

The Impact of Digital Competence and Organizational Climate on Employee Performance: An Analysis of the Mediating Role of Work Motivation at UPT PLN Malang

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Abstract

This study aims to analyze the influence of Organizational Climate on Employee Performance with Work Motivation as a mediating variable at UPT PLN Malang. The main hypothesis states that Organizational Climate has a positive direct and indirect effect through Work Motivation on Employee Performance. The study used a quantitative design with the SEM-PLS approach that is able to handle latent variables and data that are not necessarily normally distributed. A sample of 98 employees was randomly selected stratified by division and position. Data were collected through a structured questionnaire that has been tested for validity and reliability. The analysis focused on evaluating the measurement model and the structural model using bootstrapping to test the significance of the paths. The results indicate that Organizational Climate has a significant positive effect on Work Motivation and Employee Performance, with Work Motivation partially mediating the relationship. The findings emphasize the importance of creating a conducive organizational climate and increasing motivation for optimizing employee performance. Practical implications include the development of motivational training, effective communication, and a trust-based management system at UPT PLN Malang. Further studies are recommended using longitudinal data to strengthen causal findings.

INTRODUCTION

This issue suggests that psychological and social factors such as perceptions of the work environment may be more influential than the technological infrastructure itself. Therefore, it is important to understand how digital competence and organizational climate interact to influence employee performance, as well as the crucial role of work motivation in this process. This study tests the hypothesis that organizational climate positively influences work motivation, and in turn, work motivation significantly improves employee performance (Octavia & W.P.T, 2022). Thus, this study seeks to elucidate the mediating mechanism of work motivation in the relationship between organizational climate and employee performance, particularly in the context of adapting to digital transformation. Previous research has confirmed that work motivation and organizational climate are simultaneously significant predictors of employee performance, with high motivation positively correlated with increased work performance (Sazly et al., 2024; Wulandari & Aprianti, 2023). This aligns with the finding that a positive work environment directly and significantly influences employee work motivation (Efendi & Hardiyanto, 2021) and suggests that employee motivation plays a significant role as a mediating variable that enhances employee performance, driven by the desire to achieve high standards of success (Putra & Surya, 2023). Furthermore, HR digital competence is a fundamental factor in ensuring organizations remain competitive and adaptive in the face of increasingly complex market dynamics (Fajriyani et al.,

2023). Previous research has also highlighted that digital transformation and an optimal work environment significantly impact employee motivation and performance, which are often hampered by data disparities and digital suboptimality (Jia et al., 2025). Therefore, innovative human resource management strategies are needed to empower employees and drive optimal performance amidst these challenges (Jahroni & Darmawan, 2022).

Recent research shows that digital competency has a direct impact on employee productivity and innovation, especially in technology-intensive sectors (Renaldi, 2022; Syahrani et al., 2025). Furthermore, an organizational culture that supports digital transformation also plays a crucial role in enhancing human resource competency to ensure the smooth running of institutional activities (Mulianto et al., 2024). This study will further analyze how digital competency, organizational climate, and work motivation collectively impact employee performance, taking into account the ongoing dynamics of digital transformation. In this context, digital leaders play a crucial role in shaping a conducive work environment through their digital citizenship practices, which in turn boost employee motivation and organizational performance (Mamdouh et al., 2025).

However, there is a research gap regarding how the specific interactions between digital competency, organizational climate, and work motivation mediate employee performance in the evolving digital environment (Elisnawati et al., 2023; Qiao et al., 2024). Therefore, this study seeks to fill this gap by deeply exploring the mediating role of work motivation in the relationship between organizational climate and employee performance, particularly considering the dimensions of digital competency. This study aims to empirically analyze how the synergy between digital competency and organizational climate can facilitate increased work motivation, which then significantly contributes to employee performance in this digital era (Dharmawan et al., 2024). In facing this complexity, a deep understanding of adaptive human resource management is essential to optimize employee potential in the context of dynamic digital transformation (Gadzali et al., 2023). Continuous development of digital competency and the creation of an organizational culture that encourages innovation and collaboration are crucial to ensure employees are motivated and adaptive to technological changes (“International Journal of Evaluation and Research in Education (IJERE),” 2025; Sulistiarini et al., 2025).

A key gap emerging from the literature review is the lack of research integrating digital competence and organizational climate as dual independent variables that influence employee performance through work motivation as a mediator. This study will address this gap by developing a conceptual model that examines the simultaneous influence of digital competence and organizational climate on employee performance, with work motivation as a mediating variable (Al-kharabsheh et al., 2022; Septa & Erdiansyah, 2024). This is particularly relevant given that digital transformation has fundamentally altered the operational landscape of organizations, necessitating adjustments to human resource strategies to optimize employee potential in an increasingly complex environment (Handayani et al., 2026).

METHODS

This study used a quantitative approach with a survey design to examine the relationship between digital competence, organizational climate, work motivation, and employee performance. Subjects were employees in service sector organizations who actively use digital technology and have at least one year of work experience. The sample was drawn purposively to ensure the data's relevance to the research objectives at the PLN Malang Technical Implementation Unit (UPT PLN Malang).

Data were collected through a questionnaire consisting of standardized instruments that had been previously tested for validity and reliability. The instruments were adapted to the research context and pre-tested to ensure clarity and consistency of measurement. Data collection procedures were conducted systematically, adhering to research ethics.

Data analysis used Partial Least Squares Structural Equation Modeling (PLS-SEM) to examine the relationships between variables and the mediating role of work motivation. The analysis process included sequential validity and reliability tests, as well as structural model testing, to ensure reliable results and a good representation of the research's conceptual relationships.

RESULTS AND DISCUSSION.

The data processing technique in this study uses the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach, which is carried out through two main testing stages: outer model testing and inner model testing. Outer Model.

1. Outer Model

The outer model focuses on the relationship between latent variables and their measurement indicators. Testing the outer model aims to ensure that the instruments used to measure the latent variables meet adequate validity and reliability standards. Specifically, there are three main tests in the outer model: convergent validity, discriminant validity, and construct reliability.

a. Convergent Validity

Table 1: Loading Factor Values

	Digital Competence	Organizational Climate	Work motivation	Employee performance
X1.1	0.854			
X1.2	0.895			
X1.3	0,898			
X1.4	0,851			
X1.5	0.894			
X3.1		0,854		
X3.2		0,864		
X3.3		0.895		
X3.4		0,900		
X3.5		0,871		
Z1.1			0,879	
Z1.2			0,873	
Z1.3			0,869	
Z1.4			0,878	
Z1.5			0,930	
Y1.1				0,894
Y1.2				0,940
Y1.3				0,941
Y1.4				0,865
Y1.5				0.927

Data source processed SEM-PLS, 202 6

Based on the data in the table above, all indicators show values that exceed the significance threshold (0.7), so that the construct is declared valid and meets the established validity requirements.

b. Average Variance Extracted

The output results from Average Variance Extracted (AVE) can be seen in the following table:

Table 2: Results of Average Variance Extracted (AVE)

Variables	Average variance extracted (AVE)	Information
Organizational Climate	0.769	Valid
Employee performance	0.835	Valid
Digital Competence	0.772	Valid
Work motivation	0.785	Valid

Data source processed SEM-PLS, 202 6

Based on the data analysis in the table above, the Average Variance Extracted (AVE) values for all constructs in the model are above the threshold of 0.7. This finding indicates that each construct is capable of capturing most of the variance contained in its indicators, thus meeting the established convergent validity criteria. This indicates that the measurement of the latent variables in this study is construct-reliable.

c. Test *Discriminant Validity*

Discriminant validity ensures that each construct measures a distinct phenomenon without overlapping with other constructs. In this study, discriminant validity was tested using cross-loading, which involves comparing the indicator loadings on the relevant construct with those on other constructs. If the indicator loadings are higher on the relevant construct, the construct is considered discriminantly valid.

Table 3: Cross Loading Results

	Digital Competence	Organizational Climate	Work motivation	Employee performance	Information
X1.1	0.854	0.732	0.681	0.506	Valid
X1.2	0.895	0.802	0,755	0,527	Valid
X1.3	0,898	0,802	0,805	0,580	Valid
X1.4	0,851	0,731	0,695	0,491	Valid
X1.5	0,894	0,802	0,785	0,542	Valid
X3.1	0,728	0,854	0,788	0,562	Valid
X3.2	0,788	0,864	0,726	0,543	Valid
X3.3	0,823	0,895	0,782	0,551	Valid
X3.4	0,765	0,900	0,781	0,619	Valid
X3.5	0,765	0,871	0,752	0,627	Valid
Z1.1	0,745	0,733	0,879	0,485	Valid
Z1.2	0,753	0,755	0,873	0,541	Valid
Z1.3	0,721	0,806	0,869	0,512	Valid
Z1.4	0,731	0,756	0,878	0,486	Valid

Z1.5	0,809	0,818	0,930	0,592	Valid
Y1.1	0,615	0,675	0,545	0,894	Valid
Y1.2	0,506	0,579	0,484	0,940	Valid
Y1.3	0,524	0,577	0,534	0,941	Valid
Y1.4	0,553	0,575	0,549	0,865	Valid
Y1.5	0,548	0,608	0,588	0,927	Valid

Source : Data processed by SEM-PLS, 202 6

The cross-loading values of all indicators indicate that each indicator has the highest correlation with its corresponding construct compared to other constructs. This indicates that each indicator specifically represents the intended construct, supporting the existence of discriminant validity in the research model.

d. Cronbach's alpha and Composite Reliability

According to Hair (2014), the Composite Reliability (CR) and Cronbach's alpha values accepted in research are usually in the range of 0.70 to 0.80, which indicates an adequate level of reliability of the measurement construct.

Table 4: Cronbach's alpha and Composite reliability results

Variables	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Information
Organizational Climate	0.925	0.925	0.943	Reliable
Employee performance	0.950	0.953	0.962	Reliable
Digital Competence	0.926	0.929	0.944	Reliable
Work motivation	0.931	0.933	0.948	Reliable

Source : Data processed by SEM-PLS, 202 6

Based on the data in the table above, the Cronbach's Alpha and Composite Reliability values for all constructs or variables reached a value of ≥ 0.70 . This indicates that all constructs in the study have adequate reliability according to applicable standards in quantitative research, thus supporting the reliability of the measurement instruments for the variables studied.

2. Structural Model Testing (Inner Model)

Within the PLS-SEM framework, the Internal Model describes the relationship between latent variables with an assessment aimed at empirically measuring the strength and significance of the relationship. Evaluation is carried out through three main aspects: (1) statistical significance through hypothesis testing, (2) model exploratory power (R-squared), and (3) effect size that reflects the practical relevance of the relationship in the research context.

a. R Square (R^2)

Table 5: R-Square

Variables	R-square	R-square adjusted
Employee performance	0.441	0.441
Work motivation	0.791	0.791

Source : Data processed by SEM-PLS, 202 6

Based on the table above, the Employee Performance Variable shows an R-square and

adjusted R-square value of 0.441, indicating that approximately 44.1% of the variation in employee performance can be explained by the independent variables in the model with consistent estimates. Meanwhile, the Work Motivation variable has an R-square and adjusted R-square value of 0.791, which means the model is able to explain approximately 79.1% of the variation in work motivation, indicating a higher level of explanation and a very good and stable model.

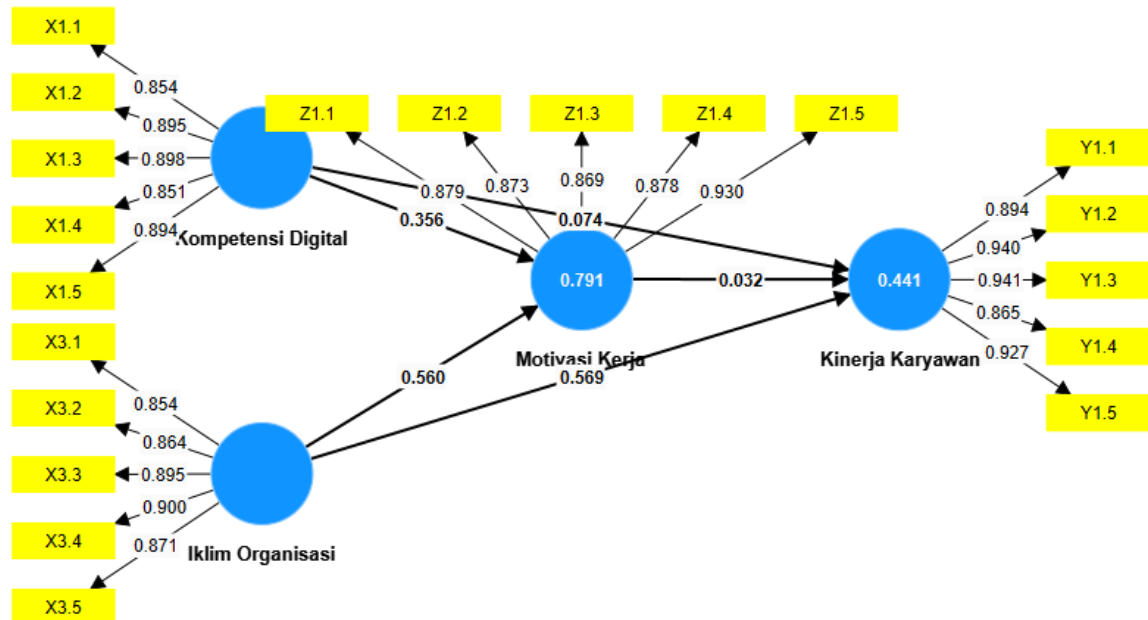


Figure 1: PLS SEM Alogarithm Model Output

b. Significance (Hypothesis Testing)

Table 6: Bootstrapping results of direct effects

Variables	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Organizational Climate -> Employee Performance	0.569	0.570	0.022	26,266	0,000
Organizational Climate -> Work Motivation	0.560	0.560	0.010	56,463	0,000
Digital Competence -> Employee Performance	0.074	0.074	0.019	3,878	0,000
Digital Competence -> Work Motivation	0.356	0.356	0.011	31,480	0,000

Work Motivation -> Employee Performance	0.032	0.032	0.014	2,246	0.012
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Source : Data processed by SEM-PLS, 202 6

The table above shows that each relationship in the model shows a significant positive coefficient with a p-value of 0.000 or 0.012, indicating that all relationships are statistically significant. The relationship between Organizational Climate and Employee Performance has a coefficient of 0.569 and a t-statistic of 26.266, indicating a strong and significant influence. Similarly, the relationship between Organizational Climate and Work Motivation shows a coefficient of 0.560 and a t-statistic of 56.463, indicating a very strong and significant influence. Digital Competence also has a positive influence on Employee Performance with a coefficient of 0.074 and a t-statistic of 3.878, as well as a greater influence on Work Motivation with a coefficient of 0.356 and a t-statistic of 31.480, both of which are significant. Finally, Work Motivation makes a small but significant contribution to Employee Performance, with a coefficient of 0.032 and a t-statistic of 2.246.

Table 7: Results of Path Coefficient Bootstrapping Indirect Effect

Variables	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Organizational Climate -> Work Motivation -> Employee Performance	0.018	0.018	0.008	2,257	0.012
Digital Competence -> Work Motivation -> Employee Performance	0.011	0.011	0.005	2,218	0.013

Source : Data processed by SEM-PLS, 202 6

The mediation path model shows that the indirect effect of Organizational Climate on Employee Performance through Work Motivation is recorded as having a coefficient (Original Sample) of 0.018 with a t-statistic of 2.257 and a p-value of 0.012. This indicates that the mediation effect is statistically significant although relatively small. Similarly, the indirect effect of Digital Competence on Employee Performance through Work Motivation has a coefficient of 0.011 with a t-statistic of 2.218 and a p-value of 0.013, which is also significant, strengthening the role of Work Motivation as an important mediator in this relationship.

DISCUSSION

The Influence of Digital Competence on Employee Performance

Based on the results of the analysis, Digital Competence has a direct, positive, and significant influence on Employee Performance. This indicates that increasing employee digital competence directly contributes to improving their overall performance. This finding is consistent with the literature that emphasizes the importance of adopting digital technology and skills in the context of modern work for optimizing productivity and operational efficiency (Susilo et al., 2023).

Furthermore, this result is in line with previous research showing that digital competence is positively correlated with employee performance, often even mediating the relationship between other variables and performance (Zaeni et al., 2023). The results of this study confirm that employee digital competence that is aligned with job demands and responsibilities will significantly improve performance. Conversely, deficiencies in digital competence can result in decreased performance due to the inability to adapt to an increasingly digitalized work environment (Masruroh & Fatimah, 2023).

This demonstrates that employees' digital skills enable them to manage technology, applications, and information systems with greater efficiency and accuracy. With these capabilities, employees can complete technical or digital-based tasks more quickly, reduce the risk of errors, and produce quality output. In a work era increasingly dependent on digitalization, the ability to operate effectively in a digital environment is key to increasing productivity, thus directly impacting overall performance. The importance of employee mastery of digital technology has become a key foundation in increasing work effectiveness and productivity across various industrial sectors (Larasshati & Priyastivi, 2024). Employee empowerment and organizational commitment, driven by supportive leadership, are also crucial factors that positively influence employee performance (Samuel & Ramli, 2024).

Thus, digital competence is not merely a technical skill, but also a fundamental driver for holistic and sustainable work performance improvement. Organizations must actively encourage the development of their employees' digital competence, given that digital literacy and intensive communication skills contribute significantly to individual performance, particularly within teamwork (Handayani et al., 2024).

The Influence of Digital Competence on Work Motivation

Digital Competence has a direct, positive and significant influence on Work Motivation because employees' digital skills play a crucial role in increasing self-confidence (*self-efficacy*), which is the primary basis of intrinsic motivation. Based on Bandura's information processing theory and self-efficacy theory, individuals who feel capable of handling digital-based tasks tend to be more confident in facing work challenges, thus they are more motivated to be actively involved and achieve optimal work results. Mastery of digital competencies enables employees to adapt to technological innovations and new work processes, thus encouraging a desire to continue learning and developing (Mamdouh et al., 2025). This is in line with findings that training programs designed to improve digital competencies can significantly increase employee productivity (Widihartono & Ahmadi, 2024). Employees with high digital skills feel more empowered and independent in carrying out their tasks, which is positively correlated with innovative work behavior and improved performance (Huu, 2023).

Furthermore, the availability of digital competencies provides employees with access to self-development, the use of digital collaboration tools, and real-time feedback from work systems, all of which can enhance a sense of control and engagement with their work. This aligns with the need-based motivation theory, which states that fulfilling the need for competence and autonomy through mastery of digital technology contributes to increased intrinsic motivation (Ramadhani & Habibi, 2025).

Therefore, when employees feel digitally prepared, they are not only more technically proficient, but also gain satisfaction and meaning in their work, which ultimately leads to higher work motivation. Thus, the direct influence of Digital Competence on Work Motivation is the result of psychological and cognitive processes grounded in a strong theoretical framework in

organizational psychology and management. This is in line with the view that digital self-efficacy, as a manifestation of the basic psychological need for competence, is a crucial element in driving intrinsic motivation and more independent behavior in the digital environment (Sun & Yoon, 2025).

The Influence of Organizational Climate on Work Motivation

Organizational climate has a significant direct influence on work motivation because the work atmosphere and culture formed within the organization provide a strong psychological foundation for employees to feel valued, supported, and actively involved in their work. A positive organizational climate, characterized by open communication, performance recognition, and career development opportunities, significantly contributes to increasing employee work motivation (Qorzhah & Fauziah, 2025). Conversely, a negative organizational climate, characterized by a lack of support, role ambiguity, or internal conflict, can drastically reduce employee intrinsic and extrinsic motivation, hinder productivity, and increase employee turnover rates (Darni & Febriansyah, 2024; Geopani et al., 2024). In line with research results showing that the non-physical work environment has a positive and significant influence on work motivation (Putri, 2022). This indicates that an adequate work environment, including the availability of technology, superior guidance, and supportive relationships, directly increases employee work motivation (Fajriyanti et al., 2023).

Based on work motivation theory, a conducive work environment such as a positive organizational climate can fulfill employees' basic needs for recognition, security, and social connectedness, which are crucial in triggering intrinsic motivation. When employees perceive that the organization provides adequate support and a pleasant work atmosphere, they typically demonstrate higher commitment and increased motivation to achieve work targets. In this context, Self-Determination Theory suggests that an organizational climate that supports autonomy, competence, and connectedness directly fosters employees' intrinsic motivation, encouraging them to engage in work due to inherent satisfaction, not just external incentives (Lase et al., 2025; Roth-Rawald et al., 2023). Thus, a conducive work environment with a healthy organizational climate and high employee work motivation can facilitate the achievement of overall organizational goals (Susilo et al., 2023).

This aligns with the theoretical framework of basic psychological needs proposed by Deci and Ryan, which emphasizes the importance of supporting autonomy, competence, and relatedness as the foundation of intrinsic motivation (Sinambela, 2021). Therefore, organizations that are able to create a harmonious communication climate as well as physical and psychological safety for their employees tend to increase motivation and work engagement (Nurwanto & Soeling, 2026; Putra, 2023).

The Influence of Organizational Climate on Employee Performance

Organizational Climate shows a significant direct influence on Employee Performance because a conducive work environment provides a psychological and social foundation that supports increased productivity and work effectiveness. Research has shown that a positive organizational climate is strongly correlated with increased employee performance, through a conducive work atmosphere that encourages well-being and strengthens the performance of organizational units (Wulandari & Aprianti, 2023). Conversely, a dysfunctional organizational climate can cause stress, lower morale, and ultimately hinder the achievement of individual and organizational goals (Destian et al., 2025). In line with previous research which states that a positive organizational communication climate significantly affects employee performance by increasing motivation,

commitment, and coordination between teams (Randi, 2023). In addition, an organizational climate that supports innovation and open communication tends to increase employee productivity and loyalty, while an authoritarian climate can hinder creativity and work enthusiasm (Rosvita et al., 2023). In accordance with Self-Determination Theory, the fulfillment of basic psychological needs for autonomy, competence, and relatedness in a positive organizational climate will encourage intrinsic motivation and increase job satisfaction, which in turn contributes to increased employee performance (Guo, 2023; Ye et al., 2025). Companies with advanced and well-controlled organizational cultures, characterized by a conducive climate, are inherently able to maintain a high level of comfort in the workplace, which directly impacts productivity (Rosvita et al., 2023).

Thus, the direct influence of organizational climate on employee performance is the result of systemic interactions between work environment conditions and individual psychological factors that encourage optimal performance.

The Influence of Work Motivation on Employee Performance

Work Motivation has a direct and significant influence on Employee Performance because it is the main psychological factor that drives proactive behavior, optimal contribution, and commitment to achieving organizational goals. Motivated employees will show high work enthusiasm, strive to achieve maximum results, and have a strong drive to do their jobs well (Rada et al., 2024). This is supported by research findings that show that work motivation positively and significantly affects employee performance, with a t-value of 6.723 and a significance level of 0.000 (<0.05) (Nasrul et al., 2021). Furthermore, the results of this study are consistent with existing literature, indicating that high levels of motivation are directly correlated with increased efficiency and effectiveness in task execution, which in turn leads to increased individual and collective performance (Muzaki et al., 2023). Other studies also confirm that motivation significantly affects employee performance, indicating that superiors who are effective in motivating employees can realize organizational success through good teamwork (Nasrul et al., 2021). Thus, strong motivation, characterized by intensity, meaning, and persistence, is essential for achieving superior performance (Fenny & Setyawan, 2024). Various studies have confirmed that motivation significantly impacts employee performance, where employees with high intrinsic motivation tend to enjoy their work, feel challenged, have curiosity, and are committed to goals, which ultimately leads to superior performance (Darmayanti & Firdaus, 2024; Miswanto et al., 2021; Palupi & Zulfa, 2024). A supportive and comfortable work environment is also an important factor that directly contributes to employee motivation, as a positive work environment can increase comfort and productivity (Samudra et al., 2023).

In an organizational context, individuals who have high levels of motivation generally demonstrate adaptive, innovative behavior, and high levels of dedication—phenomena that significantly improve the quality, efficiency, and effectiveness of performance.

Therefore, the direct relationship between work motivation and performance is not merely a correlational association, but rather the result of a structured psychological process, encompassing cognitive, emotional, and behavioral dimensions. Enhancing employee motivation through the implementation of appropriate incentives, formal recognition, and the creation of a supportive work environment is a key strategy in ensuring continuous improvement in organizational performance. Similarly, research shows that work motivation positively and significantly influences employee performance, in line with findings indicating a direct correlation between motivation levels and work effectiveness (Arjun et al., 2022; Shobirin & Siharis, 2022).

The Influence of Digital Competence on Employee Performance Through Work Motivation

The Influence of Digital Competence on Employee Performance through Work Motivation can be explained as a process in which employees' ability to effectively master digital technology encourages increased passion and desire to work, which ultimately contributes to improved work performance. Relevant digital skills not only facilitate operational efficiency but also foster self-confidence and independence, which are crucial components in triggering intrinsic motivation (Djaya, 2021). High motivation, both internal and external to employees, significantly improves performance through involvement in the management process and the perception that the company cares about their well-being (Mardiana et al., 2021). Therefore, increasing digital competence in employees can directly increase their work motivation, which in turn will lead to improved individual and organizational performance as a whole (Esisuarni et al., 2024). This is in line with research showing that competence positively and significantly influences motivation, which in turn impacts employee performance (Masruroh & Fatimah, 2023). In addition, work motivation, as an internal drive, plays a crucial role in improving employee performance by encouraging them to work better and harder, in line with company goals (Setyowati et al., 2023; Widodo & Yandi, 2022). Motivational factors, which function to activate employee representative capacity, have been proven to produce superior work output (Shafira et al., 2024). Thus, a systematic strategy that includes consistent rewards and professional development will strengthen employee motivation, encouraging them to work with passion (Rismawati et al., 2021). Therefore, integrating digital competencies into an employee motivation framework creates essential synergies to drive sustainable and adaptive organizational performance in this digital age (Anggraini, 2022).

This is in line with the finding that intrinsic motivation has a significant positive impact on employee performance, where increased internal motivation is directly correlated with increased performance capabilities (Setyowati et al., 2023).

Thus, the influence of Digital Competence on Employee Performance through Work Motivation is a complementary cause-and-effect relationship, where increased digital competence triggers stronger motivation and subsequently contributes to improved overall organizational performance. Through the continuous development and utilization of E-HRM, organizations can strengthen employee motivation by providing measurable and transparent recognition, reward, and incentive programs, which will ultimately improve their performance significantly (Firjatullah & Ahmadi, 2024; Purnomo, 2024).

The Influence of Organizational Climate on Employee Performance Through Work Motivation

Organizational climate, as employees' subjective perceptions of their work environment, acts as a key psychological driver that significantly influences work motivation, which in turn becomes a key factor in improving employee performance. A supportive and conducive organizational climate facilitates both intrinsic and extrinsic motivation, thus stimulating employees to achieve their maximum potential in a dynamic work environment.

Based on the Organizational Climate theoretical framework by Cameron & Quinn (2011), a conducive, inclusive, and supportive work environment will build a strong sense of trust, engagement, and belonging to the organization. This directly contributes to increased work motivation, which then manifests itself in overall employee performance (Mirdhatillah et al., 2025). Conversely, a dysfunctional organizational climate, characterized by role ambiguity or lack

of recognition, tends to decrease motivation, resulting in decreased productivity and job satisfaction.

Work motivation serves as a mediator variable that links the influence of organizational climate on employee performance. Employees who perceive a supportive work environment tend to feel valued, have freedom in decision-making, and are aligned with the organization's vision and values. This alignment strengthens their commitment, drives higher motivation and, in turn, results in better performance (Purnomo, 2024). Previous research indicates that a positive organizational climate can directly improve work ethic, which then acts as a mediator of improved employee performance (Andi, 2024). This is in line with the finding that a conducive organizational climate, characterized by flexibility in self-adjustment and rewards for good performance, positively and significantly influences improved employee performance (Susilo et al., 2023).

This aligns with Self-Determination Theory, which emphasizes the importance of autonomy, competence, and connectedness in fostering intrinsic motivation. An organizational climate that supports these three aspects will significantly enhance employees' internal drive to achieve (Andi, 2024; Rosvita et al., 2023). Therefore, organizations that are able to create a supportive and inclusive work climate will significantly strengthen employee motivation, thereby encouraging continuous performance improvement (Nasrul et al., 2021; Susilo et al., 2023).

Empirical evidence suggests that increased motivation resulting from a positive organizational climate has been shown to contribute to improved work quality and quantity, reduced turnover rates, and increased operational efficiency (Andi, 2024; Susilo et al., 2023). This is because a more democratic and humane work environment can substantially improve employee morale and work ethic, creating a greater desire to perform, and ultimately, driving tangible attitudinal changes that lead to improved performance.

Thus, the influence of organizational climate on employee performance is not only direct, but occurs through a complex intermediary mechanism, with work motivation as the primary channel for this influence. Therefore, creating a supportive, harmonious, and humane organizational climate is a crucial strategy for building a work team that excels not only in terms of productivity but is also sustainable and adaptable to the dynamics of organizational change.

CONCLUSION

Based on the discussion above, it can be concluded that Organizational Climate plays a central role in shaping employee performance, not only through direct influence, but also significantly through a crucial intermediary mechanism, namely Work Motivation. A conducive, transparent, and supportive work environment can create positive perceptions among employees, which in turn fulfills basic psychological needs such as autonomy, competence, and social connectedness as explained in Self-Determination Theory. The existence of these conditions naturally encourages the growth of intrinsic motivation, which ultimately has an impact on improving the quality and quantity of work results, a high level of commitment, and an increased innovative spirit in completing tasks. Therefore, strengthening the organizational climate is not merely a managerial policy, but a fundamental strategy for developing human resources that are not only productive and adaptive to change, but also sustainable in the long term. Thus, a healthy

organizational climate is the main foundation in realizing overall organizational excellence in terms of performance, innovation, and sustainability.

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