The Influence Of Organizational Climate, Leadership, And Work Motivation On The Productivity Of Civil Servants

Study at the Regional Development Planning Agency (Bappedalitbang) in Lamandau Regency, Central Kalimantan

Juniansyah Reizki Natomo[1]
[1]Affiliation: Master of Management, Institut Teknologi dan Bisnis Asia Malang, Indonesia
Email Correspondence:

Abstract

Introduction/Main Objectives: This study aims to analyse the influence of organisational climate, leadership, and work motivation on the productivity of civil servants (ASN) at the Regional Development Planning, Research, and Development Agency (Bappedalitbang) of Lamandau Regency, Central Kalimantan.

Background Problems: Improving civil servant productivity is a strategic issue in local government institutions. Identifying organisational and motivational factors that contribute to productivity is essential for enhancing public sector performance.

Research Methods: A quantitative survey approach was employed. The research population consisted of all ASN at Bappedalitbang Lamandau Regency, using a non-probability sampling technique. Data were collected through validated and reliable questionnaires and analysed using multiple linear regression and hypothesis testing.

Findings/Results: The results indicate that organisational climate, leadership, and work motivation each have a positive and significant partial effect on productivity. Simultaneously, these variables also have a positive and significant influence on civil servant productivity.

Conclusion: The study concludes that a conducive organisational climate, effective leadership, and strong work motivation are key determinants of civil servant productivity and should inform human resource management policy in local government institutions.

Keywords: organizational climate, leadership, work motivation, civil servant productivity.

Introduction

Improving the productivity of civil servants is a key prerequisite for effective and accountable governance. Within the framework of bureaucratic reform, ASN are positioned not only as administrators of government, but also as strategic actors who play a direct role in the performance of public organisations (Robbins & Coulter, 2022). Therefore, the work productivity of ASN is a central issue that continues to receive attention in the development of public sector management.

At the local government level, civil servant productivity is closely related to the organisation's ability to plan, implement, and evaluate development programmes in a targeted manner. Bappedalitbang, as a regional apparatus responsible for planning, research, and policy development, requires civil servants with high productivity levels, given that the nature of their work demands accurate analysis, cross-sector coordination, and timeliness in the preparation of planning documents and performance reports (Kurniawan et al., 2021).

Empirical conditions at the Lamandau District Development Planning Agency (Bappedalitbang) show that civil servant productivity still faces a number of challenges. Some work activities tend to be routine and administrative in nature, while demands for policy innovation and data utilisation have not been fully optimised. These findings are in line with the views of Putri and Santoso (2020), who assert that weak management of the work environment and organisational systems can have an impact on low civil servant performance.

Public management literature indicates that employee productivity is influenced by the work environment and managerial factors. Organisational climate plays a role in shaping civil servants' perceptions of comfort and work support (Liany, 2021), leadership determines the direction and quality of human resource management (Rahmawati & Susanto, 2022), and work motivation is an internal driver that influences the intensity and quality of individual effort at work (Airyq et al., 2023). The relationship between these three factors and civil servant productivity has been extensively studied, but the results are greatly influenced by the organisational context and task characteristics.

Based on these considerations, this study aims to empirically examine the influence of organisational climate, leadership, and work motivation on the productivity of civil servants at the Lamandau District Development Planning Agency (Bappedalitbang). This focus is expected to provide a more contextual understanding of the factors that determine the productivity of civil servants in regional planning organisations, as well as to serve as a basis for consideration in formulating more effective civil service management policies (Sugiyono, 2024).

Research Methods

This study was designed using a quantitative approach with the aim of empirically testing the relationship and influence between variables. The quantitative approach was chosen because it allows for systematic and objective measurement of civil servants' perceptions of organisational climate, leadership, work motivation, and their relationship with work productivity levels (Sugiyono, 2024).

The unit of analysis in this study was civil servants working in the Lamandau District Development Planning Agency (Bappedalitbang). Respondents were selected based on their direct involvement in programme planning and management activities. The sampling technique

used was non-probability sampling, as commonly used in public sector organisational research with limited populations (Kurniawan et al., 2021).

Data collection was conducted using a questionnaire instrument developed based on the indicators of each research variable. The research instrument was first tested to ensure the validity and reliability of the measurements, so that the data obtained was suitable for further statistical analysis (Sugiyono, 2024).

Data analysis was performed using multiple linear regression to identify the partial and simultaneous effects of organisational climate, leadership, and work motivation variables on civil servant productivity. This technique was used to obtain a comprehensive and scientifically accountable picture of the relationships between variables (Robbins & Coulter, 2022).

Result

The data processing results show that the characteristics of the respondents are dominated by civil servants with more than five years of service, indicating that the respondents have sufficient work experience to understand the conditions of the Lamandau Regency Bappedalitbang organisation. This provides an adequate basis for assessing the respondents' perceptions of the organisational climate, leadership, work motivation, and productivity of civil servants.

The results of the data quality test show that all indicators in the variables of organisational climate, leadership, work motivation, and civil servant productivity have correlation coefficient values above the table r value and Cronbach's Alpha values greater than 0.70. Thus, all research instruments are declared valid and reliable, making them suitable for use in further analysis.

Based on descriptive analysis, organisational climate variables were in the good category, as indicated by high scores on indicators of leadership support, colleague relationships, and organisational communication. Leadership variables were also in the good category, particularly on indicators of leadership ability in providing direction and making decisions. Meanwhile, civil servant work motivation was in the fairly high category, with indicators of reward and the need for achievement as the most dominant aspects.

The results of multiple linear regression analysis show that organisational climate has a positive and significant effect on civil servant productivity, as indicated by a positive regression coefficient value and a significance value of less than 0.05. Leadership also has a positive and significant effect on civil servant productivity, as does work motivation. Simultaneously, these three independent variables have a significant effect on ASN productivity, as evidenced by the F-test value with a significance level of less than 0.05. In general, the results of this study indicate that improvements in organisational climate, effective leadership, and ASN work motivation collectively contribute to increased ASN productivity at the Lamandau Regency Bappedalitbang.

Discussion

The findings of this study reinforce previous theories and research results which state that a conducive organisational climate can increase employee productivity. A work environment supported by open communication, harmonious working relationships, and leadership support ( ) encourages civil servants to work more effectively and efficiently. These results are in line

with the research by Liany (2021) and Putri and Santoso (2020), which emphasise that a positive perception of the organisational climate contributes significantly to improving the performance and productivity of civil servants in government agencies.

The influence of leadership on civil servant productivity shows that the role of leaders is very strategic in directing, motivating, and nurturing employees. Participatory and communicative leadership has been proven to increase civil servant engagement in their work and encourage innovation. These findings are consistent with the results of research by Rahmawati and Susanto (2022) and Wirdatipura (2022), which state that effective leadership, particularly that which emphasises communication and empowerment of subordinates, has a positive effect on civil servant productivity.

Work motivation is also an important factor in increasing the productivity of civil servants. Civil servants who are motivated to achieve, receive appropriate rewards, and have career development opportunities tend to perform better. The results of this study are in line with the findings of Airyq et al. (2023) and Maharani (2021), which confirm that work motivation, both intrinsic and extrinsic, plays a dominant role in increasing the productivity and performance quality of public sector employees.

When compared comprehensively with previous studies discussed in the introduction, the results of this study show consistency in the relationship between organisational climate, leadership, work motivation, and civil servant productivity. However, this study reinforces previous findings in the context of regional apparatus organisations that have a strategic function in regional policy planning and development. Unlike the studies by Putri and Santoso (2020) and Rahmawati and Susanto (2022), which focused on administrative service agencies, this study shows that in planning agencies such as Bappedalitbang, these three variables remain the main determinants of productivity, even though the nature of the work is more analytical and policy-based.

In addition, this study provides empirical evidence by showing that the influence of organisational climate, leadership, and work motivation does not stand alone but rather reinforces each other in increasing the productivity of civil servants. These findings expand on previous studies that generally tested variables partially. Specifically, the results of this study confirm that effective leadership plays a key role in shaping a conducive organisational climate and fostering ASN work motivation, as assumed in Maslow and McGregor's theories, which also form the conceptual basis for the introduction to this study.

Conclusion

This study aims to analyse the influence of organisational climate, leadership, and work motivation on the productivity of civil servants at the Lamandau District Development Planning Agency. Based on the results of data analysis, it can be concluded that these three variables have a positive and significant effect on civil servant productivity, both partially and simultaneously. These findings are supported by regression test results that show positive coefficients and a significance level below 0.05, and are reinforced by descriptive analysis that places organisational climate and leadership in the good category and work motivation in the fairly high category. Thus, the research objectives were achieved and provided empirical evidence that improving civil servant productivity requires an integrated managerial approach through improving the organisational climate, strengthening leadership, and increasing work motivation.

However, this study has limitations in terms of the scope of the research object, which only covers one regional apparatus, and the use of respondent perception data, which has the potential to contain subjectivity. Therefore, further research is recommended to expand the scope of the research object, add other variables such as organisational culture, reward systems, or competencies, and use a mixed methods approach to enrich the analysis. In practical terms, the results of this study recommend the need for local government policies that emphasise the development of leadership among civil servants, the creation of a conducive working climate, and a fair and sustainable motivation system as strategic efforts to improve the productivity of civil servants and the quality of public organisation performance.

Acknowledgement

References

Airyq, A., Lestari, D., & Maulana. (2023). The influence of competence, leadership, and organisational culture on human resource performance. *Journal of Public Management*, 12(3).

Kurniawan, A., Siregar, M., & Syafira. (2021). Productivity of civil servants in public bureaucracy. *Journal of Public Administration*, 10(2).

Liany. (2021). The influence of organisational climate on the performance of public sector employees. *Journal of Government Management*, 8(1).

Putri, D., & Santoso. (2020). The influence of organisational climate on civil servant performance. *Journal of State Administration*, 7(2).

Rahmawati, L., & Susanto. (2022). The influence of organisational climate, motivation, and leadership on the productivity of civil servants. *Journal of Public Human Resources*, 11(3).

Robbins, S. P., & Coulter, M. (2022). *Management* (14th ed.). Pearson Education.

Sugiyono. (2024). *Quantitative, Qualitative, and R&D Research Methods*. Alfabeta.