

The Influence of Organizational Climate, Technical Competence, and Work Motivation on Employee Performance at the Population Control, Family Planning, Women's Empowerment, and Child Protection Offices Boyolali Regency

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ABSTRACT

This study seeks to examine and assess the impact of organizational environment, technical competence, and work motivation on employee performance at the Population Control, Family Planning, Women's Empowerment, and Child Protection Offices. The study design employs a causal quantitative methodology to ascertain the impact of the examined factors. The data collecting instrument employs validated and reliable questionnaires delivered to staff of the Population Control, Family Planning, Women's Empowerment, and Child Protection Offices. The sample analyzed in this research comprised 70 workers. This study used a saturation sampling strategy, utilizing all members of the population as samples. Data analysis was conducted via SPSS 26. The study's results indicate that the organizational atmosphere positively and significantly affects employee performance. Technical proficiency exerts a favorable and substantial impact on employee performance. Work motivation has a favorable and substantial impact on employee performance.

Keywords: *Organizational Climate; Technical Competence; Work Motivation; Employee Performance*

ABSTRAK

Penelitian ini berupaya mengkaji dan menilai dampak lingkungan organisasi, kompetensi teknis, dan motivasi kerja terhadap kinerja pegawai di Dinas Pengendalian Populasi, Keluarga Berencana, Pemberdayaan Perempuan, dan Perlindungan Anak. Desain studi menggunakan metodologi kuantitatif kausal untuk memastikan dampak dari faktor-faktor yang diperiksa. Instrumen pengumpulan data menggunakan kuesioner yang divalidasi dan andal yang disampaikan kepada staf Dinas Pengendalian Penduduk, Keluarga Berencana, Pemberdayaan Perempuan, dan Perlindungan Anak. Sampel yang dianalisis dalam penelitian ini terdiri dari 70 pekerja. Penelitian ini menggunakan strategi pengambilan sampel jenuh, memanfaatkan seluruh anggota populasi sebagai sampel. Analisis data dilakukan melalui SPSS 26. Hasil penelitian menunjukkan bahwa suasana organisasi secara positif dan signifikan mempengaruhi kinerja karyawan. Kemahiran teknis memberikan dampak yang menguntungkan dan substansial pada kinerja karyawan. Motivasi kerja memiliki dampak yang menguntungkan dan substansial pada kinerja karyawan.

Kata kunci: *Iklim Organisasi; Kompetensi Teknis; Motivasi Kerja; Kinerja Karyawan*

INTRODUCTION

Organizational management is a service that public sector organizations offer to their clients and the general public in an effort to address their needs and those of the community at large, all while adhering to the rules and regulations that are relevant to their work (Riani, 2021). Ethical public services are an important foundation in realizing good governance (Choirulsyah & Azhar, 2024). In line with that, every organization or government agency places human resources as a crucial asset. This is because human resources are human capital and intellectual capital which directly affect the success of the organization (Faza & Hidayah, 2014).

According to Wibowo and Supriyadi (2017), performance is the worth of a set of actions taken by workers that either help or hinder the organization's progress toward its objectives. Therefore, it is clear that the efficiency of the government is directly related to the quality of its ethically-based services, which are in turn affected by the efficiency of its human resource management. By keeping an eye on objectives, metrics, and evaluations, performance management helps teams and individuals stay focused on delivering high-quality work (Moko et al., 2021). It is believed that factors both inside and outside the organization might influence how well employees perform. An essential and noticeable internal component is the organizational environment, as stated by Seniwati et al. (2022).

The idea of organizational climate, which may be defined as the general attitude that employees have about their workplace (Moko et al., 2021). When organizations are able to build a climate based on trust, employees feel safe to take risks, share ideas, and collaborate effectively (Meithiana, 2017). This trust fosters a sense of ownership and responsibility for their work (Saidah & Muhid, 2021). A positive organizational climate, characterized by characteristics such as management support, mutual trust between members, encouragement for innovation, and clarity of organizational goals, is believed to be inherently able to motivate employees to achieve higher performance and make maximum contributions to organizational progress (Busro, 2018). On the other hand, a negative organizational climate, characterized by distrust, interpersonal conflicts, and lack of support from superiors and colleagues, has great potential to hinder employee performance, reduce overall productivity levels, and even increase the potential for *turnover* (Busro, 2018). Liliweri (2014) defines the organizational climate as patterns of behavior, attitudes, and feelings that are displayed repeatedly and then internalized as inherent characteristics in organizational life, which indirectly shape norms and expectations in the workplace.

Seniwati et al. (2022) found that employee performance is positively and significantly impacted by the organizational atmosphere. This is in line with what Saraswati et al. (2025) found, which shows that an organization's culture significantly benefits productivity. In contrast to Ramadhani and Sari (2023), who failed to detect a correlation between company culture and productivity, our study did discover one.

Technical competence plays a crucial role in shaping employee performance because it directly determines an individual's ability to complete specific tasks related to their work (Bharwani & Jauhari, 2017). Mastery of relevant technical knowledge, skills, and procedures allows employees to carry out work more effectively, efficiently, and accurately (Cascio & Aguinis, 2024). Employees who have adequate technical competence tend to produce work with a higher level of accuracy and quality, and are able to complete tasks in less time. This ability also allows them to be more independent at work, reduce reliance on excessive supervision, and increase overall productivity (Mulyati et al., 2024). In addition, strong technical competencies equip employees with the ability to identify and resolve technical issues that may arise in their work, thereby minimizing potential bottlenecks and improving operational smoothness. Consequently, companies must prioritize the investment in their workers' technical competency growth and maintenance if they want to see gains in individual and team performance, which in turn helps the company reach its objectives (Wijaya & Irianto, 2018).

Haeruddin et al. (2023) found that technical knowledge significantly and positively affects worker productivity. Technical competency positively and significantly affects employee performance, according to research by Febrina & Aisyah (2021). This study's findings contradict those of Diyanti and Swasti (2023), who found no statistically significant relationship between technical skill and productivity in the workplace.

According to Panji et al. (2023), employees' performance is greatly affected by their degree of work motivation, which drives and directs their behavior. One consequence of a dearth of intrinsic motivators like self-need and goal-driven individual desire is low performance on the part of employees (Destiana et al., 2022). When an employee has a high level of motivation, they tend to show greater enthusiasm and enthusiasm in carrying out their duties (Sugito, 2025). This is not only reflected in the quantity of work produced, but also in the quality and meticulousness in completing every detail. Motivated employees will feel more responsible for their work and take the initiative to find more effective and efficient ways to achieve goals (Septiannoor, 2024). They are also more resilient in the face of challenges and obstacles, and have a strong drive to continue learning and developing, which directly improves their competence and ability to work. To carry out tasks optimally, it is determined by motivation or encouragement to work hard and leaders who embrace and support the achievements of their employees.

According to studies conducted by Adinda et al. (2023), the amount of intrinsic motivation that workers have towards their work has a positive and substantial effect on their productivity. Similarly, Suryawan and Salsabilla's (2022) research shows that employees' motivation at work significantly improves their performance. The study's findings contradict those of Hidayat (2021), who found no statistically significant relationship between intrinsic drive and success on the job.

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THEORETICAL FOUNDATION

Organizational climate

Ekawati & Kusumayadi (2023) stated that the organizational climate is a reflection of the mental atmosphere experienced by group members. Azzahra & Wahyudi (2024) added that the organizational climate is a mental trait that distinguishes one group from another. Nurliana (2019) states that the organizational climate is the mental state of the company that affects how employees act. A typical psychological atmosphere inside an organization might be defined as its organizational climate. Siregar and Evanita (Saefullah, 2021) said that the characteristics of the organizational climate are able to explain the psychology of the organizational environment which has an effect on the values, behaviors, discipline of employees, habits, and feelings of employees in an organization.

A quality of the internal environment of an organization that is relatively constant, felt by employees, and influencing their actions is the organizational climate, according to Darmawan (2017). This climate can be defined as one aspect of the organization's character. As a whole, how present and prospective workers perceive their workplace has a significant impact on their demeanor, actions, and output. This is known as the "climate" of a business. Both Seniwati et al. (2022) and Saraswati et al. (2025) found that an organization's culture significantly impacts worker productivity. First, we may create a hypothesis based on the information provided:

H1: The organizational climate has a positive and significant effect on employee performance

Technical competence

One definition of competence is "proficiency," whereas another definition is "ability" or "authority" (Muspiroh, 2016). This trait is associated with how well an individual does their job or with their fundamental personality traits that are causally related to the guiding principles of how to be effective, how to perform exceptionally well, or how to excel in specific contexts (Mialasmaya, 2016). A person's human resource competence may be defined as the degree to which their knowledge, skills, talents, and personality traits influence their work output. Thus, competence is an important factor in assessing and improving the quality of individual performance and making a positive contribution to a certain organization or work situation (Mangkunegara, 2017). Technical competence is the ability of employees to master specific knowledge and skills related to a specific job or function within the company. The importance of technical competence for employees is because it allows them to work professionally and make a better contribution to the company.

Since technical competence is proportional to one's capacity to carry out duties pertaining to one's position, it has a substantial impact on productivity in the workplace. When an employee has adequate technical competencies, which include

knowledge, skills, and mastery of tools or procedures relevant to their field, they tend to show more effective and efficient performance. They are able to complete work faster, more accurately, and with better quality due to a deep understanding of how the task should be performed. Research by Febrina & Aisyah (2021) and Haeruddin et al. (2023) indicates that technical knowledge significantly and positively impacts employee performance. The following is the second hypothesis that is derived from the first:

H2: Technical competence has a positive and significant effect on employee performance

Work motivation

Motivation is the encouragement that is present in individuals to be able to do something to achieve their desired goals both internally and externally (Rohaeni, 2016). A process that occurs due to the non-fulfillment of a person's physiological or psychological needs can trigger behavior or the drive to achieve something is called motivation (Sobirin, 2016). Mangkunegara (2017) argues that motivation is a condition in which humans direct themselves in a certain direction of a certain goal. According to Robbins and Judge (2013), the term "motivation" refers to the mental state that causes one to work harder, more deliberately, and persistently toward a goal. A person's intensity may be defined as their level of effort, but even the most dedicated workers might fall short of their goals if they aren't focused on what will ultimately benefit the company.

A condition or energy that pushes personnel directed or targeted at attaining the company's organizational goals is what Mangkunegara (2017) called motivation. The way workers react to different scenarios on the job also shapes their level of motivation. Workers are more motivated to give their all when they have a favorable outlook on the work environment. Both Adinda et al. (2023) and Suryawan and Salsabilla (2022) found that employees' performance was positively and significantly impacted by their level of motivation at work. The third hypothesis is developed from the description given above:

H3: Work motivation has a positive and significant effect on employee performance

Employee Performance

Performance can be measured and known if employees both individually and as a group have a standard of success as a benchmark that has been set by the organization. Based on this, if an organization does not have clear targets or goals, it can be said that employee performance and organizational performance cannot be measured properly (Pratama & Pasaribu, 2020). Performance is a person's action in the form of a combination of business abilities carried out in order to get the desired

results, with more encouragement or sufficient ability, a person is able to complete his work according to the previously set targets (Hamdani et al., 2019).

RESEARCH METHODS

Quantitative research with a cross-sectional study strategy was utilized in this study. The dependent and independent variables were measured concurrently. Participants in this study include up to seventy people working for the DP2KBP3A Office, which is responsible for population control, family planning, women's empowerment, and child protection. This study use saturation sampling approaches for its sample technique. When the whole population is utilized as samples, it is referred to as saturated sampling (Sugiono, 2009). The sample consists of 70 DP2KBP3A workers as the population is smaller than 100. Using questionnaires as measuring instruments, primary data was collected directly. Analysis of data using multiple regression analysis in SPSS.

RESULTS AND DISCUSSION

Data Quality Test

Validity Test

The validity test was carried out using the SPSS Statistics application. The validity test was carried out by looking at the r-value of the value table in this study with a 2-sided test and the number of respondents (n) $70-2 = 68$ with a r-table value of 0.235. In the validity test study, 70 respondents were carried out.

Table 1. Validity Test

Item	R Table	R Count
X1.1	0.235	0,770
X1.2	0.235	0,712
X1.3	0.235	0,881
X1.4	0.235	0,739
X1.5	0.235	0,830
X2.1	0.235	0,583
X2.2	0.235	0,746
X2.3	0.235	0,730
X2.4	0.235	0,701
X2.5	0.235	0,580
X3.1	0.235	0,545
X3.2	0.235	0,974
X3.3	0.235	0,329
X3.4	0.235	0,317
X3.5	0.235	0,534

Item	R Table	R Count
Y.1	0.235	0,1000
Y.2	0.235	0,577
Y.3	0.235	0,755
Y.4	0.235	0,629
Y.5	0.235	0,760

Source: Questionnaire results processed 2025

Table 1 shows that the statement of organizational climate variables, technical competence, work motivation, and employee performance used in the research questionnaire were valid because the Pearson Correlation or r-count was greater than 0.235. Thus, all variable statement indications are valid.

Reliability Test

If the Cronbach Alpha statistical test yields a value greater than 0.60, we say that the variable is dependable. According to the following reliability test findings, testing using SPSS 26 becomes unreliable when Cronbach Alpha is less than 0.60:

Table 2. Reliability Test Results

Variable	Alpha Value	R Standard	Information
Organizational climate	0,861	0,60	Reliable
Technical competence	0,741	0,60	Reliable
Work motivation	0,810	0,60	Reliable
Employee performance	0,817	0,60	Reliable

Source: Questionnaire results processed 2025

With a Cronbach's Alpha value greater than 0.6, the organizational atmosphere (X1), technical competence (X2), and work motivation (X3) variables in the questionnaire statement research including 70 respondents were deemed reliable, as shown in table 2.

Classic Assumption Test

Normality Test

Graph analysis, specifically scatterplots, allow us to check for normality by comparing the cumulative distribution to a normal probability plot. When charting the residual data, one may compare it to the diagonal line that will be formed by the normal distribution.

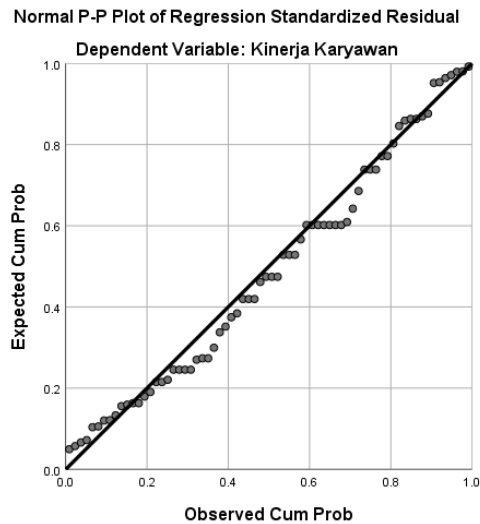


Figure 1. Uji Grafik Normalitas

P-P Normality (Figure 1) According to the graph, the data is distributed about the diagonal line, with the majority of the distribution occurring around the diagonal. The data follows a normal distribution, according to this.

Heteroscedasticity Test

Checking for unequal variance in the regression model's residual observations was the heteroscedasticity test. In this study, heteroscedasticity was tested by examining the scatterplot distribution of data. Points on a scatterplot don't cluster exclusively above or below zero, and they don't follow any discernible pattern, if the data points' distribution is all over the place. The figure below displays the findings of the study's heteroscedasticity test:

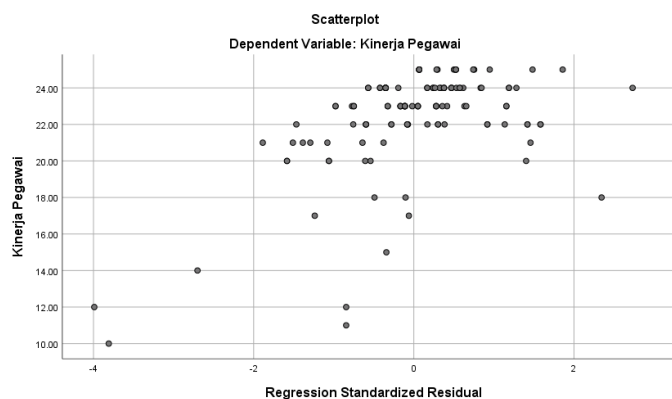


Figure 2. Heteroscedasticity Graph Test

As seen in Figure 2. The dots in the scatterplot don't seem to be arranged in any particular pattern; they're just floating around above and below the Y-axis value of zero. On the other hand, if there is a pattern, it's definitely irregular, with waves

that expand and then contract the dots. Thus, the absence of heteroscedasity is inferred.

Multicollinearity Test

The multicollinearity test determines if regression model independent variables are correlated. Tolerance and VIF were used to test multicollinearity. Tolerance levels assess independent factors stated by others. Multicollinearity may be verified with VIF. Most often used parameters for multicollinearity detection are tolerance > 0.10 and $VIF < 10$. The multicollinearity test results are below:

Table 3. Multicollinearity Test

Model	Collinearity Statistics		
	Tolerance	VIF	
1	(Constant)		
	Organizational climate	0.457	2.188
	Technical competence	0.450	2.224
	Work motivation	0.736	1.360

Source: Questionnaire results processed 2025

Table 3 shows each independent variable has a tolerance greater than 0.10. This comprises organizational atmosphere (0.457), technical competency (0.450), and work motivation (0.736). All three independent variables—organizational environment (X1), technical competence (X2), and work motivation (X3)—had VIF values below 10, 2.188, 2.224, and 1.360, respectively. All three independent variables had tolerance values over 0.10 and VIF values below 10, indicating no multicollinearity.

Model Feasibility Test

The F test is performed to determine the significant degree of influence of free variables on bound variables jointly or simultaneously.

Table 4. Model Feasibility Test

Model		F	Sig.
1	Regression	121.798	0.000
	Residual		
	Total		

Source: Questionnaire results processed 2025

Employee performance is positively and significantly affected by organizational atmosphere, technical competency, and job motivation. In table 4, we can see that the significance level (sig. 0.000) is lower than 0.05, lending credence to this.

Multiple Regression Analysis

The researchers utilized multiple linear regression tests to determine how much of an impact organizational environment, technical competence, and job motivation had on employee performance, the dependent variable.

Table 5. Multiple Regression Test

Model		B	Std. Error	Beta	t	Sig
1	(Constant)	2.523	1.074		2.349	0.022
	Organizational climate	0.236	0.055	0.309	4.334	0.000
	Technical competence	0.306	0.064	0.344	4.790	0.000
	Work motivation	1.740	0.218	0.448	7.980	0.000

Source: Questionnaire results processed 2025

It is determined from table 5. From the variables of organizational environment, technical competence, and work motivation, we can derive the following multiple linear regression equations for the dependent variable, employee performance:

$$Y = 2,523 + 0,309X_1 + 0,344X_2 + 0,448X_3 + e$$

From the mathematical equation of multiple linear regression, it can be concluded as follows:

The point where the regression line meets the Y-axis, which represents employee performance, is 2.523. When there is no change to the independent factors, which include the organizational atmosphere, technical skill, and job motivation. The organizational climate variable has a positive regression coefficient of 0.309. Organizational climate change was positively associated with employee performance change ($r=0.309$) according to the regression coefficient. A positive regression coefficient of 0.344 was found for the technical competency variable. In other words, if the technical competency variable increases by 0.344, the employee performance variable will also increase. A positive regression coefficient of 0.448 was found for the work motivation variable. A regression coefficient of 0.448 indicates that there is a positive relationship between the value of the work motivation variable and the value of the employee performance variable.

Model Eligibility

This determination coefficient test is used to find out how much the bound variable impacts the free variables. The following is the updated R-squared value of the determining coefficient:

Table 6. Determination Test

R	R Square	Adjusted R Square
0.920	0.847	0.840

Source: Questionnaire results processed 2025

Table 6 provides the basis for this. With a well-known determination coefficient (R^2) of 0.847, we know that organizational environment, technical skill, and job motivation account for 85% of the variance in employee performance. However, factors not included in this analysis account for 15% of the total.

Hypothesis Test (t-Test)

The t-test was used to test how much influence the independent variables used in this study individually in explaining the dependent variables partially.

Based on table 5, the results of the t-statistic test show that:

1. The organizational climate has a t-count value of 4.334 greater than the t-table of 1.666 and has a significance value of 0.00 less than 0.05, hence H_a is accepted. In conclusion, individual organizational climate variables have a significant effect on employee performance.
2. Organizational competence has a t-count value of 4.790 greater than the t-table of 1.666 and has a significance value of 0.00 smaller than 0.05, then H_a is accepted. In conclusion, individual technical competency variables have a significant effect on employee performance.
3. Work motivation has a t-count value of 7.980 greater than the t-table of 1.666 and has a significance value of 0.00 less than 0.05, then H_a is accepted. In conclusion, individual work motivation variables have a significant effect on employee performance.

Discussion

The purpose of this research is to identify the factors that affect productivity in the workplace, including climatic factors, technical skill, and intrinsic motivation. In order to discover the interdependencies between the variables, the test is demonstrated using preexisting assumptions. This section will elaborate on the analysis that has been conducted based on the findings of the SPSS 26 analysis:

1. The influence of the organizational climate on employee performance

The climate influence test supports H_1 , that corporate environment positively and significantly affects employee performance. Organizational t-count was 4.334, higher than t-table value of 1.666. Also, the significance value was 0.00, below 0.05. An organization's climate is a persistent internal atmosphere that affects employees' behavior. An organization's climate impacts employees' expectations and feelings to improve performance. Seniwati et al. (2022) and Saraswati et al. (2025) found that organizational climate favorably impacts employee performance.

2. The effect of technical competence on employee performance

The test of organizational competence shows that technical competence positively and significantly affects employee performance (H2), with a t-count value of 4.790, greater than the t-table value of 1.666, and a significance value of 0.00, smaller than 0.05. So H2 is approved. Technical competency affects workplace productivity since it's proportionated to job demands. Technical competencies, such as field-specific knowledge, talents, and mastery of applicable equipment and procedures, help professionals operate quicker and better. With a thorough understanding of the task, they can complete it faster, more accurately, and better. Febrina & Aisyah (2021) and Haeruddin et al. (2023) found that technical knowledge boosts employee performance.

3. The effect of work motivation on employee performance

The test findings support the third hypothesis (H3) that work motivation considerably and favorably influences employee performance: the t-count value is 7.980, which is larger than the t-table value of 1.666, and the significance value is 0.00, which is less than 0.05. Workers are more likely to perform well when inspired to achieve company goals. How employees react to workplace situations affects their motivation. Positive work attitudes drive workers to give their utmost. Adinda et al. (2023) and Suryawan and Salsabilla (2022) found that workplace motivation positively and significantly affected employee performance.

CONCLUSION

Finding out how DP2KBP3A employee performance is affected by organizational environment, technical competency, and job motivation is the main objective of this study. Organizational environment significantly and positively affects employee performance, according to the findings of the study and discussion presented in the preceding chapter. There is a positive and statistically significant relationship between technical skill and worker productivity. The impact of intrinsic motivation on work performance is favorable and statistically significant.

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