & Suhariadi, 2022).

Lecturers are one of the essential components in an education system in higher education (Permanasari et al., 2014). The roles, duties, and responsibilities of lecturers are very important in realizing the goals of national education, namely educating the nation's life, improving the quality of Indonesian people (Andoyo et al., 2017), including the quality of faith and piety, noble character, and mastery of science, technology, and art, as well as realizing an Indonesian society that is advanced, just, prosperous, and civilized.

The position of lecturers as education personnel has a very strategic position, which has a direct influence on the learning process, quality of graduates and competitive output patterns (Pakpahan, 2021). The quality of the lecturers will determine the existence of the students, which means that the quality of the students is determined by the quality of the lecturers as the main element of the education staff (Agustina, 2020). Through the quality assurance system that is currently being developed, and has become a standard reference for each university, establishing lecturers as a resource that is highly correlated with the ability of graduates to be competition minded, namely having expertise and knowledge in accordance with the discipline they are engaged in (Djojonegoro, 2004).

In carrying out their duties, lecturers are required to show good performance so that educational goals can be achieved properly. Performance improvement must be supported by several factors such as: a conducive organizational climate, high motivation, job satisfaction and other factors (Yustianus & Indonesia, 2021).

According to (Wirawan, 2007) that "organizational climate is the perception of

members of the organization and those who are constantly in contact with the organization, about what exists or occurs in the organization's internal environment on a regular basis, which affects the attitudes and behavior of organizational members and the performance of organizational members individually and in groups. which then determines organizational performance. Organizational climate is a general collective picture of the work atmosphere of the organization that forms the hopes and feelings of all lecturers so that they can improve organizational performance. In carrying out the learning process, the performance of lecturers is strongly influenced by the organizational climate in providing knowledge to students. Organizational climate must be created, so that with a healthy climate, lecturers will feel motivated which will ultimately improve their performance.

According to (James L. Gibson, Ronald D. Hedlund, 2003) define motivation as a force that encourages employees to do something that causes and directs behavior. Motivation is one of the determinants of performance. Motivation is formed from the attitude of an employee in dealing with work situations. According to (Karjantoro, 2004) that motivation is a condition that moves employees to achieve organizational goals. In this case, there is a positive relationship between the achievement motive and the achievement of lecturer performance. Achievement motive is an encouragement within the lecturer to carry out an activity or task as well as possible in order to be able to achieve high work performance.

Job satisfaction is defined as a person's general attitude towards his work or it can also be interpreted as the difference between the amount of rewards / awards received by employees and the amount they should get. According to (Robbins, 2001) states that job satisfaction is a person's attitude towards the work done. The existence of a high level of

satisfaction from lecturers will lead to seriousness in doing their work so that the goals of the institution can be achieved efficiently and effectively.

Performance according to (Mangkunegara & Prabu, 2014) is "the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him." Performance in this case shows the work achieved by a person after carrying out the work tasks assigned by the organization. While the measure of whether or not the work is good can be seen from the quality or quality achieved by employees in accordance with the demands of the organization. Performance can be achieved properly if employees are able to work in accordance with the assessment standards set by the organization.

Medan State Polytechnic is an educational institution that aims to form quality human resources through the teaching and learning process. To achieve this goal, an organizational climate is needed that can stimulate motivation in lecturers to excel as well as to increase job satisfaction. Currently, the strategic role of the Medan State Polytechnic is fading away when compared to when the institution was founded in 1982. The teaching and learning process that used to be carried out with discipline, enthusiasm, and dedication, is no longer visible. Now it can be seen that the lecturers do not show enthusiasm and discipline in carrying out their duties even though teaching monitoring is carried out. Many lecturers come late for each teaching and also during class hours, there are many rooms where students are in class but the lecturer is not there. From the results of observations in the field, many lecturers only gave assignments to students, even not a few lecturers who only gave assignments then signed the attendance list and then left the class. This would be very contrary to the teaching system applied at the Polytechnic as a vocational education.

The rate of delay of lecturers in carrying out teaching is still quite high, namely 41.60% in odd semesters and even increases to 44.80% for even semesters. Medan State Polytechnic sets a maximum tolerance limit of 15 minutes.

The presence of lecturers to teach is still below the set standard, which is 100% in accordance with ISO 9001: 2008 regulations. The level of achievement above shows that the level of attendance of lecturers from all majors in teaching activities has not yet reached the set target. Even if it is explored more deeply, the figures 78.4% and 79.8% or more than 75% are the minimum teaching achievement figures set by the institution which are prerequisites for obtaining a Teaching Decree that functions for KUM promotions.

This study aims to determine the effect of organizational climate, work motivation and job satisfaction on the performance of lecturers at the Medan State Polytechnic.

The study of previous research is intended to determine the relationship between research that has been carried out and research that will be carried out.

(Siwantara, 2009) conducted a study entitled: The Effect of Professional Competence and Work Motivation and Organizational Climate on Work Discipline and Performance of Bali State Polytechnic Lecturers. The results showed that professional competence and work motivation as well as organizational climate had a positive and significant effect on lecturer performance. Work motivation has a positive and significant effect on the performance of Bali State Polytechnic lecturers, which means that the better the work motivation of the Bali State Polytechnic lecturers, the better the performance and vice versa, the worse the work motivation of Bali State Polytechnic lecturers, the worse the performance. Organizational climate has a positive and significant effect on the performance of Bali

State Polytechnic lecturers, which means that the better the organizational climate, the better the performance, on the contrary, the worse the organizational climate, the worse the performance. The data analysis technique was carried out using the Multiple Regression Analysis method.

(Risetiawan, 2002) conducted a study with the title: "The Influence of Organizational Climate and Work Motivation on Employee Performance of Regional Water Company in Bora Regency. Data processing using Multiple Regression Analysis Method. The results showed that organizational climate and work motivation had a positive and significant effect on employee performance.

According to (Pardosi, 2012) with the research title "Analysis of the Effect of Job Satisfaction and Work Motivation on Teacher Performance at the Cinta Rakyat High School (STM) Pematang Siantar". Data processing is done by using Multiple Regression Analysis. This study proves that job satisfaction and work motivation have a positive and significant effect on teacher performance.

**Methods**

Data analysis techniques in this study, using descriptive analysis and multiple regression analysis. Descriptive analysis is an analytical method that describes and summarizes various conditions, situations, or various variables by collecting data to provide an overview or affirmation of a concept or symptom, as well as answer questions regarding the current status of the research subject. While regression analysis is used to determine the value of the influence of the independent variable on the dependent variable.

Based on the previous conceptual framework, the regression equation model of the study can be seen as follows:

$$Y = a + b_1x_1 + b_2x_2 + b_3x_3 + e$$

Where: Y = Lecturer Performance

X1 = Organizational Climate

X2 = Work Motivation

X3 = Job Satisfaction

e = Unrevealed variable (error term)

a. Hypothesis test

This method is used to determine the effect of organizational climate, work motivation and job satisfaction on the performance of lecturers at the Medan State Polytechnic. The effect was tested with a 95% confidence interval or naive = 0.05. This can be known by conducting simultaneous tests and partial tests.

b. Simultaneous Test (F Test)

Hypothesis testing for the simultaneous test of the research regression equation is as follows:

Ho:  $b_1, b_2, b_3 = 0$  means that there is no positive and significant influence jointly between organizational climate, work motivation and job satisfaction on the performance of lecturers at the Medan State Polytechnic.

H1:  $b_1, b_2, b_3 \neq 0$  means that there is a positive and significant influence jointly between organizational climate, work motivation and job satisfaction on the performance of lecturers at the Medan State Polytechnic.

To find out whether the independent variables have a positive and significant effect together on the dependent variable, it can be done by comparing FCalculate with Ftable. Formula to find Fcount (Pryatno: 2008) are as follows:

$$F = \frac{R^2/k}{(1 - R^2)(n - k - 1)}$$

If  $F_{count} < F_{table}$  at the 95% confidence level, then Ho is accepted and Ha is rejected, whereas if  $F_{count} > F_{table}$  at the 95% confidence level, then Ho is rejected and H1 is accepted.

c. Partial Test (t Test)

Hypothesis testing for the partial test on the research regression equation is as follows:

Ho:  $b_1 = 0$ , meaning that there is no positive and significant influence between organizational climate on lecturer performance at Medan State Polytechnic.

H1:  $b_1 > 0$ , meaning that there is a positive and significant influence between the organizational climate on the performance of lecturers at the Medan State Polytechnic.

Ho:  $b_2 = 0$ , meaning that there is no positive and significant effect between work motivation on lecturer performance at Medan State Polytechnic.

H1:  $b_2 > 0$ , meaning that there is a positive and significant influence between work motivation on the performance of lecturers at the Medan State Polytechnic.

Ho :  $b_3 = 0$ , meaning that there is no positive and significant effect between job satisfaction on the performance of lecturers at the Medan State Polytechnic.

H1 :  $b_3 > 0$ , meaning that there is a positive and significant influence between job satisfaction on the performance of lecturers at the Medan State Polytechnic.

The formula for determining tcount (Sanusi: 2011) is as follows:

$$t_1 = \frac{\rho_{X_U X_1}}{\sqrt{\frac{[1 - R_{X_U}^2(X_1 X_2 \dots X_k)] C_{ii}}{(n-k-1)}}$$

If  $t_{count} < t_{table}$  at the 95% confidence level, then Ho is accepted and Ha is rejected, and if  $t_{count} > t_{table}$ , then Ho is accepted and Ha is rejected at the 95% confidence level.

## Result and Discussion

### A. Hypothesis Testing Results

To find out how the influence of organizational climate variables, work motivation variables and job satisfaction variables on lecturer performance variables at the Medan State Polytechnic can be seen in the regression equation.

$$Y = 0,594 + 0,332X_1 + 0,603X_2 + 0,030X_3 + e_2$$

### B. Simultaneous Testing of Hypotheses (Test F)

This test is carried out by setting the following hypotheses:

H0:  $b_1, b_2, b_3 = 0$ , there is no positive and significant relationship between organizational variables, work motivation variables, and job satisfaction variables on lecturer performance variables at the Medan State Polytechnic.

H1:  $b_1, b_2, b_3 > 0$ , there is a positive and significant relationship between organizational climate variables, work motivation variables, and job satisfaction variables on lecturer performance variables at Medan State Polytechnic.

The Fcount value is 34.605 and the significance value is 0.000. At the 95% confidence level or  $\alpha = 0.05$ , the Ftable value is 2.725. This shows that  $F_{count} > F_{table}$  is  $34.605 > 2.725$  and the significance level of the research results is  $< \text{the significance level}$  is  $0.000 < 0.05$ . Therefore, H0 is rejected and H1 is accepted, which means that the organizational climate variable, work motivation variable, and job satisfaction variable simultaneously have a positive and significant effect on the performance of lecturers at the Medan State Polytechnic.

### C. Coefficient of Determination (R-Square) Regression Equation

To see the effect of organizational climate variables, work motivation variables and job satisfaction variables

simultaneously on lecturer performance variables at the Medan State Polytechnic, it can be seen the results of calculations in the summary model, especially the R Square number.

The number of R Square (R<sup>2</sup>) is 0.590. This figure is used to see the magnitude of the influence of organizational climate variables, work motivation variables, and job satisfaction variables on lecturer performance variables by calculating the coefficient of determination with the following formula:

$$KD = r^2 \times 100\%$$

$$KD = 0,590 \times 100\%$$

$$KD = 59,00\%.$$

The coefficient of determination of 59.00% means that the influence of organizational climate variables, work motivation variables, and job satisfaction variables on lecturer performance variables is 59.00%, while the remaining 41.00% (100% - 59.00%) is influenced by other factors. In other words, that the lecturer's performance variable that can be explained using organizational climate variables, work motivation variables and job satisfaction variables is 59.00% and 41.00% is caused by other variables outside the model.

#### **D. Partial Testing of Hypotheses**

This test is carried out by setting the following hypotheses:

Ho:  $b_1 = 0$ , there is no positive and significant relationship between organizational climate variables and lecturer performance variables at the Medan State Polytechnic.

H1:  $b_1 \neq 0$ , there is a positive and significant relationship between organizational climate variables and performance variables at the Medan State Polytechnic.

Ho:  $b_2 = 0$ , there is no positive and significant effect between work

motivation variables on performance variables at Medan State Polytechnic

H1:  $b_2 \neq 0$ , there is a positive and significant effect between work motivation variables on performance variables at Medan State Polytechnic.

Ho:  $b_3 = 0$ , there is no positive and significant effect between job satisfaction variables on lecturer performance at Medan State Polytechnic.

H1:  $b_3 \neq 0$ , there is a positive and significant effect between job satisfaction variables on the performance of lecturers at the Medan State Polytechnic.

The test results show, if  $t_{count} > t_{table}$ , then Ho is rejected and H1 is accepted, whereas if  $t_{count} < t_{table}$ , then Ho is accepted and H1 is rejected.

Based on Table 4.4, the results of partial hypothesis testing are obtained as follows:

1. Effect of organizational climate variable (X1) on lecturer performance variable (Y).

The test results show that the organizational climate variable has a  $t_{count}$  of 3.752 while a  $t_{table}$  of 1.665. This shows that the value of  $t_{count} > t_{table}$ , which is  $3.752 > 1.665$ , then H1 is accepted and H0 is rejected. Thus, it can be concluded that the organizational climate variable has a positive and significant effect on the lecturer performance variable at the Medan State Polytechnic.

2. The influence of work motivation variable (X2) on lecturer performance variable (Y).

The test results show that the work motivation variable has a  $t_{count}$  of 6.982 while a  $t_{table}$  of 1.665. This shows that the value of  $t_{count} > t_{table}$ , which is  $6.982 > 1.665$ , then H1 is accepted and Ho is rejected. Thus, it

can be concluded that the work motivation variable has a positive and significant effect on the lecturer's performance variable.

3. The effect of job satisfaction variable (X3) on lecturer performance variable (Y).

The test results show that the job satisfaction variable has a tcount of 0.027 while a t-table of 1.665. This shows that the value of tcount < ttable, which is  $0.027 < 1.665$ , then H1 is rejected and Ho is accepted. Thus, it can be concluded that the job satisfaction variable has no positive and insignificant effect on the lecturer performance variable at the Medan State Polytechnic.

## Conclusion

Based on data analysis and discussion, several things can be concluded that organizational climate has a positive and significant effect on the performance of lecturers at the Medan State Polytechnic.

Work motivation has a positive and significant effect on the performance of lecturers at the Medan State Polytechnic. Job satisfaction has no positive and insignificant effect on the performance of lecturers at the Medan State Polytechnic.

Organizational climate, work motivation and job satisfaction together have a positive and significant effect on the performance of lecturers at the Medan State Polytechnic.

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