TECHNIUM
SOCIAL SCIENCES JOURNAL

Vol. 27, 2022

A new decade for social changes

www.techniumscience.com

ISSN 2668-7798

9 772668 779000

The Influence of Competence, Cooperation and Organizational Climate on Employee Performance With Work Motivation as a Mediation Variable (Study on the Food and Agriculture Office Clump of Merauke Regency)

Terisius Andreas Kasman Rimbayana, Anita Erari, Siti Aisyah

¹Graduate Student, Open University, Tangerang, Indonesia, ²Faculty of Economics and Business at the Cendrawasih University, Jayapura, Indonesia, ³Faculty of Social Law and Governmental Sciences, Open University, Tangerang, Indonesia

andrerrimbayana2@gmail.com¹, aerari@gmail.com², aisyah@ecampus.ut.ac.id³

Abstract. The purpose of the study was to determine the effect of competence, cooperation, and organizational climate on employee performance mediated by work motivation (a study in the food and agriculture office clump work unit in Merauke Regency). The research uses a quantitative research approach. The sampling technique used purposive sampling method. The research sample as many as 117 employees were selected from Civil Servants (PNS) as structural or implementing officials, not as Field Agricultural Extension Officers (PPL) or civil servants who were not on duty in the unit. The data comes from the answers to the questionnaire according to the employee's perception. The results of the questionnaire were tabulated and analyzed using Structural Equation Modeling (SEM) using the SmartPLS application. The results of the analysis prove that competence has a significant effect on performance, competence has an effect on work motivation, and motivation mediates the influence of competence on employee performance. Cooperation has no effect on performance, but has an effect on motivation and work motivation mediates the effect of cooperation on employee performance. Organizational climate does not affect employee performance but organizational climate affects work motivation and work motivation mediates the relationship between organizational climate and employee performance. Motivation has a significant effect on performance. The results of the study have implications for competence and motivation that need to be improved in order to improve employee performance. Motivation variable affects performance by 48.6% and competence affects performance by 28.2%. Increasing work motivation can be done by increasing cooperation and organizational climate.

Keywords. competence, cooperation, organizational climate, motivation, performance

Introduction

Local governments are organizations that use state finances to carry out development and services to the community. The State Civil Apparatus (ASN) is a human resource of government organizations. Although supported by facilities and infrastructure as well as excessive sources of funds, without the support of reliable human resources, the implementation of activities will not be completed properly. In terms of organizational performance, the

performance of the food and agriculture office cluster work unit in the period 2017 to 2020 in accordance with the assessment conducted by the Merauke Regency Inspectorate is known to have not shown maximum performance. Reports on the Performance Accountability System for Government Agencies (SAKIP) show variations in scores from CC to BB. SAKIP is an integration of the planning system, budgeting system and performance reporting system, which is in line with the implementation of the financial accountability system. Financial statements are required to have conformity with planning. The lowest score for SAKIP was due to financial reports that needed to be corrected by each agency.

Performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in an effort to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals and ethics (Prawirosentono, 1999: 2). The staff of the food and agriculture family in carrying out their duties have not shown maximum performance. Employee attendance still cannot be fully controlled, indicated by the presence of a finger print, but attendance calculations still use manual attendance recaps. The letter of reprimand for employees who are not present for work has been sent. However, the sanction of dismissal for skipping work has never been carried out. Until now, the maximum punishment is still internal coaching, namely termination of salary until the employee returns to the office and signs the agreement letter.

Motivation is a condition or energy that moves employees who are directed or focused on achieving organizational goals. The mental attitude of employees who are pro and positive towards the work situation is what strengthens their work motivation to achieve maximum performance (Prabu, 2005). In a study (Pratiwi, 2018) partially shows, the variables of leadership, organizational climate, and work culture have a positive and significant effect on employee work motivation. Performance is influenced by motivation researched by Dzulkifli, (2013), Kustrianingsih et al., (2016), Kurnianingsih, (2018) and Siddik, (2015). On the other hand, performance is not influenced by motivation, concluded by research conducted by Dhermawan et al., (2012). The influence of independent variables, namely competence, cooperation, organizational climate and motivation on performance varies.

Competence is an ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude required by the job. Competence shows skills or knowledge that are characterized by professionalism in a particular field as the most important thing, as superior in that field. Employee performance is influenced by competencies such as the results of research conducted by Pokatong et al (2015), Rande, (2017), Nurhayati, (2017), and Rahmawati, (2019). On the other hand, according to Basori et al., (2017), Dhermawan et al., (2012) and Meutia et al., (2016) stated that employee performance is not influenced by competence.

In addition to the competence factor, cooperation (cooperation) between employees can improve employee performance. According to (Davis & Newstrom, 1992), cooperation is the mental and emotional involvement of people in group situations that encourage them to contribute to group goals or share responsibility for achieving goals. (Sinambela, 2012:6) states that teamwork is important in organizations, this is illustrated in thinking by two or more people can be better than thinking by one person, team members can know and trust each other, the results of a team can be better than the number of its parts (individual members). This can help each other, and make communication better so that positive change can occur.

Synergistic cooperation can occur in a supportive organizational climate as well. According to (Gilmer, 1984), organizational climate is a set of persistent characteristics that

describe an organization and distinguish it from other organizations, influencing people's behavior. This condition is an objective characteristic of the organization and can be observed both by members of the organization and by people outside the organization. (Davis & Newstrom, 1992) views organizational climate as the personality of an organization that distinguishes it from other organizations. Employee performance is influenced by organizational climate as studied by Zacharias, (2019) and Aryadillah, (2018), Kustrianingsih et al., (2016), and Indrajaya, (2017) on the contrary, performance is not influenced by organizational climate studied by Marjaya & Pasaribu, (2019).

Research questions

Based on the description of the background, the basic questions are as follows: Do competence, cooperation, organizational climate, and work motivation affect performance? Does work motivation mediate the relationship of competence, cooperation, and organizational climate to the performance of employees of the Merauke Regency Food and Agriculture Clump Work Unit Employees?

Literature Review

Based on the description of the background, the basic questions are as follows: Do competence, cooperation, organizational climate, and work motivation affect performance? Does work motivation mediate the relationship of competence, cooperation, and organizational climate to the performance of employees of the Merauke Regency Food and Agriculture Clump Work Unit Employees?

Performance is a condition that must be known and confirmed to certain parties to determine the level of achievement of the results of an agency associated with the vision carried out by an organization or company and to know the positive and negative impacts of an operational policy. (Mink, 1993) expressed his opinion that individuals who have high performance have several characteristics, namely: (a) achievement-oriented, (b) having self-confidence, (c) self-control, (d) competence.

Research conducted by (Siregar et al., 2020) and (Rande, 2017) uses indicators for competency variables as follows: a. knowledge, b. skills, and c. Attitudes/Behaviors while in the research conducted by (Meutia et al., 2016) using competency indicators a. self concept, b. skills and c. recruitment.

The indicator of cooperation according to research conducted (Lakoy, 2015) uses the notion of cooperation between co-workers is a condition desired by company management, so that every job can be completed properly. The work motivation of an employee cannot be separated from the work environment of an employee or his personal life. Meanwhile, according to (Nainggolan et al., 2020) the dimensions of cooperation are 1.) supportive environment, 2). Clarity of roles, 3)...appropriate leadership, and 4). team problem.

Rochdiani & Suranta, (2007) and (Siregar et al., 2020) use the following research indicators for cooperation variables:

- (1) Joint responsibility for completing work, namely by giving responsibility, good cooperation can be created.
- (2) Contributing to each other, namely by contributing to each other, both energy and thoughts, will create cooperation.
- (3) Maximum deployment of capabilities, namely by mobilizing the abilities of each team member to the maximum, cooperation will be stronger and of higher quality.

According to the Pines model (1982) in Wirawan, (2007), the work climate of an organization can be measured through the following four dimensions:

- (1) Psychological dimension, which includes variables such as workload, lack of autonomy, lack of self-fulfillment (self-fulfillment clership), and lack of innovation.
- (2) Structural Dimension, which includes variables such as physical, sound and the level of harmony between work requirements and physical structure.
- (3) Social dimension, which includes aspects of interaction with clients (in terms of quantity and characteristics of the problem), colleagues (level of support and cooperation), and supervisors (support and rewards).
- (4) The bureaucratic dimension, which includes laws and regulations, role conflicts and role ambiguity.

Motivation indicators according to Maslow, (2000) in research conducted by (Siddik, 2015) and Naryanti Where the motivation indicators are known as the hierarchy of needs as follows: 1) Physiological needs, including the needs for food, clothing, and shelter and biological needs. 2) Security and safety needs, including work security needs, independence from fear or pressure, security from threatening events or environments. 3) The need to have a social spirit and love (social), including the need for friendship, family, group, and interaction. 4) The need for esteem, includes the need for self-esteem, status, dignity, honor, and respect from other parties. 5) Self-actualization needs, including the need to fulfill one's existence (self-fulfillment) by maximizing the use of one's abilities and potential.

Skeleton

The conceptual structure of this research is presented in the following figure:
Figure 1. Research Structure Concept

Research Hypothesis

Based on research conducted by Pokatong et al., (2015), Rande, (2017), and Rahmawati, (2019) which states that competence has a positive and significant effect on employee performance, the following hypotheses are formulated. Hypothesis 1; It is suspected that competence has an effect on the performance of the Work Unit Employees of the Food and Agriculture Office of Merauke Regency.

Based on research that has been done by Amrulah & DS, (2018), Triyanto, (2014), Gunawan, (2019), Basori et al., (2017) stated that competence has a positive and significant effect on work motivation, so the hypothesis is formulated as follows; Hypothesis 2: It is suspected that competence has an effect on work motivation of the employees of the Food and Agriculture Office of the Merauke Regency Clump.

Based on research conducted by Rahim et al., (2017), and Mawarni, (2020) which concluded that competence affects performance mediated by motivational variables, the following hypotheses were formulated; Hypothesis 3: It is suspected that work motivation mediates the effect of competence on the performance of the Work Unit Employees of the Food and Agriculture Office of Merauke Regency.

Based on research conducted by Luthfi (2014) which concludes that cooperation affects employee work motivation, the following hypothesis is formulated; Hypothesis 4: It is suspected that cooperation has an effect on the performance of the Work Unit Employees of the Food and Agriculture Office of Merauke Regency.

Based on research conducted by Lakoy (2015), Siregar et al., (2020), and Kusuma & Sutanto, (2018) which states that teamwork affects performance, the following hypothesis is formulated; Hypothesis 5: It is suspected that cooperation has an effect on work motivation of employees of the Food and Agriculture Office of the Merauke Regency Clump.

Based on research by Luthfi (2014) which concludes that cooperation affects employee work performance is mediated by motivation, the hypothesis is formulated as follows; Hypothesis 6: It is suspected that work motivation mediates the effect of cooperation on the performance of the Work Unit Employees of the Food and Agriculture Office of Merauke Regency.

Based on research by Zacharias, (2019), Kustrianingsih et al., (2016), Indrajaya, (2017) and Aryadillah, (2018), which concludes that organizational climate affects employee work performance, the following hypotheses are formulated; Hypothesis 7: It is suspected that organizational climate has a positive effect on the performance of the Work Unit Employees of the Food and Agriculture Office of Merauke Regency.

Based on research conducted by Nazili, (2012) Wahyudi & Dewi, (2019), Mamanua et al., (2014), Pratiwi, (2018) and Rohyani, (2018) which concludes that organizational climate affects employee work motivation, a hypothesis is formulated as follows; Hypothesis 8: It is suspected that organizational climate has an effect on work motivation of employees of the Food and Agriculture Office of the Merauke Clump.

Based on research conducted by Zacharias, (2019), Rohyani, (2018) and Nazili, (2012) showing the results that cooperation affects performance through motivation, the hypothesis is formulated as follows; Hypothesis 9: It is suspected that work motivation mediates the influence of organizational climate on the performance of the Work Unit Employees of the Food and Agriculture Office of Merauke Regency.

Based on research conducted by Dzulkifli, (2013), the results show that work motivation has a significant positive effect on performance. In line with Siddik's research, (2015) concluded that work motivation has a positive and significant effect on employee performance, so the hypothesis is formulated as follows; Hypothesis 10: It is suspected that work motivation affects the performance of the Work Unit Employees of the Food and Agriculture Office of Merauke Regency.

Research Method

The population in this study are Civil Servants (PNS) who are at the Food Security Service, Horticulture and Plantation Food Crops Service and Animal Husbandry and Animal Health Service in Merauke Regency. The sample of this study was determined by using purposive sampling method. 117 civil servants were selected as research respondents. The analytical tool used to test the hypothesis is SEM (Structural Equation Modeling) with PLS.

Research Results

Research can be continued if the variables used are declared valid. The following are the results of the calculation of the Heterotrait Monotrait Ratio (HTMT), Construct Reliability and Validity Calculation Results, R-Square, and F-Square.

Table 1.

PLS Algorithm Calculation Results Against Heterotrait Monotrait Ratio (HTMT)

<i>Discriminant Validity</i>	Kesimpulan
Cooperation (X2) on Organizational Climate (X3)	0,684 (Valid)
Performance (Y2) on Organizational Climate (X3)	0,726 (Valid)
Performance (Y2) towards Cooperation (X2)	0,740 (Valid)
Competence (X1) on Organizational Climate (X3)	0,769 (Valid)
Competence (X1) towards Cooperation (X2)	0,870 (Valid)
Competence (X1) on Performance (Y1)	0,801 (Valid)
Motivation (Y1) on Organizational Climate (X3)	0,946 (Valid)
Motivation (Y1) towards Cooperation (X2)	0,707 (Valid)
Motivation (Y1) on Performance (Y2)	0,886 (Valid)
Motivation (Y1) towards Competence (X1)	0,758 (Valid)

Source: Data processed using SmartPLS, 2021

Table 2.

Construct Reliability and Validity Calculation Results

Variabel Evaluation	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Competence	0,786	0,796	0,854	0,542
Cooperation	0,832	0,841	0,877	0,543
Organizational climate	0,768	0,780	0,841	0,516
Work motivation	0,831	0,842	0,876	0,544
Performance	0,886	0,895	0,908	0,525

Source: Data processed using SmartPLS, 2021

Table 3.

PLS Algorithm Calculation Results for the R-Square . value

Variabel Evaluation	R-Square	R-Square Adjusted
Work Motivation (Y1)	0.660	0.649
Performance (Y2)	0.701	0.688

Source: Data processed using SmartPLS, 2021

Table 4.

PLS Algorithm Calculation Results Against F-Square . Value

Variabel Penelitian	Y1	Y2
Competence (X1)	0.078	0.079
Cooperation (X2)	0.143	0.012
Organizational Climate (X3)	0.183	0.017
Work Motivation (Y1)		0.269

Source: Data processed using SmartPLS, 2021

Furthermore, the influence relationship between variables can be seen in tables 5 and 6 as follows.

Table 5

Bootstrapping Calculation Results for Path Coefficients and P-Value

<i>Direct Effect</i>	Original Sample (O)	T-Statistik	P-Value	Evaluation
Competence on performance	0,242	2,805	0,005	Significant
Competence on work motivation	0,248	2,645	0,008	Significant
Cooperation on performance	0,092	0,965	0,335	Not significant
Cooperation on work motivation	0,321	3,630	0,000	Significant
Organizational climate on performance	0,109	1,071	0,285	Not significant
Organizational climate on motivation	0,353	3,535	0,000	Significant
Work motivation on performance	0,486	4,872	0,000	Significant

Source: Data processed using SmartPLS, 2021

Table 6.

Bootstrapping Results Against Indirect Effect Analysis

Specific Indirect Effects	Original Sample	T-Statistics	P-Value	Evaluation
Competence (X1) through Work Motivation (Y1) on Performance (Y2)	0,121	2,163	0,031	Significant
Cooperation (X2) through Work Motivation (Y1) on Performance (Y2)	0,156	2,707	0,007	Significant
Organizational Climate (X3) through Work Motivation (Y1) on Performance (Y2)	0,172	3,069	0,002	Significant

Source: Data processed using SmartPLS, 2021

Discussion

(1) The Effect of Competence on Employee Performance

The results of the direct effect data analysis showed that there was a significant effect of the competence variable on the performance variable of the employees of the food and agriculture office of Merauke Regency. If the value of the competence variable increases, the value of the employee performance variable also increases (increases). The total increase in employee performance is 24.2% of the competency value, while other factors that increase performance are raised by other variables.

This hypothesis testing supports the research conducted by Pokatong et al., (2015), which states that competence has a significant effect on the performance of PT. PLN (Persero) North Sulawesi Region Manado area. The findings of this study also confirm that the results of the study are in line with research conducted by Rande, (2017), and Rahmawati, (2019) stating that competence has a significant effect on employee performance. Based on the results of the analysis of the hypothesis, it can be explained that the competency variable is the main factor to improve the performance of employees of the food and agriculture office in Merauke Regency.

Competence is a balanced combination of skills, knowledge, and attitudes. Employees with certain education have knowledge. On average, employees of the food and agriculture office clumps have completed 58% of undergraduate education and 10% of master's degrees. The education that has been passed also adds to the skills of employees. Work experience above 10 years adds skills and increases employee knowledge. Knowledge and skills will remain potential or hidden when there is no desire or attitude of employees to actively participate in improving their performance. In line with Article 69 of Law no. 5 of 2014 concerning State Civil Apparatus that: a. technical competence as measured by the level and specialization of education, functional technical training, and technical work experience; b. managerial competence as measured by education level, structural or management training, and leadership experience; and c. socio-cultural competence as measured by work experience related to a pluralistic society in terms of religion, ethnicity, and culture so that they have national insight.

Paying attention to the respondents' responses as contained in Table 4.5 related to the competency variable, the results show that the average value of the competency variable is 4.13 and can be categorized as good value or the average respondent has an answer in the agree category. From these results, the competence factor in the food and agriculture office in Merauke Regency is in the good category. Of the eight indicators used to measure competence,

it shows that the highest value of 4.40 is found in the attitude indicator of employees, namely the desire to have more competence. Furthermore, the employee skill ownership indicator has the lowest value of 3.84. The high and low indicators are closely related. Employees' awareness of the situation that is expected to occur is that at this time they can actually try even harder to increase their capacity or ability from the current condition to the maximum condition.

(2) The Effect of Competence on Work Motivation

The results of the data analysis of the direct effect of the competence variable on work motivation are positive and significant. The percentage of the influence of the competence variable on the work motivation of the employees of the Food and Agriculture Office of the Merauke Regency as a result of the above calculation is 24.8%. The motivation of employees in the food and agriculture office is influenced by the competence of each employee. Employees have the opportunity to develop themselves to be even better. This causes employees to be challenged to give their best for the implementation of the work.

The results of this study support previous research conducted by Amrulah & DS, (2018), competence has a positive and significant influence on employee work motivation. This is supported by research conducted by Mawarni, (2020), Triyanto, (2014), Gunawan, (2019), Basori et al., (2017) which states that competence has a positive and significant effect on work motivation. The results of the analysis prove that competence is an indicator that drives the emergence of motivation for employees so that it is hoped that there will be a need for continuous intense programs that are always carried out for the development of employee competencies.

Competence is an individual characteristic that underlies performance or behavior at work (Wibowo, 2010:272) Performance at work is influenced by: 1). knowledge, ability, and attitude 2). work style, personality, interests/interests, basics, values, attitudes, beliefs, and leadership style. Core competence is an understanding of the company's vision, mission, and values. A competency associated with organizational strategy that can be applied to all employees as a superior skill of an organization.

Work motivation in this study is the perception of employees that they experience and feel. Internal motivation is based on your own internal drive. External motivation is based on encouragement from other parties. Their views may change in other situations. Work motivation is often interpreted by the term encouragement which is a movement of the soul and body to act, so that motivation is a driving force.

Motivation moves people to behave. Motivation also motivates individuals to act to achieve certain goals. Individuals in an organization have different backgrounds. Including background abilities and skills. They interact with each other so that their needs can be met. A person's competence will be the motivational background. A person with good competence will also understand his own potential so that he can measure to what extent he can perform.

(3) The Effect of Competence on Employee Performance is Mediated by Work Motivation

The results of the study explain that the mediator variable, namely work motivation, mediates the influence of competence on the performance variable of the employees of the food and agriculture office of Merauke Regency. The role of work motivation is referred to as part mediation. Where the relationship of competence to performance was initially a positive and significant relationship so that the role of work motivation was to give only a partial effect. The relationship between part mediation and full mediation or perfect mediation was studied by Baron & Kenny, (1986)

Achievement of employee performance, increase the role of competence as well as improve work motivation. Testing this hypothesis can support previous research by Rahim et al., (2017) and Mawarni, (2020) which state that competence has a significant effect on employee performance through mediation of motivation.

Competence according to Sudarmanto, (2009: 87) is the ability and characteristics possessed by an employee in the form of knowledge, skills, and behavioral attitudes needed in carrying out the duties of his position, so that he can carry out his duties professionally, effectively and efficiently. Competence is also defined by Lasmahadi in (Suprpto, 2002) as a personal aspect of an employee that enables him to achieve superior performance. Personal aspects include traits, motives, value systems, attitudes, knowledge, and skills. Competence will direct behavior, while behavior will produce performance.

The influence of competence on performance in the food and agriculture office is greater than the influence of competence when mediated by this motivation to show or explain the establishment of existing employees. Employee competence is directly proportional to employee performance, has become a general formulation that is recognized as true. Civil Servants (PNS) since the planning crew of employee procurement, selection implementation, and human resource development have implemented high competency standards. Employees who have competence essentially have their own performance achievements. In the beginning, an employee learns a certain science, an employee has directly studied science by applying performance according to his competence, so that in the world of work this competence is directly proportional to performance. Regarding employees of the food and agriculture clumps, they are dominated by agricultural graduates from various majors, graduates of the D3 agriculture program, and also graduates of the Agricultural Vocational High School (SMK).

(4) The Effect of Cooperation on Employee Performance

The results of the data analysis of the direct effect of the cooperation variable did not affect the performance of the food and agriculture clump service employees. The performance measured in this study is the performance of each employee. The relationship between cooperation and employee performance still exists, but the effect is relatively small compared to the influence of other variables so that it can be ignored. This study supports previous research conducted by Sunaryo & ABS, (2017), namely that teamwork does not affect the performance of UD employees. Agro Inti Sejahtera Jember. This is in line with the results of research conducted by Triatmanto, (2017) Sunaryo et al., 2017 Ginanjar et al., (2019) which states that cooperation also has no effect on performance in each organization.

The office is a work team from the local government that carries out the task of making the regional vision and mission a success. The Head of Service is the head of an agency. All existing employees must be coordinated to carry out directed tasks so that cooperation is needed. Cooperation in the service has clear rules, where the positions or tasks carried out by employees cannot be carried out by other employees. Cooperation between employees occurs in the form of convenience for an employee in carrying out their duties.

Cooperative relationships between employees can occur because one person has the ability and capacity to help complete the tasks of other employees. Of course, without leaving the main task. Official technical staff can also be helped when resource support in the form of finance and office facilities is also available. Cross-departmental cooperation between employees in the food and agriculture office is needed, because there is a link between one activity and another.

According to Robbins & Judge, (2008) work teams produce positive synergies through coordinated efforts. This means that the performance achieved by a team is better than the

performance per individual in an organization. Even so, teamwork must also be effective in order to make a good contribution to employee performance and work results in an institution.

Teamwork or work teams are groups whose individual efforts produce higher performance than the sum of individual inputs (Robbins & Judge, 2008:406). The increase in the value of cooperation will be followed by an increase in the value of employee performance. The value of cooperation can still be increased, especially in the indicators of mutual contribution with the lowest average score of 3.17. The data referred to explain that there is still no cooperation between employees of the food and agriculture office of Merauke Regency. The work will be made easier when the technical affairs of the office can be supported with appropriate financial planning. Likewise, office facilities that can support performance should also be accessed fairly by employees. Cooperation can also be increased by creating conditions for personal relationships between employees. There needs to be recreation, exercise together, or work in the office garden together.

(5) The Effect of Cooperation on Work Motivation

The results of the data analysis of the direct effect of the cooperation variable did not affect the work motivation of employees of the food and agriculture family office. Cooperation in the service does not mean replacing each other's authority or one employee completing the work of another employee. Employee cooperation is more psychological where an employee feels supported with the help of other employees. The results of the direct influence analysis state that there is an effect of cooperation on work motivation. These results support previous research conducted by Luthfi, (2014) that teamwork has an effect on work motivation. So that cooperation can motivate employees in carrying out the duties of the police organization.

Cooperation reduces the negative impact of the hierarchy. According to Peter Drucker in Osborne & Gaebler, (1992), workers with knowledge themselves do not recognize the existence of a hierarchy, because there is no higher and lower knowledge. Knowledge is relevant or irrelevant to the given task. Further explained, teams build lasting networks throughout the organization, as everyone becomes acquainted with like-minded people in other fields. Ideas and information flow faster and action becomes easier.

An employee who is well motivated will make a greater contribution to the organization. This is the key to success for a leader in fostering the organization he leads. Davis & Newstrom, (1992) explained that human relations is an activity in an effort to motivate people to foster effective cooperation, and provide fulfillment of organizational needs and goals.

Employee cooperation has a positive effect on motivation based on external motivation where, the motivation arises on the basis of encouragement from other people/parties. In collaboration, there will be various ideas and knowledge that will basically have a positive impact on one person and another in the group, thereby causing an employee's motivation. According to Amrullah, (2018) there are five (5) important things that need to be considered in relation to human relations towards increasing employee motivation to achieve organizational goals, namely:

- a. Availability of feedback and an effective listening process.
- b. There is sincerity in carrying out the tasks that are their responsibilities.
- c. Can understand the needs of subordinate employees.
- d. Use of time appropriately and effectively.
- e. Use appropriate communication channels.

(6) The Effect of Cooperation on Employee Performance Mediated by Work Motivation

Results The indirect effect concludes that the work motivation variable can mediate the effect of the cooperation variable on the employee performance variable. The role of work motivation is referred to as full mediation. Where the cooperative relationship to performance was initially a positive and insignificant relationship and the role of work motivation was to give full influence to the relationship.

Wayner F. Cascio in Prawirosentono, (1999) explains why performance is different because humans are different in body size, weight and different in other physical dimensions. Likewise, they differ in abilities, behavior, interests and differ in other psychological dimensions. Humans also differ in the desire and ability to channel energy and power in their activities to achieve organizational goals. The work of the organization will not be carried out if the members of the organization or company do not work together in harmony.

The relationship between cooperation and performance is strengthened by the presence of motivational variables. This certainly illustrates the situation that occurs in the food and agriculture office of Merauke Regency. In this analysis, good cooperation will produce good performance mediated by motivation. Performance achievement begins with the motivation of individual employees who are accommodated in a collaboration between employees so as to produce good performance. Motivation becomes This is supported by research conducted by Luthfi (2014), that there is an influence of compensation, organizational culture, and teamwork through work motivation on employee performance at PT. Perkebunan Nusantara X (Persero) Kertosari Jember Plantation.

Cooperation encourages openness and encourages the parties involved in it. The work will be lighter and easier to do if there is synergy in the collaboration. According to Covey, (2004), that synergy is more than just working together. Synergy is to create better and innovative solutions or ideas from a collaboration, which is further explained that this synergy can be equated as a development of creativity that is built together from mutual trust and a very high spirit of cooperation, so that both parties will be able to openly express ideas and each other's opinion, without feeling threatened and worried about the possibility of conflict.

(7) The Effect of Organizational Climate on Employee Performance

The results of the data analysis of the direct effect of organizational climate variables did not affect the performance of employees of the food and agriculture family office. The organizational climate in each service is different according to the efforts that have been made by the agency. Organizational climate also differs according to the phase in which the organization is located. According to Tuckman in (Wibowo, 2010) groups develop through four stages, namely forming, storming, norming and performing. The Food Security Service is an agency with a newly formed work team, while the other services are old services.

The factors that affect performance according to Sedarmayanti, (2001) include: .1). Mental attitude (work motivation, work discipline, work ethic); 2). Education; 3). Skills; 4). Leadership management; 5). Income level; 6) Salary and health; 7). Social Security; 8). work climate; 9) Infrastructure facilities; 10). Technology; 11). Opportunity for expression. In point 8 above, it is stated that performance is influenced by the work climate. This is different from the results of the analysis of the direct effect of the organizational climate variable of the food and agriculture office clump on the positive employee performance variable but it does not have a direct effect. This study supports the research conducted by Marjaya & Pasaribu, (2019), that organizational climate has no significant effect on employee performance and quality of work life has a significant effect on employee performance.

Civil Servant (PNS) is a job coveted by Indonesian citizens as evidenced by the number of registrants for PNS acceptance and there are also citizens who are willing to leave their other jobs to become civil servants. The following are some reasons why civil servants should not be influenced by the organizational climate in carrying out their work:

- Civil servants during the initial filing are required to sign a statement that the contents are willing to be placed anywhere in the territory of the Unitary State of the Republic of Indonesia. This condition requires that they are not affected by the organizational climate on psychological indicators.

- The Panca Prasetya of the Indonesian Civil Service Corps (Korpri) requires that civil servants be loyal and obedient to Pancasila and the Constitution of the Republic of Indonesia, maintain state secrets, prioritize the interests of the state above personal interests.

- Civil servants are financed by the state so they must serve the State.

Improving the organizational climate in the food and agriculture office of Merauke Regency can still be done by improving work facilities and also creating justice in the office. Employees feel that they do not get a good workplace with good facilities with a score of 3.74. Employees also doubt whether they have received rights fairly with a value of 3.89.

(8) The Effect of Organizational Climate on Work Motivation

The results of the data analysis of the direct effect of organizational climate variables affect the work motivation of employees of the food and agriculture family office. The effect of organizational climate on motivation is 35.3%. This research is in line with the results of previous research conducted by Wahyudi & Dewi, 2019, where organizational climate has a positive and significant effect on employee motivation at PT. Bank Mandiri KC Imam Bonjol Field, Padang. In line with research conducted by Rohyani, (2018), Nazili, (2012), and Mamanua et al., (2014) also prove that performance has an effect on work motivation.

Respondents' responses to the organizational climate variable were 4.293 (good category). There are still several indicators with the lowest scores, namely the indicator that employees feel comfortable because they have good leaders and coworkers (4.031), indicators of psychological dimensions. clarity about suggestions and expectations for the achievements to be achieved by the organization, and indicators of employee commitment as a whole to the organization (4,188). Organizational climate can boost the increase in work motivation with a high value of 35.3% here occurs because of the link between organizational climate indicators and motivation indicators.

Organizational climate creates a conducive situation for employees to work. Employees feel comfortable at work. In principle, employees who feel comfortable with their work will improve the quality of their work life. According to Wirawan (2009), defines organizational climate as a collection and pattern of perceptions that make sense, so that it has an influence on the performance of organizational members. The influence of the organizational climate variable on work motivation is unidirectional or if the value of the organizational climate variable increases (increases) then the value of the work motivation variable will also increase.

(9) The Effect of Organizational Climate on Employee Performance Mediated by Work Motivation

Results Indirect effect concludes that work motivation variables can mediate the effect of organizational climate variables on employee performance variables. The role of work motivation is referred to as full mediation. Where the relationship of organizational climate to performance was initially a positive and insignificant relationship and the role of work motivation was to give full influence to the relationship.

This research can support previous research conducted by Zacharias, (2019) where the results in conclusions 3 and 4 state that: organizational climate has a direct effect on employee motivation, and organizational climate affects employee performance through motivation. The findings of this study confirm that the results of the study are not in line with previous research conducted by Rohyani, (2018), and Nazili, (2012) which stated that there was a significant influence of organizational climate on employee performance mediated by work motivation variables.

In carrying out the main tasks, responsibilities and authorities in the field of activity, human resources from the top to the bottom level require supporting factors such as a conducive organizational climate. A conducive organizational climate will be able to create a pleasant working atmosphere. Organizational climate also encourages employees to achieve better performance. According to Aktami, (2008), that organizational climate is a nature of the work environment or psychological environment in the organization that can be felt by workers or other members that can affect the attitudes and behavior of workers and their work.

(10) The Effect of Work Motivation on Employee Performance

The results of the data analysis of the direct effect of motivational variables affect the performance of employees of the food and agriculture clump service in Merauke Regency. This study confirms and is in line with previous research conducted by Siddik, (2015), which concluded that motivation significantly affects performance. This is also in line with research conducted by Dzulkifli, (2013), Kurnianingsih, (2018) and Kustrianingsih et al., (2016), which states that work motivation affects employee performance.

Performance is the accumulation of behaviors that occur over a long period of time and in different contexts and involve different people. While the reason a person behaves is very dependent on the motivation of the person. According to Bunchner in (Sobirin, 2014) explains the existence of three theories of motivation which according to him are very relevant to explain the effectiveness of performance management. The three theories are: 1). Goal setting theory, 2) Control Theory and 3). Social Cognitive Theory. Goal setting theory is a goal-based motivation theory.

Various other theories have revealed that motivation is the key word for employee performance. The influence of the work motivation variable on employee performance is unidirectional or if the value of the work motivation variable increases (increases) then the value of the employee performance variable will also increase.

From the results of testing the hypothesis, it can be seen that an increase in the value of work motivation will be followed by an increase in the value of employee performance, which is 48.6%. The average value of work motivation is 3.85 which is still classified as medium and needs to be improved. The lowest score on motivation is an indicator of motivation towards the position, which is only 3.16, meaning that it is close to neutral, namely some are satisfied and some are dissatisfied.

Employees in the food and agriculture department have the opportunity to actualize themselves as evidenced by their high scores on indicators Y1.9 and Y1.10. Employees also feel safe in the work they have done as seen in the indicator values Y1.3 and Y1.4. The social relations of employees both outside the office and inside the office are classified as good, represented by the value of Y1.5 and Y1.6. The existing values can be a reference for improving employee motivation to be even more optimal. The lowest scores are Y1.7 and Y1.8 where employees feel that they do not get appreciation.

Conclusion

(1) Competence has a significant effect on employee performance in the work unit of the Food and Agriculture Office in Merauke Regency. Recruitment of employees with appropriate competencies can improve employee performance as well as increasing employee competence in the form of education and training can improve employee performance.

(2) Competence has a significant effect on motivation in the work unit of the Food and Agriculture Office in Merauke Regency. Employees who work in places that are in accordance with their competencies will work with high motivation as well.

(3) Work motivation mediates the relationship between the influence of competence on the performance of the work unit employees of the Food and Agriculture Office in Merauke Regency. Motivation is influential in part mediation. It is necessary to increase the competence of employees to increase work motivation.

(4) Cooperation does not have a significant effect on employee performance in the work unit of the Food and Agriculture Office in Merauke Regency. Increased Cooperation between employees needs to be improved to improve employee performance.

(5) Cooperation has a significant effect on employee motivation in the work unit of the Food and Agriculture Office in Merauke Regency. Increased cooperation can increase work motivation. The cooperative relationship between employees has been going well and needs to be maintained.

(6) Work motivation mediates the relationship of the effect of cooperation on employee performance in the work unit of the Food and Agriculture Office in Merauke Regency. Motivation is influential in full mediation. The cooperative relationship between employees has been considered close or good so that they can support each other to improve employee performance. However, from an official perspective, the relationship is still not conducive.

(7) Organizational climate has no significant effect on employee performance in the Food and Agriculture Office clump work unit in Merauke Regency. Employees feel that the organizational climate that has been built so far has not supported employee performance.

(8) Organizational climate has a significant effect on employee motivation in the work unit of the Food and Agriculture Office clump in Merauke Regency. So far, the organizational climate only supports employee personal relationships so that they are more motivated to work.

(9) Work motivation mediates the relationship between the influence of organizational climate on the performance of employees in the work unit of the Food and Agriculture Office in Merauke Regency. Motivation is influential in full mediation. The work situation in the office has been running as it should and the organizational climate to improve performance directly needs to be improved by providing punishment and rewards or by imposing more stringent performance appraisals.

(10) Work motivation has a significant effect on employee performance in the work unit of the Food and Agriculture Office in Merauke Regency. Motivation is influential in full mediation. Increasing employee work motivation improves employee performance. Increasing work motivation is done by reducing employee dissatisfaction in terms of competence, cooperation, and organizational climate.

References

- [1] Absori, A., Idris, M., & Choiriyah, C. (2019). Competention effect, dicipline and motivation to functional office peformance on Ministry of Environment and Forestry in

- South Sumatera Province. *KOLEGIAL*, 7(1), 62–75.
- [2] Aktami, B. (2008). *Kontribusi Kepuasan Kerja dan Iklim Organisasi terhadap Komitmen Organisasi*. Tesis Universitas Gunadarma, Jakarta.
- [3] Amrulah, M. Y., & DS, A. H. (2018). Pengaruh Kompetensi Dan Kompensasi Terhadap Motivasi Kerja Karyawan di Divisi Body & Rangka CV. Laksana. *Jurnal Ilmu Administrasi Bisnis*, 7(4), 236–247.
<https://ejournal3.undip.ac.id/index.php/jiab/article/view/21958>
- [4] Amrullah, M. N. (2018). Motivasi dalam konteks human relations. *Al-Munzir*, 8(1), 59–69.
- [5] Aryadillah. (2018). Pengaruh Iklim Organisasi dan Motivasi Kerja Karyawan terhadap Kinerja Karyawan pada PT Midi Utama Indonesia Tbk. *Jurnal Humaniora Bina Saran Informatika*, 18(2), 157–170.
- [6] As'ad, M. (2000). Psikologi Industri Seri Ilmu Sumber Daya Manusia, edisi Keempat. *Liberty, Yogyakarta*.
- [7] Asif, M., Searcy, C., Garvare, R., & Ahmad, N. (2011). Including sustainability in business excellence models. *Total Quality Management & Business Excellence*, 22(7), 773–786.
- [8] Athar, H. S. (2020). Dampak Gaya Kepemimpinan, Komitmen Organisasi, Dan Kepuasan Kerja Terhadap Kinerja Pegawai Pada Dinas Sosial Kabupaten Lombok Timur. *Jurnal Riset Manajemen Dan Bisnis (JRMB) Fakultas Ekonomi UNIAT*, 5(2), 29–40.
- [9] Baron, R. M., & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51(6), 1173.
- [10] Basori, M. A. N., Prahyawan, W., & Kamsin, D. (2017). Pengaruh Kompetensi Karyawan dan Lingkungan Kerja Terhadap Kinerja Karyawan Melalui Motivasi Kerja Sebagai Variabel Intervening (Studi Pada PT. Krakatau Bandar Samudera). *Jurnal Riset Bisnis Dan Manajemen Tirtayasa*, 1(2).
<https://jurnal.untirta.ac.id/index.php/JRBM/article/view/3149>
- [11] Bernardin, H. (2003). John, dan Joyce EA Russel. *Human Resource Management (An Experimental Approach International Edition)*. Mc. Graw-Hill Inc. Singapore.
- [12] Covey, S. R. (2004). The 7 habits of highly effective people: Powerful lessons in personal change. *Simon and Schuster*.
- [13] Daniati, K. A., Hartati, C. S., & Chamariyah, C. (2018). Pengaruh kepemimpinan transformasional, motivasi dan lingkungan kerja terhadap kinerja pegawai pada Badan Keuangan Daerah Kabupaten Pamekasan. *MAP (Jurnal Manajemen Dan Administrasi Publik)*, 1(02), 193–209.
- [14] Davis, K., & Newstrom, J. W. (1992). Perilaku dalam Organisasi (terjemahan: Agus Dharma). *Penerbit Erlangga, Jakarta*.
- [15] Dhermawan, A. A. N. B., Sudibya, I. G. A., & Utama, I. W. M. (2012). Pengaruh motivasi, lingkungan kerja, kompetensi, dan kompensasi terhadap kepuasan kerja dan kinerja pegawai di lingkungan kantor Dinas Pekerjaan Umum Provinsi Bali. *Matrik: Jurnal Manajemen, Strategi Bisnis Dan Kewirausahaan*.
- [16] Dzulkifli, M. (2013). Pengaruh Gaya Kepemimpinan, Motivasi, Disiplin Kerja, Kompetensi dan Budaya Organisasi terhadap Kinerja Pegawai (Studi Kasus Pada Direktorat Budidaya dan Pascapanen Florikultura). *UIN Syarif Hidayatullah, Jakarta*.
<http://repository.uinjkt.ac.id/dspace/handle/123456789/23883>

- [17] Erawati, A., & Wahyono, W. (2019). Peran Komitmen Organisasi dalam Memediasi Pengaruh Disiplin Kerja, Motivasi Kerja, dan Self Efficacy Terhadap Kinerja Pegawai. *Economic Education Analysis Journal*, 8(1), 288–301.
- [18] Faizin, A. (2008). *Hubungan Tingkat Pendidikan dan Lama Kerja Perawat dengan Kinerja Perawat di RSUD Pandan Arang Kabupaten Boyolali*.
- [19] Febriyanto, F. (2018). *Pengaruh Tingkat Pendidikan, Gender Dan Masa Kerja Terhadap Kinerja Karyawan Pt. Mahendradata Teknik Bali*. Universitas Muhammadiyah Jember.
- [20] Gaspers, V. (2001). ISO 9001: 2000 and Continual. *Gramedia Pustaka Utama, Jakarta*.
- [21] Ghozali, I., & Latan, H. (2015). Partial Least Squares Concepts, Techniques and Applications Use Smart PLS 3.0. *Diponegoro University, Semarang*.
- [22] Ghozali, Imam. (2013). Aplikasi analisa multivariate dengan program IBM SPSS 25. *Badan Penerbit Universitas Diponegoro, Semarang*, 490.
- [23] Gilmer, R. (1984). Commutative semigroup rings. *University of Chicago Press, Chicago*.
- [24] Ginanjar, M. S., Indarto, I., & Santoso, D. (2019). Determinan Kinerja Pegawai Dengan Motivasi Sebagai Variabel Intervening. *Jurnal Riset Ekonomi Dan Bisnis*, 12(2), 135–144. <http://journals.usm.ac.id/index.php/jreb/article/view/1661>
- [25] Gunawan, G. (2019). Pengaruh Kompetensi Terhadap Kinerja Pegawai Dan Motivasi Sebagai Variabel Intervening Pada Kantor Uptd Pendapatan Wilayah I Palu. *Katalogis*, 3(1). <http://jurnal.untad.ac.id/jurnal/index.php/Katalogis/article/view/4249>
- [26] Hakim, A. (2010). Hypnosis in Teaching: Cara Dahsyat Mendidik & Mengajar. *Visimedia, Jakarta*.
- [27] Hardjana, A. A. (2008). Komunisasi dalam menejemem reputasi korporasi. *Jurnal Ilmu Komunikasi*, 5(1), 1–24.
- [28] Higgins, A., & Gordon, F. (1985). Work climate and socio-moral development in two worker-owned companies. *Moral Education: Theory and Application*, 241–268.
- [29] Hilmawan, I. (2020). Pengaruh disiplin kerja, komitmen organisasi dan kerjasama tim terhadap kinerja pegawai pada Kementrian Agama Kabupaten Serang. *Khazanah Ilmu Berazam*, 3(3), 641–653.
- [30] Indrajaya, I. (2017). Pengaruh Disiplin Kerja dan Iklim Organisasi Terhadap Kinerja Pegawai Dinas Lingkungan Hidup Daerah Provinsi Sulawesi Tengah. *Katalogis*, 6(4), 71–82.
- [31] Jreisat, J. E. (1991). The organizational perspective in comparative and development administration. *Handbook of Comparative and Development Public Administration*, 15–23.
- [32] Juliandi, A., Manurung, S., & Satriawan, B. (2018). Mengolah data penelitian bisnis dengan SPSS. *Lembaga Penelitian Dan Penulisan Ilmiah AQLI, Jakarta*.
- [33] Kembuan, G. C., Lengkong, V. P. K., & Pandowo, M. (2018). Pengaruh iklim organisasi, pengembangan karir, konflik, dan stres kerja terhadap kinerja Pegawai Unsrat. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 6(3).
- [34] Kreitner, R., & Kinicki, A. (2003). Perilaku Organisasi, Dalam: Early Suandy (penterjemah). *Salemba Empat, Jakarta*.
- [35] Kurnianingsih, S. (2018). Pengaruh komunikasi, motivasi, dan disiplin kerja terhadap Kinerja Pegawai Dinas Komunikasi dan informatika Provinsi Jawa Timur. *E-Journal Manajemen "BRANCHMARCK"*, 4(3).

- [36] Kustianto, F., & Iskhak, A. A. (2015). Pengaruh Iklim Organisasi Terhadap Komitmen Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening Pada PT. Garam (Persero). *Jurnal Ilmu Manajemen Magistra*, 1(1), 42–55.
- [37] Kustrianingsih, M. R., Minarsih, M. M., & Hasiholan, L. B. (2016). Pengaruh Motivasi Kerja, Kepemimpinan dan Iklim Organisasi terhadap Kinerja Karyawan Pada Dinas Kebudayaan dan Pariwisata Kota Semarang. *Journal of Management*, 2(2).
- [38] Kusuma, L. P., & Sutanto, J. E. (2018). Peranan Kerjasama Tim Dan Semangat Kerja Terhadap Kinerja Karyawan Zolid Agung Perkasa. *PERFORMA: Jurnal Manajemen Dan Start-Up Bisnis*, 3.
- [39] Lakoy, A. C. (2015). Pengaruh komunikasi, kerjasama kelompok, dan kreativitas terhadap kinerja karyawan pada Hotel Aryaduta Manado. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 3(3).
<https://ejournal.unsrat.ac.id/index.php/emba/article/view/9773/0>
- [40] Lestari, S. R., Hendriani, S., & Chairilisyah, D. (2019). Pengaruh kepemimpinan dan budaya organisasi terhadap kinerja pegawai dengan dimediasi oleh komitmen organisasi pada Pegawai Sekretariat DPRD Kabupaten Bengkalis. *Jurnal Economica*, 7(2), 669–686.
- [41] Litwin, G. H., & Stringer, R. A. (1968). Motivation and organizational climate. *Division of Research, Graduate School of Business Administration, Harvard*.
- [42] Lussier, R. N., & Achua, C. F. (2015). Leadership: Theory, application, & skill development. *Washington: Cengage Learning*.
- [43] Luthfi, A. (2014). Pengaruh kompensasi, budaya organisasi, kerjasama tim terhadap motivasi untuk meningkatkan kinerja karyawan pada PT. Perkebunan Nusantara X (persero) kebun kertosari Kabupaten Jember. *Jurnal Universitas Negeri Jember*.
<https://repository.unej.ac.id/handle/123456789/63926>
- [44] Majida, A. F. (2016). Pengaruh penilaian kinerja dengan sistem sasaran kerja pegawai (skp) terhadap kinerja pegawai negeri sipil (PNS) (studi pada Bagian Umum Rumah Sakit Daerah dr. Saiful Anwar Malang). *Jurnal Ilmiah Mahasiswa FEB*, 4(2).
- [45] Mamanua, R., Lengkong, F., & Rompas, S. (2014). Pengaruh Iklim Organisasi terhadap Motivasi Kerja Aparatur Birokrasi (suatu studi di Kantor Walikota Manado). *Jurnal Administrasi Publik UNSRAT*, 3(004).
- [46] Mamanua, R. S., LENGKONG, F. D., & Rompas, S. (2014). Pengaruh Iklim Organisasi terhadap Motivasi Kerja Aparatur Birokrasi (suatu studi di Kantor Walikota Manado). *JURNAL ADMINISTRASI PUBLIK*, 3(004).
- [47] Manery, B. R., Lengkong, V. P. K., & Saerang, R. T. (2018). Pengaruh Komitmen Organisasi dan Budaya Organisasi Terhadap Kinerja Pegawai di BKDPSDA Di Kabupaten Halmahera Utara. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 6(4).
- [48] Mangkunegara, A. A. A. P. (2005). Evaluasi kinerja SDM. *Tiga Serangkai, Jakarta*.
- [49] Mangkunegara, A. P., & Prabu, A. (2009). Manajemen sumber daya manusia. *PT. Remaja Rosdakarya, Bandung*.
- [50] Mangkuprawira, S., & Hubeis, A. V. (2007). Manajemen mutu sumber daya manusia. *Ghalia Indonesia, Bogor*.
- [51] Marjaya, I., & Pasaribu, F. (2019). Pengaruh Kepemimpinan, Motivasi, Dan Pelatihan Terhadap Kinerja Pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2(1), 129–147. <https://doi.org/10.30596/maneggio.v2i1.3650>
- [52] Maslow, A. H. (2000). The Maslow business reader. *Washington: John Wiley & Sons*.

- [53] Mathis, R. L. (2011). Human Resource Management. *Salemba Empat, Jakarta*.
- [54] Mawarni, G. (2020). Pengaruh kompetensi, kompensasi terhadap motivasi kerja dampaknya pada kinerja karyawan di PT. Somaery Citra Abadi di Palembang. *Palembang: 021008 Universitas Tridinanti*. <http://repository.univ-tridinanti.ac.id/view/creators/Mawarni=3A=3A.html>
- [55] McShane, S. L., Von Glinow, M. A. Y., & Jing, R. (2000). Organizational behavior. *McGraw-Hill, Singapore*.
- [56] Meutia, M., Sari, I., & Ismail, T. (2016). Pengaruh Kompensasi Dan Kompetensi Dengan Motivasi Sebagai Intervening Dalam Meningkatkan Kinerja. *Jurnal Manajemen*, 20(3), 345–362. <http://www.ecojoin.org/index.php/EJM/article/view/12>
- [57] Milton, C. R. (1981). *Human behavior in organizations: Three levels of behavior*. Prentice Hall.
- [58] Mink, A. A. T. (1993). Manajemen Sumber Daya Manusia (Kinerja/ Performance), Cetakan Keempat. *PT Elek Media Komputindo, Jakarta*.
- [59] Moeheriono, M. (2010). Pengukuran Kinerja Berbasis Kompetensi. In *Ghalia Indonesia, Bogor*.
- [60] Munandar, A. S. (2001). Psikologi industri dan organisasi. *Universitas Indonesia (UI-Press), Jakarta*.
- [61] Mustika, W., Lie, D., Efendi, E., & Inrawan, A. (2019). Pengaruh Komitmen Pegawai dan Disiplin Kerja terhadap Kinerja Pegawai pada Dinas Koperasi, Usaha Kecil Menengah dan Perdagangan Kota Pematangsiantar. *Maker: Jurnal Manajemen*, 5(1), 103–116.
- [62] Nainggolan, N. T., Lie, D., & Nainggolan, L. E. (2020). Pengaruh kerjasama tim terhadap kepuasan kerja yang berdampak pada kinerja Pegawai UPT SDA Bah Bolon Dinas Sumber Daya Air Cipta Karya dan Tata Ruang Provinsi Sumatera Utara. *Al Tijarah*, 6(3), 181–192.
- [63] Nazili, I. (2012). Pengaruh Gaya Kepemimpinan dan Iklim Organisasi Terhadap Kinerja Karyawan: Motivasi Kerja Sebagai Variabel Intervening. *Skripsi*, 1–81.
- [64] Nindyati, A. D. (2017). Pemaknaan loyalitas karyawan pada generasi x dan generasi y (Studi Pada Karyawan Di Indonesia). *Journal of Psychological Science and Profession*, 1(3), 59–66.
- [65] Nurhayati, E. (2017). Pengaruh Penerapan Sistem Penilaian E-Kinerja dan Kompetensi terhadap Kinerja Pegawai di Kecamatan Semarang Timur melalui Motivasi sebagai Variabel Intervening. *Jurnal Penelitian Ekonomi Dan Bisnis*, 2(2), 79–91.
- [66] Osborne, D., & Gaebler, T. (1992). Mewirausahakan Birokrasi (terjemahan). *PPM, Jakarta*.
- [67] Pace, R W dan Faules, D. (2006). Komunikasi Organisasi Strategi Meningkatkan Kinerja Perusahaan. *Remaja Rosdakarya, Bandung*.
- [68] Panggiki, Agatha Cristine, B. L. dan G. G. L. (2017). (2015). Pengaruh Komunikasi, Kerjasama Kelompok, dan Kreativitas terhadap Kinerja Karyawan pada Hotel Aryaduta Manado. *Jurnal EMBA*, 3(3), 981–991.
- [69] Pokatong, O. H. F., Mananeke, L., & Loindong, S. (2015). Analisis Kompetensi, Penempatan Dan Lingkungan Kerja Terhadap Kinerja Pegawai Pada PT. PLN (Persero) Wilayah Suluttenggo Area Manado. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 3(2). <https://ejournal.unsrat.ac.id/index.php/emba/article/view/8694>
- [70] Prabowo, Y. A., & Saputro, E. P. (2017). *Pengaruh Motivasi, Disiplin Dan*

- Kompensasi Kerja Terhadap Kinerja Karyawan Pada PT. Pos Indonesia Kantor Pos Wonogiri*. Universitas Muhammadiyah Surakarta.
- [71] Prawirosentono, S. (1999). Manajemen sumberdaya manusia: kebijakan kinerja karyawan: kiat membangun organisasi kompetitif menjelang perdagangan bebas dunia. *BPFE, Yogyakarta..*
- [72] Putri, H. R. (2016). *Pengaruh pendidikan, pengalaman kerja, dan jenis kelamin terhadap produktivitas kerja karyawan.*
- [73] Rahim, A., Syech, S., & Zahari, M. (2017). Pengaruh Lingkungan Kerja Dan Kompetensi Terhadap Motivasi Kerja Serta Dampaknya Terhadap Kinerja Pegawai Pada Dinas Pendidikan Kabupaten Tanjung Jabung Timur. *J-MAS (Jurnal Manajemen Dan Sains)*, 2(2), 133–149.
- [74] Rahmawati, F. (2019). Peran Kompetensi Dan Motivasi Terhadap Kinerja Individu. *Jurnal Bisnis, Manajemen, Dan Akuntansi*, VI(2), 1–12.
- [75] Rande, D. (2017). Pengaruh kompetensi terhadap kinerja pegawai pada dinas perhubungan, komunikasi dan informatika kabupaten mamuju utara. *Katalogis*, 4(2). <http://jurnal.untad.ac.id/jurnal/index.php/Katalogis/article/view/6537>
- [76] Robbins, S. P., & Judge, T. A. (2008). Perilaku Organisasi (judul asli: Organizational Behavior), edisi kedua belas Penerjemah Diana Angelica, Ria Cahyadi, dan Abdul Rosyid. *Salemba Empat, Jakarta.*
- [77] Rochdiani, D., & Suranta, K. J. (2007). Pola kemitraan antara petani padi dengan pt. e-farm bisnis indonesia dalam meningkatkan pendapatan petani padi. *Sosiohumaniora*, 9(1), 1–7.
- [78] Rofiatun, R., & Masluri, M. (2011). Pengaruh Iklim Organisasi dan Kompetensi Pegawai terhadap Kinerja Pegawai dengan Mediasi Motivasi pada Dinas-dinas di Kabupaten Kudus. *Jurnal Analisis Manajemen*, 5(1), 1–15.
- [79] Rohyani, I. (2018). Pengaruh Budaya Kerja, Disiplin, Iklim Organisasi Dengan Motivasi Sebagai Variabel Intervening Terhadap Kinerja Pegawai Negeri Sipil Di Lingkungan Seretariat Daerah Kabupaten Kebumen. *Fokus Bisnis : Media Pengkajian Manajemen Dan Akuntansi*, 14(2), 68–89. <https://doi.org/10.32639/fokusbisnis.v14i2.172>
- [80] Sadeli, J., & Prawira, B. (2001). Manajemen Sumber Daya Manusia, jilid 2. *Penerbit Salemba, Jakarta.*
- [81] Samosir, L. R. R., Lie, D., Efendi, E., & Halim, F. (2018). Pengaruh Gaya Kepemimpinan Dan Lingkungan Kerja Terhadap Kinerja Pegawai Pada Kantor Camat Tanah Jawa. *Maker: Jurnal Manajemen*, 4(1), 57–63.
- [82] Sampunto, S., & Sutomo, Y. (2019). Pengaruh kompetensi dan kecerdasan emosional terhadap kinerja pegawai dimediasi komitmen organisasi (Studi Empirik Pada Kantor Pertanahan Kabupaten Demak). *Jurnal Ekonomi Manajemen Akuntansi*, 26(47).
- [83] Sedarmayanti, S. (2001). Sumber daya manusia dan produktivitas kerja. *CV. Mandar Maju, Jakarta.*
- [84] Setiawan, K. C. (2015). Pengaruh Iklim Organisasi terhadap Kinerja Karyawan Level Pelaksana di Divisi Operasi PT. Pusri Palembang. *Psikis: Jurnal Psikologi Islami*, 1(1), 23–32.
- [85] Shafarila, A. W., & Supardi, E. (2017). Iklim Organisasi Dan Motivasi Kerja Sebagai Diterminan Kinerja Pegawai. *Jurnal Pendidikan Manajemen Perkantoran*, 2(2), 18. <https://doi.org/10.17509/jpm.v2i2.8102>
- [86] Sholahudin, A., Setiawan, A., & Alwi, M. (2019). The Influence of Organizational

- Culture on Organizational Commitment and its Implications on the Performance of City Public Service. *International Symposium on Social Sciences, Education, and Humanities (ISSEH 2018)*, 206–208.
- [87] Siagian, T. S., & Khair, H. (2018). Pengaruh Gaya Kepemimpinan Dan Lingkungan Kerja Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 1(1), 59–70.
- [88] Siddik, S. (2015). Pengaruh Budaya Organisasi, Kualitas Sumber Daya Manusia, Motivasi Dan Disiplin Terhadap Kinerja Pegawai Pada Dinas Perkebunan Dan Kehutanan Kabupaten Sarolangun. *Tesis Universitas Terbuka*, 179.
- [89] Simamora, H. (2004). Manajemen sumber daya manusia. *STIE YKPN, Yogyakarta.*, 200.
- [90] Simanjuntak, L., Lie, D., Efendi, E., & Inrawan, A. (2018). Pengaruh peran kepemimpinan dan kerjasama tim terhadap kinerja pegawai pada Badan Kepegawaian Daerah Kota Pematangsiantar. *SULTANIST: Jurnal Manajemen Dan Keuangan*, 6(1), 12–23.
- [91] Sinambela, L. P. (2012). Kinerja pegawai: Teori, pengukuran dan implikasi. *Graha Ilmu, Yogyakarta*.
- [92] Siregar, P. H., Siregar, M. Y., & ... (2020). Pengaruh Kerjasama Tim dan Kompetensi Terhadap Kinerja perawat Rumah Sakit Permata Bunda Medan. ... *Ilmiah Manajemen* <http://jurnalmahasiswa.uma.ac.id/index.php/jimbi/article/view/378>
- [93] Situmeang, B. S., Lie, D., Butarbutar, M., & Simatupang, S. (2018). Pengaruh Disiplin Kerja dan Komitmen Organisasi terhadap Kinerja Pegawai pada Kantor Pelayanan Kekayaan Negara dan Lelang Pematangsiantar. *Maker: Jurnal Manajemen*, 4(1), 64–73.
- [94] Sobirin, A. (2014). Konsep Dasar Kinerja dan Manajemen Kinerja. *Manajemen Kinerja*, 1–67. <http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.469.5088&rep=rep1&type=pdf#page=81>
- [95] Sofyandi, H. (2008). Manajemen sumber daya manusia. *Graha Ilmu, Yogyakarta*.
- [96] Souisa, R. (2013). Pengaruh Kebijakan Tunjangan Perbaikan Penghasilan (TPP) Terhadap Semangat Kerja Aparatur pada Badan Kepegawaian dan Diklat Daerah Kota Manado. *Jurnal Administrasi Publik*, 1(1).
- [97] Strauss, K., Lepoutre, J., & Wood, G. (2017). Fifty shades of green: How microfoundations of sustainability dynamic capabilities vary across organizational contexts. *Journal of Organizational Behavior*, 38(9), 1338–1355.
- [98] Sudarmanto. (2009). Pengembangan Kompetensi SDM. *Pustaka Pelajar, Yogyakarta*.
- [99] Sugiyono, S. (2009). Metode Penelitian Kuantitatif, Kualitatif dan R&D, Cetakan 8. *Alfabeta, Bandung*.
- [100] Sunaryo, H., & ABS, M. K. (2017). Pengaruh Kerjasama Tim dan Kreativitas Terhadap Kinerja Karyawan UD. Agro Inti Sejaterah Jember. *Jurnal Ilmiah Riset Manajemen*, 6(04).
- [101] Suprpto, P. W. (2002). Standarisasi Kompetensi Pegawai Negeri Sipil Menuju Era Globalisasi Global. Seri Kertas Kerja. *Pusat Penelitian Dan Pengembangan BKN. Jakarta.*, II(05).
- [102] Susanty, E. (2013). Iklim Organisasi: Manfaatnya Bagi Organisasi. *Semnas Fekon: Optimisme Ekonomi Indonesia 2013, Antara Peluang Dan Tantangan*, 230–239. <http://repository.ut.ac.id/4918/>

- [103] Tampubolon, M. R., Calen, C., Simamora, B. A., & Ongko, J. A. (2020). Pengaruh Disiplin Kerja dan Kerjasama terhadap Kinerja Pegawai pada Kantor Badan Pengelolaan Pajak dan Retribusi Daerah Propinsi Sumatera Utara UPT. Pematangsiantar. *Jesya (Jurnal Ekonomi Dan Ekonomi Syariah)*, 3(1), 219–229.
- [104] Tenner D, A. R., & Irving, J. (1992). *Total Quality Management: Three steps to*.
- [105] Tika, P. (2006). Budaya organisasi dan peningkatan kinerja perusahaan. *Bumi Aksara, Jakarta*.
- [106] Timpe, A. D. (2000). The Art and Science of Business Management: Leadership. *New York: Kend Pub. Inc.*
- [107] Triana, R., Hajar, I., & Yusuf, A. R. (2019). Pengaruh kompensasi langsung dan kompensasi tidak langsung terhadap Kinerja PNS di RSUD Kota Kendari. *Jurnal Manajemen Dan Kewirausahaan*, 11(2).
- [108] Triasningrum, F. W., & Fahlefi, D. R. (2018). Pengaruh kompetensi, disiplin kerja dan lingkungan kerja terhadap kinerja Pegawai Polres Kabupaten Wonosobo. *JURNAL STIE SEMARANG (EDISI ELEKTRONIK)*, 10(3), 18–30.
- [109] Triyanto, A. (2014). Pengaruh kompetensi dan penghargaan terhadap motivasi kerja karyawan PT KAI di Stasiun Sragen. *Jurnal Paradigma Universitas Islam Batik Surakarta*, 12(01), 116413.
- [110] Undang-undang Republik Indonesia No. 5 tahun 2014 tentang Aparatur Sipil Negara. (n.d.). *Tambahan Lembaran Negara Republik Indonesia Nomor 5494 Jakarta (ID): Kementerian Sekretariat Negara RI*.
- [111] Vinzi, V. E., Chin, W. W., Henseler, J., & Wang, H. (2010). *Handbook of partial least squares* (Vol. 201, Issue 0). Springer.
- [112] Wahyudi, H., & Dewi, A. S. (2019). *Pengaruh Iklim Organisasi Terhadap Motivasi Kerja Pegawai Pada PT. Bank Mandiri KC Lapangan Imam Bonjol Padang*. 1–9. <https://doi.org/10.31219/osf.io/45x92>
- [113] Wardianti, R. (2017). *Pengaruh komunikasi organisasi, kerjasama tim, dan pengalaman kerja terhadap kinerja pegawai pada Dinas Pekerjaan Umum Provinsi Kepulauan Bangka Belitung*. Universitas Bangka Belitung.
- [114] Werner, J. M., & DeSimone, R. L. (2009). Human resource development. *Mason, OH: Cengage/South-Western*.
- [115] West, M. A. (2002). The human team: Basic motivations and innovations. *Sage Publications, Inc.*
- [116] West, M. A., & Hirst, G. (2003). Cooperation and teamwork for innovation. *International Handbook of Organizational Teamwork and Cooperative Working*, 297–319.
- [117] Wexley, K. N., & Yukl, G. A. (1992). Leadership in Organizations. *Organizational Behavior and Personnel Psychology*, 143–171.
- [118] Wibowo, S. (2010). *Manajemen Kinerja–Edisi ketiga*, Jakarta: PT. Raja Grafindo Persada, Jakarta.
- [119] Widodo, S. E. (2015). *Manajemen pengembangan sumber daya manusia*. Pustaka Pelajar, Yogyakarta.
- [120] Wirawan, N. (2007). *Budaya dan Iklim Organisasi*. Jakarta: Salemba Empat.
- [121] Yusuf, N. (2018). Pengaruh Kepemimpinan, Tanggung Jawab, Kedisiplinan Dan Kerjasama Terhadap Kinerja Pegawai di Universitas Gorontalo. *Gorontalo Development Review*, 1(1), 15–28.

- [122] Zacharias, T. (2019). Pengaruh Budaya Dan Iklim Organisasi Terhadap Kinerja Melalui Komitmen Organisasional Dan Motivasi Kerja Pegawai Pada Dinas Pekerjaan Umum Provinsi Maluku. *JAKPP (Jurnal Analisis Kebijakan & Pelayanan Publik)*, 1–14. <https://doi.org/10.31947/jakpp.v1i1.4351>