



The Influence of Organizational Climate and Work Motivation on Employee Performance at the National Road Implementation Center Region II Southeast Sulawesi

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ABSTRACT

This study aims to examine and analyze: (1) the simultaneous effect of organizational climate and work motivation on employee performance at BPJN Region II Southeast Sulawesi; (2) the partial effect of organizational climate on employee performance; and (3) the partial effect of work motivation on employee performance. This study employed a quantitative design with an associative approach. The research sample consisted of 102 respondents, all of whom were State Civil Apparatus (ASN) employees at BPJN Region II Southeast Sulawesi. Data were collected using a Likert-scale questionnaire, while data analysis was conducted through multiple linear regression using SPSS version 25. The findings show that: (1) organizational climate and work motivation simultaneously have a positive and significant effect on employee performance; (2) organizational climate partially has a positive and significant effect on employee performance, meaning that the better the organizational climate perceived by employees, the higher their performance; and (3) work motivation also partially has a positive and significant effect on employee performance, indicating that higher employee motivation increases their contribution to the achievement of organizational goals. The R Square value of 0.986 indicates that 98.6% of the variation in employee performance can be explained by organizational climate and work motivation, while the remaining 1.4% is influenced by other factors outside the research model. Based on these results, it can be concluded that improving employee performance at BPJN Region II Southeast Sulawesi is strongly influenced by a conducive organizational climate and high work motivation. Therefore, the organization needs to continuously improve the work environment and provide motivational stimulation so that employee performance becomes increasingly optimal.

Keywords BPJN Region II Southeast Sulawesi, Employee Performance, Organizational Climate, Work Motivation.

I. INTRODUCTION

Employee performance can be assessed through nine main indicators. Based on the Regulation of the Minister for Administrative and Bureaucratic Reform Number 6 of 2022 concerning the Management of Civil Servant Performance, performance assessment includes indicators of work results and work behavior. Work-result indicators consist of: (1) quantity, namely the amount of work completed within a specific period; (2) quality, namely the level of accuracy, neatness, and conformity of results with standards; (3) time or speed of completion, namely the ability to complete work according to targets; and (4) cost, namely the ability to use resources efficiently and economically. Meanwhile, work-behavior indicators include: (5) service orientation, namely the ability of employees to provide the best service to stakeholders; (6) commitment, namely seriousness in carrying out duties and responsibilities; (7) work initiative, namely the ability to take proactive action without waiting for instructions; (8) cooperation, namely the ability to work effectively in teams; and (9) leadership, namely the ability to direct, coordinate, and motivate others to achieve organizational goals.

These nine indicators are highly relevant in the context of BPJN Region II Southeast Sulawesi, which is required to produce high-quality, timely, and efficient work while providing optimal public services. In practice, however, there are still indications that employee performance has not been fully optimal, such as delays in completing work, inconsistency in the quality of work results, and cost efficiency that has not been maximized. In addition, behavioral aspects such as initiative, cooperation, and commitment are not yet evenly distributed among employees. These conditions indicate that strengthening the organizational climate and increasing work motivation remain necessary so that all performance indicators can be fulfilled more optimally. Therefore, it is important to

examine how organizational climate and work motivation affect employee performance at the National Road Implementation Center Region II Southeast Sulawesi. This study is expected to provide input for the organization in formulating more effective and sustainable strategies to improve employee performance.

Previous research by Shafarila and Supardi (2017) also shows that employee performance is strongly influenced by organizational climate and work motivation, particularly in government bureaucracies that tend to be rigid and procedural. Both factors play an important role in creating work effectiveness, discipline, and employee responsibility in carrying out duties.

Furthermore, Muhammad Haizal Muna, Senen Mustakim, and David Ariswandy found that organizational climate and work motivation have both partial and simultaneous effects on employee performance, with an influence contribution of 36.6% to performance variation. This indicates that the better the working environment and the higher the employee motivation, the higher the level of performance achieved (Muna et al., 2023).

Recent research by Tampubolon et al. (2024) provides consistent findings, showing that organizational climate and work motivation have a positive and significant effect on employee performance at the National Narcotics Agency Office of North Sumatra Province. The results of Structural Equation Modeling (SEM) analysis show that organizational climate has a direct effect on employee performance, as does motivation.

The National Road Implementation Center (Balai Pelaksanaan Jalan Nasional/BPJN) is an institution that plays an important role in the management of road and bridge infrastructure in Indonesia. BPJN is responsible for the planning, procurement, construction, and maintenance of national roads. This institution operates under the Ministry of Public Works and Housing (PUPR) and functions to ensure that the road infrastructure being developed meets established safety and quality standards.

In Southeast Sulawesi Province, BPJN has several work units (Satuan Kerja/Satker), one of which is the National Road Implementation Work Unit (PJN) Region II, which is responsible for the construction, maintenance, and improvement of national roads in the eastern part of the province. This work unit covers a broad operational area, including several regencies such as East Kolaka, Kolaka, and Konawe, with challenging geographical characteristics and varied terrain conditions. This center plays an important role in maintaining interregional transportation connectivity and ensuring that national strategic projects proceed according to target.

Employee performance within the National Road Implementation Center Region II is already very good. Based on the Government Agency Performance Report (2023) of BPJN Southeast Sulawesi, the physical performance achievement of the National Road Implementation Center Region II of Southeast Sulawesi Province (Eastern Area) was very high, reaching 98.57%. This achievement was supported by several internal factors. The report states that the work unit proactively increased resources, for example by recruiting workers from outside the region, adding working hours or shifts, and taking technical measures such as purchasing asphalt stock in drums and renting additional equipment to overcome damage to major equipment (AMP). These acceleration measures were identified as improvement efforts to maintain work progress. In addition, adequate budget allocation, including additional Presidential Instruction financing packages, enabled physical implementation to continue smoothly. The combination of human resource support and technical mitigation measures encouraged Work Unit Region II to achieve an almost perfect physical target.

The organizational climate at BPJN Region II Southeast Sulawesi generally shows a disciplined, coordinated, and results-oriented condition. High physical performance achievement reflects a strong work culture, a sense of responsibility, and employee commitment to achieving shared targets. A structured and procedural work pattern helps maintain orderly activity implementation and ensures that every stage of work proceeds according to standards and the predetermined schedule. Communication between leaders and employees also runs effectively, allowing coordination and problem solving to be carried out quickly and in a directed manner. However, in practice, there are still aspects of the organizational climate that need strengthening, particularly employee participation in work processes and appreciation for individual contributions. Recognition has so far tended to focus on overall project achievements, while appreciation for individual initiative and dedication has not been distributed evenly across all work units.

Considering the target-oriented and technical nature of the work, non-financial appreciation such as positive feedback, moral support from leaders, and recognition of individual performance plays an important role in maintaining employees' psychological balance and work motivation. Work that demands punctuality and high accuracy often creates pressure, so non-material rewards can serve as an effective source of motivation. Recognition of hard work, trust given in carrying out duties, and opportunities for self-development can foster a sense of being valued and increase loyalty to the organization. Thus, strengthening the organizational climate through a fair and supportive appreciation system will have a positive impact on employee satisfaction and work motivation.

Employee work motivation at the National Road Implementation Center Region II Southeast Sulawesi is generally classified as good and is one of the important factors supporting the high physical performance achievement. Employees demonstrate strong commitment and responsibility in completing field tasks, even under challenging work conditions such as extreme weather and limited resources. This work spirit arises from a sense of responsibility for project success and awareness of the importance of their role in supporting national infrastructure development.

Good coordination among employees also strengthens togetherness and encourages the emergence of collective motivation in achieving targets. Nevertheless, this motivation tends to be extrinsic, driven more by responsibility for task implementation and the achievement of measurable results than by intrinsic drives such as

personal satisfaction or achievement orientation. This condition indicates the need to manage work motivation not only with a focus on results, but also on employees' psychological well-being and opportunities for self-development.

Based on the description of the organizational climate and work motivation above, there is a gap between high performance outcomes and the internal condition of the organization. The phenomenon of organizational climate and work motivation at BPJN Region II Southeast Sulawesi shows that high physical performance achievement does not fully reflect the implementation of an ideal work system within the organization. Although there is good work spirit, discipline, and strong coordination among employees, problems remain in the areas of appreciation, organizational support, and workload balance. Some employees perceive that the appreciation provided by the organization is not fully balanced with the level of responsibility and workload they carry. This perception arises because the reward system places greater emphasis on aggregate project outcomes than on the contributions of individuals or small teams. In addition, organizational support in the form of work-need facilitation and non-material welfare is not yet evenly distributed across all sections.

Although previous studies have shown a positive relationship between organizational climate, work motivation, and employee performance, most of these studies have focused on general government agencies or non-technical institutions such as education offices, health offices, and administrative agencies. Few studies have examined the context of a vertical technical organization such as the National Road Implementation Center (BPJN), which has the characteristics of fieldwork, physical target pressure, and a complex cross-regional coordination system. In addition, most previous studies have only examined the partial effect of each variable and have not simultaneously investigated how the interaction between organizational climate and work motivation jointly shapes employee performance in a technical results-oriented work environment. This gap provides an important basis for a more in-depth study in the context of BPJN Region II Southeast Sulawesi.

Based on this background, it is important to conduct an empirical study that specifically examines the influence of organizational climate and work motivation on employee performance within BPJN Region II Southeast Sulawesi. This study aims to fill the gap in previous research by presenting a new perspective from the context of a vertical technical organization, which has received relatively limited attention in public-sector human resource management studies. By analyzing both independent variables simultaneously and directly in relation to performance, the results of this study are expected to provide theoretical contributions to the development of performance management in the public sector, as well as practical implications for leaders of technical agencies in designing work policies based on psychological well-being, internal motivation, and employee involvement in achieving institutional work targets. This study is crucial for building a technical bureaucratic organization that is professional, adaptive, and able to respond to public demands for fast, high-quality, and accountable infrastructure services.

II. LITERATURE REVIEW

2.1 Organizational Climate

According to Litwin and Stringer (1968), organizational climate can be defined as the condition or atmosphere of the internal organizational environment as perceived by its members, which influences their attitudes and behavior. This climate is reflected in various organizational characteristics such as structure, responsibility, work standards, reward systems, and support provided within the organization. According to Lussier (2005), organizational climate is employees' perception of the quality of the internal organizational environment, which is relatively perceived by organizational members and subsequently influences their work behavior.

According to Liliweri (2014), organizational climate describes patterns of behavior, attitudes, and feelings that consistently appear in organizational activities and thereby become the identity of organizational life. A conducive climate can serve as a foundation for the organization to shape character and influence its members' behavior toward a productive direction.

2.2 Work Motivation

According to Hasibuan (2006), the term motivation comes from the Latin word *movere*, meaning drive or moving force. In the management context, motivation is directed toward human resources, particularly subordinates, as an effort to direct their energy and potential so that they are willing to cooperate productively. With motivation, employees are encouraged to participate actively in achieving predetermined organizational goals.

Herzberg, as cited in Priansa (2016), states that motivation consists of two groups of factors: intrinsic factors or motivators related to the content of the job, and extrinsic or hygiene factors derived from the work environment. These factors play a role in determining a person's behavior and job satisfaction. Meanwhile, according to Mangkunegara (2013), motivation is an internal drive that arises from within the individual and is manifested through certain habitual patterns to fulfill needs or motives to be achieved.

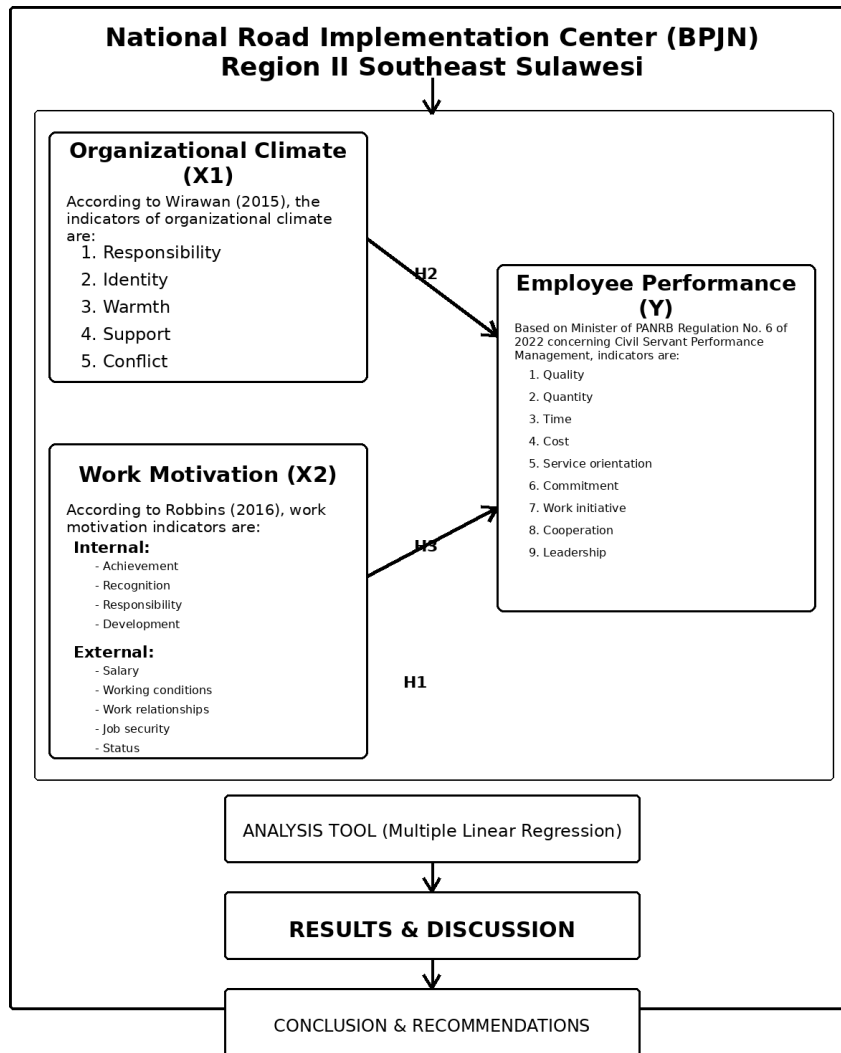
2.3 Employee Performance

In personnel management, understanding the concept of performance is always linked to the final results of an activity. Performance reflects the results of organizational activities as a means of achieving goals. This means that performance is a description of employee activities in determining the difference between expected final outcomes and actual outcomes (Tumiran, 2024).

Sinambela (2012) argues that employee performance is defined as the ability of employees to carry out a particular skill. Employee performance is very necessary because it shows how far employees are capable of carrying out the tasks assigned to them (Sinambela, 2021). To improve optimal performance, clear standards must be

established as a reference for all employees. Employee performance will be created when employees are able to carry out their responsibilities properly.

Figure 1. Research Framework



2.4 Research Hypotheses

H1 = Organizational climate and work motivation simultaneously have a positive and significant effect on employee performance at the National Road Implementation Center Region II Southeast Sulawesi.

H2 = Organizational climate has a positive and significant effect on employee performance at the National Road Implementation Center Region II Southeast Sulawesi.

H3 = Work motivation has a positive and significant effect on employee performance at the National Road Implementation Center Region II Southeast Sulawesi.

III. RESEARCH METHOD

This study was conducted at the Office of the National Road Implementation Center Region II Southeast Sulawesi, located at Jl. H. Latama Bunggulawa, No. 11 Punggolaka, Kendari 93115, Southeast Sulawesi. The population in this study consisted of State Civil Apparatus (ASN) employees at the Office of the National Road Implementation Center Region II Southeast Sulawesi, comprising 60 civil servants (PNS) and 42 government employees with work agreements (PPPK). The sampling technique used in this study was the census method, in which the entire population was used as the sample. Thus, all 102 ASN employees at the National Road Implementation Center Region II Southeast Sulawesi were included as respondents. The data collection methods used in this study were questionnaires and literature study.

Descriptive statistics are statistical techniques used to analyze data by describing the data that have been collected without intending to draw general conclusions (Purnomo, 2017). Descriptive statistics include methods for presenting data in tables and diagrams, as well as determining the mean, mode, median, range, and standard deviation. Inferential statistics are used to draw conclusions. Before conclusions are drawn, an initial assumption can be obtained from descriptive statistics (Widodo et al., 2023).

Multiple regression is a statistical analysis technique used to study the relationship between two or more independent variables, usually denoted as X1, X2, X3, and so on, and one dependent variable, usually denoted as Y.

The multiple linear regression formula according to Ghozali and Kusumadewi (2023) is as follows:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \dots + \beta_n X_n + e$$

Where:

Y	= Dependent variable
a	= Constant
$\beta_1, \beta_2, \beta_3, \beta_n$	= Regression coefficients
X_1, X_2, X_3, X_n	= Independent variables
e	= Standard error

Thus, the multiple linear regression formula in this study is:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + e$$

Where:

Y	= Employee Performance
a	= Constant
β_1, β_2	= Regression coefficients
X_1	= Organizational Climate
X_2	= Work Motivation
e	= Standard error

IV. RESULTS AND DISCUSSION

4.1 Respondent Characteristics

Table 1. Number of Respondents by Gender

Gender	Number	Percentage
Male	43 respondents	42.16
Female	59 respondents	57.84
Total	102 respondents	100

Source: Processed BPJN Internal Data, 2025

Table 2. Respondent Characteristics by Age

Age (Years)	Number of Respondents	Percentage (%)
21 – 30	39	38.24
31 – 40	34	33.33
41 – 50	21	20.59
51 years and above	8	7.84
Total	102	100

Source: Processed BPJN Internal Data, 2025

Table 3. Respondent Characteristics by Education

Education	Number of Respondents	Percentage (%)
Senior High School	12	11.76
Diploma	6	5.88
Bachelor's Degree	66	64.71
Master's Degree	16	15.69
Doctoral Degree	2	1.96
Total	102	100

Source: Processed BPJN Internal Data, 2025

Table 4. Respondent Characteristics by Length of Service

Length of Service	Number of Respondents	Percentage (%)
0-5	37	36.27
5-10	27	26.47
10 years and above	38	37.26
Total	102	100

Source: BPJN Kendari Internal Data, 2025

4.2 Validity and Reliability Tests

The validity test results show that the calculated r value is greater than the r table value, namely r count > 0.195. Therefore, based on the decision-making criteria, all data are declared valid.

Table 5. Reliability Test Results

Research Variable	Cronbach's Alpha	Reliability Standard	Description
Organizational Climate (X1)	0.937	0.600	Reliable
Work Motivation (X2)	0.930	0.600	Reliable
Employee Performance (Y)	0.972	0.600	Reliable

Based on Table 5, the Cronbach's Alpha values for the variables of organizational climate, work motivation, and employee performance are all greater than 0.60. Therefore, all statement items in the research instrument are declared reliable or consistent and feasible for further analysis.

4.3 Description of Research Variables

Overall, the descriptive results for the organizational climate variable show that the work environment at BPJN Region II Southeast Sulawesi is conducive and supports the achievement of organizational goals. A positive organizational climate not only increases employee job satisfaction but also strengthens work motivation and contributes significantly to improved employee performance. Therefore, maintaining and improving the quality of the organizational climate is an important factor that management must consider in developing human resources in the agency.

Overall, these results show that employee work motivation at BPJN Region II Southeast Sulawesi is influenced by a complementary combination of internal and external factors. High internal motivation indicates that employees have strong awareness and responsibility toward their work, while favorable external factors reinforce satisfaction and enthusiasm in carrying out duties. Thus, high work motivation, both from within and outside employees, plays an important role in improving employee performance and supporting the achievement of organizational goals within the National Road Implementation Center (BPJN) Region II Southeast Sulawesi.

Overall, these results show that employee performance at BPJN Region II Southeast Sulawesi is very good, particularly in the aspects of work quality, service orientation, commitment, and cooperation. Meanwhile, the indicators of work quantity, punctuality, cost, work initiative, and leadership, which are in the good category, can continue to be improved to support increasingly optimal organizational performance in the future.

4.4 Hypothesis Testing

4.4.1 Multiple Linear Regression Test

The multiple linear regression test was used to determine the magnitude of the simultaneous and partial effects of the independent variables on the dependent variable in this study. Regression analysis was carried out to examine how the independent variables contribute to explaining variation in employee performance. Through this test, the direction of the relationship, the strength of the effect, and the statistical significance of each variable can be identified.

Table 6. Regression Coefficients

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.040	1.405		-.740	.461
	Organizational Climate	.603	.127	.323	4.760	.000
	Work Motivation	1.649	.166	.674	9.934	.000

a. Dependent Variable: Employee Performance

Source: Processed SPSS 25 Data

Based on the regression results in Table 6 above, the standardized regression equation in this study can be concluded as follows:

$$Y = 0.323X_1 + 0.674X_2$$

This equation shows that employee performance at BPJN Region II Southeast Sulawesi is positively influenced by organizational climate and work motivation. The explanation is as follows:

The regression equation $Y = 0.323X_1 + 0.674X_2$ shows that employee performance at BPJN Region II Southeast Sulawesi is positively and significantly influenced by organizational climate and work motivation. This means that the better the organizational climate and the higher the employees' work motivation, the higher the employee performance.

Overall, the regression analysis results prove that organizational climate and work motivation jointly have a positive and significant effect on employee performance at BPJN Region II Southeast Sulawesi. Work motivation has a more dominant effect than organizational climate, but both variables remain important in improving employee performance. Therefore, efforts to improve employee performance can be carried out by creating a conducive organizational climate and continuously strengthening employee work motivation.

4.4.2 Simultaneous Test (F)

The simultaneous test, or F test, was used to determine whether the independent variables in this study, namely Organizational Climate (X_1) and Work Motivation (X_2), jointly have a significant effect on Employee Performance (Y) at BPJN Region II Southeast Sulawesi. The test was conducted by comparing the calculated F value with the F table value and by examining the significance value in the SPSS output.

Table 7. ANOVA

Model		ANOVA ^a				
		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13899.236	2	6949.618	3616.275	.000 ^b

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
	Residual	190.254	99	1.922		
	Total	14089.490	101			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Work Motivation, Organizational Climate						

Source: Processed SPSS 25 Data

Based on Table 7 above, the test results show that the calculated F value is 3616.275 with a significance level of 0.000, which is smaller than 0.05. This indicates that organizational climate and motivation together play a role in influencing employee performance, where improvements in both variables can encourage improvements in employee performance. Thus, employee performance is not influenced by only one factor but by a combination of the organizational climate and work motivation possessed by employees. Therefore, hypothesis H1, which states that organizational climate and motivation simultaneously have a positive and significant effect on employee performance at the National Road Implementation Center Region II Southeast Sulawesi, is accepted.

4.4.3 Partial Test (t)

The t test aims to determine whether there is a partial or individual effect of the independent variables, organizational climate (X1) and work motivation (X2), on the dependent variable, employee performance (Y). The testing criteria are as follows:

- a. If the significance value is < 0.05, the hypothesis is accepted. This means that there is a significant effect of the independent variable on the dependent variable.
- b. If the significance value is > 0.05, the hypothesis is rejected. This means that there is no significant effect of the independent variable on the dependent variable.

Table 8. Coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.040	1.405		-.740	.461
	Organizational Climate	.603	.127	.323	4.760	.000
	Work Motivation	1.649	.166	.674	9.934	.000
a. Dependent Variable: Employee Performance						

Source: Processed SPSS 25 Data

Based on the t test, the results show that the variables of Organizational Climate and Work Motivation partially have a significant effect on Employee Performance at BPJN Region II Southeast Sulawesi.

- a. The Organizational Climate variable (X1) has a standardized coefficient (Beta) value of 0.323 with a significance value of 0.000. This significance value is smaller than 0.05, so it can be concluded that organizational climate has a positive and significant effect on employee performance. The positive Beta value indicates that the better the organizational climate perceived by employees, the higher the tendency for employee performance to increase. Therefore, hypothesis H2, which states that organizational climate affects employee performance at the National Road Implementation Center Region II Southeast Sulawesi, is accepted.
- b. The Work Motivation variable (X2) has a standardized coefficient (Beta) value of 0.674 with a significance value of 0.000. The Beta value, which is higher than that of organizational climate, indicates that work motivation is the most dominant variable in influencing employee performance at BPJN Region II Southeast Sulawesi. This shows that every increase in employee work motivation is followed by an increase in employee performance. Therefore, hypothesis H3, which states that work motivation affects employee performance at the National Road Implementation Center Region II Southeast Sulawesi, is accepted.

4.4.4 Coefficient of Determination Test (R2)

Ghozali (2018) states that the coefficient of determination test (R2) is used to determine the extent to which organizational climate (X1) and work motivation (X2) explain the variation in Employee Performance (Y).

Table 9. Coefficient of Determination Test Results

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.993 ^a	.986	.986	1.386	2.042
a. Predictors: (Constant), Work Motivation, Organizational Climate					
b. Dependent Variable: Employee Performance					

Source: Processed SPSS 25 Data

Based on the calculation results in the Model Summary table, the coefficient of determination (R2) value is 0.986 or 98.6%. This value indicates that variation in employee performance at the National Road Implementation Center (BPJN) Region II Southeast Sulawesi can be explained by the variables of organizational climate and work

motivation by 98.6%. Meanwhile, 1.4% of the variation in employee performance is explained by other factors outside this research model, such as leadership, individual competence, job satisfaction, and working conditions. The high coefficient of determination indicates that the regression model used has a good ability to explain the relationship between organizational climate and work motivation and employee performance.

4.5 Discussion

4.5.1 The Effect of Organizational Climate and Work Motivation on Employee Performance

The results of the study show that organizational climate and work motivation together play an important role in shaping employee performance at the National Road Implementation Center (BPJN) Region II Southeast Sulawesi. This finding indicates that employee performance is not determined only by individual ability, but is also influenced by working-environment conditions and the work drive experienced by employees in carrying out their duties.

In this study, organizational climate is reflected in indicators of organizational structure, communication patterns, leadership support, cooperation among employees, and clarity of work procedures. Based on field conditions, BPJN employees work within a clear organizational structure with an orderly division of tasks according to the functions of each work unit. This clarity of structure and procedure helps employees understand their roles and responsibilities so that work can be carried out in a directed manner and in accordance with established targets. The descriptive analysis results show that the organizational climate indicator with the highest mean score is responsibility, with a mean value of 4.4. This indicates that BPJN employees have a high level of responsibility in carrying out the duties and authority given to them and demonstrate commitment to completing work according to established targets.

In addition, the organizational climate at BPJN is characterized by cooperation among sections in carrying out work, especially technical activities that require cross-unit coordination. This cooperative work pattern creates a relatively conducive work atmosphere and supports the smooth completion of tasks. Leadership support in the form of work direction and supervision is also part of the organizational climate perceived by employees in carrying out their daily work.

On the other hand, BPJN employees' work motivation is reflected in the drive to complete work properly, maintain the quality of work results, and fulfill assigned responsibilities. This motivation arises from internal factors, such as a sense of responsibility and pride in the work, as well as external factors, such as supportive working conditions and harmonious work relationships. Based on the descriptive results of the variables, BPJN employees' work motivation is in the very good category, as reflected in employees' seriousness in completing work on time and their efforts to maintain the quality of work results according to established standards. When a conducive organizational climate is combined with good work motivation, employees are able to work more focusedly, discipline themselves, and show optimal performance in supporting public services in the national road sector.

This finding is consistent with previous studies by Kadek et al. (2021), Romauli (2020), and Firmansyah et al. (2024), which state that organizational climate and work motivation are important factors that complement each other in improving employee performance. Thus, comfortable working conditions and strong work drive become the basis for creating optimal employee performance at BPJN Region II Southeast Sulawesi.

4.5.2 The Effect of Organizational Climate on Employee Performance

The results of this study show that organizational climate is proven to be one of the important factors affecting employee performance at BPJN Region II Southeast Sulawesi. Organizational climate describes how employees perceive working-environment conditions, work relationships, and the support provided by leaders and the organization as a whole.

In this study, organizational climate was measured through indicators of clarity of work structure and procedures, leadership support, communication, and cooperation among employees. Based on field conditions, BPJN employees perform their duties in a work environment with a fairly clear division of authority and responsibility. This helps employees understand their respective main duties so that work can be completed more efficiently and in a more directed manner. The descriptive analysis results show that responsibility is the indicator with the highest assessment, reflecting BPJN employees' awareness in carrying out duties in accordance with their authority and responsibilities.

From the perspective of work relationships, the organizational climate at BPJN is marked by coordination and cooperation among sections in completing work. Employees are accustomed to working in teams, especially in operational activities that require the involvement of several work units. This condition creates a relatively harmonious work atmosphere and supports the achievement of optimal work results.

Nevertheless, based on the descriptive analysis of the organizational climate variable, there are still aspects of the organizational climate that require attention, particularly the indicators of support and warmth. These indicators received relatively lower assessments than other indicators, which may affect work comfort and employees' understanding in carrying out their duties.

Even so, in general, the organizational climate at BPJN has been able to create a work environment that sufficiently supports employee performance. A positive organizational climate also fosters a sense of belonging to the organization. Employees feel that they are an important part of BPJN, so they strive to show dedication and responsibility in their work. This condition encourages employees to work professionally, maintain work quality, and orient themselves toward achieving organizational goals.

Thus, the findings of this study are consistent with previous studies by Susilo et al. (2023), Kadek et al. (2021), and Firmansyah et al. (2024), which show that organizational climate and work motivation contribute to creating

optimal employee performance. This result confirms that working conditions and the work drive perceived by employees are important elements in supporting the achievement of organizational goals.

4.5.3 The Effect of Work Motivation on Employee Performance

The results of this study show that work motivation is an important factor affecting employee performance at BPJN Region II Southeast Sulawesi. Work motivation describes the drive possessed by employees to perform their duties earnestly and responsibly.

In this study, work motivation is reflected in indicators of work needs, appreciation, and opportunities for self-development. Based on field conditions, BPJN employees show fairly good work motivation, reflected in their efforts to complete work on time, maintain the quality of work results, and willingness to cooperate in teams. The descriptive analysis results show that employee work motivation is dominated by the aspects of responsibility for work and seriousness in carrying out duties, which encourage employees to work in a disciplined manner and focus on the quality of work results.

Work motivation is also influenced by a sense of responsibility for tasks and the trust given by leaders. Employees who feel trusted will try to demonstrate their best performance as a form of professional responsibility. In addition, harmonious work relationships among employees also strengthen motivation in carrying out daily work.

On the other hand, opportunities for self-development remain an important aspect in building employee work motivation. Employees who have opportunities to improve their competence and work abilities tend to show higher work enthusiasm. This condition directly affects the quality of performance produced in carrying out duties at BPJN. Based on the descriptive results of the performance variable, BPJN employees generally demonstrate good performance, particularly in the aspects of punctuality, quality of work results, and ability to work in teams.

The results of this study are consistent with previous studies by Romauli (2020), Hasnakamilah (2023), and Sanjaya et al. (2025), which state that work motivation has a significant effect on improving employee performance in various institutions. Motivation serves as the main driver for employees to work optimally and provide their best contribution to the organization.

V. CONCLUSION

Organizational climate and work motivation play a very important role in encouraging the achievement of optimal employee performance at the National Road Implementation Center Region II Southeast Sulawesi. Organizational Climate and Work Motivation are proven to simultaneously have a positive and significant effect on Employee Performance at BPJN Region II Southeast Sulawesi. This confirms that, to improve employee performance as a whole, the agency needs to create a conducive organizational climate while also increasing employee work motivation.

Organizational Climate partially has a positive and significant effect on Employee Performance. A comfortable work environment, harmonious work relationships, effective communication, and support from leaders are proven to improve employee work quality. The better the organizational climate perceived by employees, the higher their motivation to work optimally, which directly affects performance improvement.

Work Motivation partially has a positive and significant effect on Employee Performance. Employees with high motivation tend to be more disciplined, responsible, initiative-taking, and committed to completing tasks. Both intrinsic and extrinsic motivation are proven to be major drivers of better performance within BPJN Region II Southeast Sulawesi.

Overall, this study shows that employee performance is influenced not only by individual ability and skills but also by the working-environment conditions provided by the organization. Therefore, efforts to improve employee performance can be carried out through strengthening a positive organizational climate and providing continuous work motivation.

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