

THE INFLUENCE OF WORK CLIMATE ON WORK PRODUCTIVITY THROUGH WORK MOTIVATION OF THE HEAD OF THE GENERAL SUBDIVISION AND STAFFING AT THE REGIONAL WORK UNIT IN THE CENTRAL LOMBOK REGENCY GOVERNMENT

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Abstract: *The research objectives that can be known are (1) To determine the effect of the variable Work Climate on Work Motivation. (2) To determine the effect of Working Climate variables on Work Productivity. (3) To determine the effect of the variable Work Motivation on Work Productivity. (4) To determine the effect of Work Climate variables on Work Productivity through Work Motivation. The research subject was the Head of the General Subdivision and Staffing at the Regional Work Unit in the Central Lombok District Government. This research was a causal associative study. The method of data collection uses the census method. Data collection instruments / instruments in this study were questionnaires distributed to 44 section heads . Data analysis and research hypothesis testing is being done with n pendekata n Partial Least Square (PLS) to make use of n software SMARTP LS version 3 .0. The results of the study indicate that (1) Work Climate has a positive and significant effect on Work Motivation. (2) Work Climate has a positive and significant effect on Work Productivity. (3) Work Motivation has a positive and significant effect on Work Productivity. (4) Work Climate has a positive and significant effect on Work Productivity through Work Motivation. Work productivity will be achieved if the organization has employees who have a high morale supported by a conducive work climate so as to facilitate the achievement of organizational goals efficiently and effectively. The more comfortable the atmosphere of the work climate and the high motivation in work, the more it will improve work productivity. The Head of the General Subdivision and Staffing of Regional Work Units in the Central Lombok Regency Government.*

Key Words: *Work Climate, Work Motivation, Work Productivity.*

1. PRELIMINARY :

Every organization has goals and objectives to be achieved. These achievements can be carried out jointly between the organization and employees, for which employees who work are not only filling work time with unproductive work (Rayuwanto, 2016: 104). According to Rayuwanto (2016: 104), the low work productivity of employees lies in moral low work, employees always take advantage of work time with work that is not in accordance with the goals of the organization so as a result many of the employees are lazy or even corruption working hours.

According to Anoraga (2004), high and low work productivity of employees is influenced by several factors, namely motivation, education, work discipline, skills, work attitudes and ethics, nutrition and health, compensation, technology, production facilities, social security, management, achievement opportunities, environment work and work climate. Work Climate according to Davis and Newstrom (1985 in Rayuwanto, 2016: 105) is a dynamic concept in which everything in the organization forms a climate which is then climate that influences everything in the organization. Davis (1981 in Rayuwanto, 2016) also explained that "Climate can influence motivation, satisfaction and work performance ".

According to Field and Abelson (in Agusetyono, 2017) , the work climate comes from an organizational climate that will affect workers in terms of motivation and performance. Therefore, work productivity will be achieved if the organization has employees who have high morale supported by a conducive work climate so as to facilitate the achievement of organizational goals efficiently and effectively. A conducive work climate will encourage morale and productivity of employees, provide space for life, create achievements and a basis for the growth of self-esteem and personal identity. On the other hand , a non-conductive work climate can make dissatisfaction and despair, rigid and lose the direction of work and make employees feel isolated, making pressure and frustration (Rayuwanto, 2016).

The results of the study of Huda (2012) and Rayuwanto (2016) found that the work climate has an effect on work productivity. But the research of Wirawan and Dermawan (2011) found that the work climate did not affect work productivity. Based on some of the results of this study, researchers suspect that there are other variables among the work climate with work productivity that will be an intermediary from the influence of the work climate on work productivity.

One of the factors that can be an intermediate variable is work motivation. According to Davis (Rayuwanto, 2016) work motivation can be influenced by the work climate, or in other words the work climate can influence work motivation and work motivation can affect work productivity (Ravianto, 1985).

Some research results indicate that the work climate has a positive effect on work motivation (Coal, 2012 and Winanti, 2013). But Siagian (2013) in the results of the study showed that the work climate did not significantly influence work motivation. Huda and Batubara (2012), found that the work climate has an effect on work productivity through work motivation. While Budiarta, Bagia and Suwendra (2015), Prasetyo and Wahyuddin (2003) and Wartono (2014) found that work motivation had an effect on work productivity. The Hamali study (2013) found that the contribution of work motivation to work productivity was very small. In the study of Purnama (2008) showed that there was a strong relationship between work motivation and employee productivity, but the effect of work motivation on employee work productivity included in the medium category. Whereas in the study of Widyawatinigrum et.al (2013) showed that work motivation does not significantly influence work productivity, but work motivation is positively correlated with work productivity.

As a government organization, the functions of the Central Lombok Regency Government organization are carried out by the Regional Apparatus formed based on Regional Regulations. Each regional apparatus consists of an organizational structure, which includes core functions in the form of technical fields and supporting functions in the form of secretarial overseeing staffing, finance and planning.

The results of the survey on the S atuan Working G enuine D aerah in Central Lombok regency government environment, that looks a delay in the delivery of monthly and annual reports as well as the persistence of recurring errors in the delivery of employment reports, the proposed promotion, disciplinary rules of civil enforcement proceedings. For example, one of the tasks of the Head of the General Subdivision and Staffing is to manage the nomination of civil servants in the scope of their respective Regional Work Units. Based on data from the Central Lombok District Education, Training and Training Agency (BKPPP), the process of proposing promotions from SKPD is not optimal because there are still errors, delays and the presence of civil servants who fulfill the requirements but are not proposed to get promotions. This is an indication of the working environment is not conducive, where the working climate in the lingkungan Government of Central Lombok district does not yet support the achievement of results and objectives of the organization, there are less follow the rules in doing the job, has not seen any effort from employees in completing work, as well as organizations that are still rigid in the promotion of every employee.

Related on the phenomenon of the working poor motivation K epala Sub Division of General and Civil Service can also be influenced by the type of occupation is routinely done and the absence of additional benefits for the Head of Section of Public and Civil Service related to his duties as a staff manager different from the existence of additional allowances given to the Head of Sub Division of Finance / Head of Planning Sub Division who has additional benefits related to his duties as financial manager / planning of the Regional Work Unit. This certainly has an impact on work productivity in the organization.

2. RESEARCH PURPOSES:

The research objectives that can be known are as follows:

- a. To determine the effect of the variable Work Climate on Work Motivation.
- b. To determine the effect of Work Climate variables on Work Productivity.
- c. To find out the effect of the variable Work Motivation on Work Productivity.
- d. To determine the effect of Work Climate variables on Work Productivity through Work Motivation.

3. LITERATURE REVIEW :

3.1. Work productivity

Some definitions of work productivity proposed by several human resource experts, Mathis and Jackson (2006) explain that productivity is a measure of the quantity and quality of work that has been done by considering the resources used. According to Hasibuan (2003), work productivity can be interpreted as a comparison between *output* and *input* where *output* must have better value added and processing techniques. Sinungan (2003) argues that productivity is the ability of a set of economic resources to produce something as a comparison between sacrifice (*input*) and producing *output*. As stated by Sinungan it was stated that the quality of work must also be considered in assessing labor productivity, because even if the task time is charged to workers or companies is achieved, if the quality of work is not good, then work productivity is not meaningful.

In the description above, the essence is that productivity is qualitatively as above, this is basically used as a reference to see the level of work productivity of employees. So it can be concluded that work productivity is a comparison between *output per input*, where *output* is the result achieved while *input* is labor as a comparison between output and input over a certain period of time related to the quality produced to achieve the needs and sacrifices made.

Rayuwanto (2016: 108) states that several indicators used in knowing employee work productivity in an organization include:

- a) Capability is how one employee can use office equipment correctly, ability to follow work systems and procedures, current ability to support work, and the ability to adjust to the demands of work.
- b) The idea is that employees are always looking for ways to solve a good job, have a target for completing work, planning work every day, improving work methods, wanting to give the best for the organization.
- c) Work Results are work results oriented to organizational goals, the desire to maintain the quality of work and provide good work results.

3.2. Work motivation

Suwatno and Priansa, (2011: 178: 182), explain that there are several motivational theories as follows: From McClland known as the theory of the need to achieve achievement or *Need for Achievement* (N.Ach) which states that motivation varies, according to the strength of one's needs for achievement. Murray as quoted by Winardi formulates the need for achievement as a desire to carry out a task or a difficult job. Mastering, manipulating, or organizing physical objects, humans, or ideas carrying out these things as quickly as possible and as independently as possible, achieving high standards. Achieve peak performance for yourself. Able to win in competition with other parties. Improve self-ability through successful application of talent.

According to McClland the characteristics of *high achievers* (*high achievers*) have three general characteristics, namely: a). a conference to do assignments with moderate degrees of difficulty. b). like situations where their performance arises because of their own efforts, and not because of other factors, such as luck, for example; and c). want feedback about their successes and failures, compared to those with low achievement.

According to Risanti (2012) that individual factors that usually encourage someone to do something are:

1) Interest

Someone will feel compelled to do an activity if the activity is an activity that matches their interests. A person who has a high interest is indicated by:

- a) Feelings like working
- b) Suitability of work with desire
- c) Feeling in accordance with the leadership policy

2) Positive attitude

Someone who has a positive attitude towards an activity willingly participates in the activity, and will try as much as possible to complete the activities concerned as well as possible. An employee has a positive attitude towards his work characterized by:

- a) Feel happy if the target desired by the company is fulfilled
- b) Having high loyalty to the company
- c) Having high work discipline

3.3. Work Climate

According to Reichers and Scheinder (Kusdi, 2011) states the work climate is interpreted as a perception of policies, practices and organizational procedures that are felt and accepted by individuals in the organization or individual perceptions of where they work. Higgins (in Sutisna, 2009: 98), work climate is a collection of perceptions of members of the organization including regulations, the desire of work in the organization, and the social environment in the organization. According to Robert G. Owens (in Wirawan, 2007: 122) defines the work climate as a "*study of the perception that individuals have of the environment in the organization*". Work climate can be defined as the study of individual perceptions regarding various aspects of the organization's environment. Keith and Davis (2001, in Pramono, 2004) which states the work climate concerns the existing environment or faced by individuals who are in an organization that affects someone who does a task or a job. Individuals in an organization consider the work climate to be an attribute, where these attributes are used in the realization of their existence in the organization.

So the work climate is the expectations and views of individuals towards the organization. From the theory put forward by Higgins it can be said that the work climate is formed because of the perception of members regarding the rules, desires of the organization and its social environment, or in other words the work climate is the way members perceive the organization. Based on the above definition which explains that the work climate arises because the process of interaction between members of the organization then raises the characteristics of the organization, and several important things that need to be noted from the understanding of the working climate above are: *first*, related to perceptions of the work climate in organizations based for what is carried out and trusted by members of the organization. If members of the organization are familiar with high authority from superiors, for example, the actions

of members of the organization will always be based on such a climate. *Second*, the relationship between the characteristics of other organizations with the actions of superiors and the climate produced. In general, it is recognized that the work climate is an important factor in the behavior of members of the organization itself. According to Rayuwanto, (2016: 107), a conducive work climate will encourage morale and productivity of employees with indicators:

- a) Openness, namely following the applicable regulations, knowing the work procedures used, understanding the applicable regulations, and the current promotion system.
- b) Responsibility that is attendance, filling work time, and effort to complete work.
- c) Communication is the ease of communication with superiors, ease of communication with coworkers and the delivery of opinions.
- d) Relationships are exceptions from the organization, the pleasure of getting assignments from superiors, help from coworkers facing difficulties, and relationships with organizations.

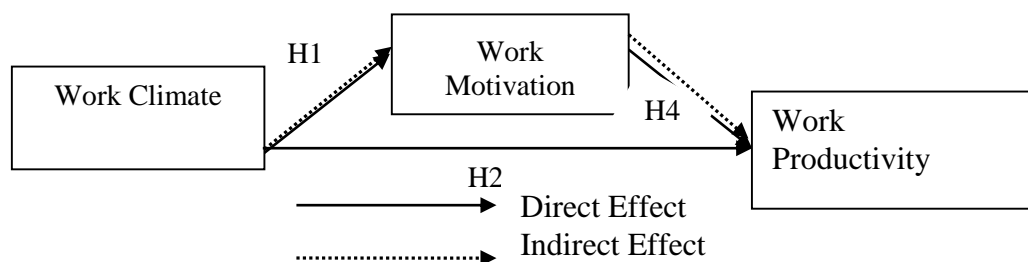
3.4. Conceptual Framework

In this study the author presents a conceptual framework to facilitate understanding the problems being studied based on hypotheses, as follows:

- H_1 : Allegedly Work Climate has a positive effect on Work Motivation .
- Several studies have shown that the work climate influences work motivation, namely Coal (2012), Winanti (2013) and Budianto (2016) .
- H_2 : Allegedly Working Climate has a positive effect on Work Productivity.
- Several studies have shown that the work climate influences work motivation, namely Huda (2012) , Wirawan and Dermawan (2011) , Rayuwanto (2016) .
- H_3 : Allegedly Work Motivation has a positive effect on Work Productivity .
- Several studies have shown that work motivation influences work productivity, namely Huda (2012) , Adiwinata and Sutanto, (2014) , Prasetyo and Wahyuddin (2003) , Budiarta, Bagia and Suwendra, (2015) and Wartono (2014).
- H_4 : Allegedly Work Climate has a positive effect on Work Productivity Through Work Motivation.

Coal Research (2012) , Huda (2012) , Wirawan and Dermawan (2011) , Rayuwanto (2016) , Adiwinata and Sutanto (2014) , Prasetyo and Wahyuddin (2003) , Budiarta, Bagia and Suwendra (2015) , Wartono (2014) , proving that the work climate influences work productivity and work motivation

Figure 1. Conceptual Framework



4. RESEARCH METHODS:

The type of research used in this study is *associative / relationship* research which is a study that aims to determine the relationship between two variables or more (Siregar, 2013: 15). With this research, a theory can be built that can function to explain, predict, and control a symptom in the study. According to Sugiyono, (2013: 80), the population is a generalization area consisting of: objects / subjects that have certain qualities and characteristics set by researchers to be studied and then conclusions drawn. The Regional Work Unit in the Central Lombok Regency Government is 44 officials. So the population in this study is all the Head of the General Subdivision and Staffing at the Regional Government Work Unit of the Central Lombok Regency as many as 44 people. Because the entire population is used as research samples, the technique used is the census. According to Sugiyono (2008: 78) , this census method is sampling technique if all members of the population are used as samples.

Data analysis and hypothesis testing of this study were conducted using the *Partial Least Square (PLS)* approach using *SmartPLS* version 2.0 *software* . PLS is a structural equation modeling (SEM) based component or a variant (*variance*). According to Ghazali (2012) PLS is an alternative approach that shifts from a *covariance* - based SEM approach to a variant based . Covariance-based SEM generally tests causality or theory while PLS is more *predictive* .

PLS is a *powerful* analytical method (Wold, in Ghozali, 2012) because it is not based on many assumptions. For example, data does not have to be normally distributed, the sample does not have to be large ie between 30-100. Besides being used to confirm the theory, PLS can also be used to explain whether there is a relationship between latent variables. PLS can simultaneously analyze the construct formed with reflexive and formative indicators. This cannot be done by covariant-based SEM because it will become an *unidentified model*. PLS recognizes two types of components in causal models, namely: *measurement model* and structural model (*structural model*). The structural model consists of latent constructs that cannot be observed, while the measurement model consists of observable indicators. In this test the path coefficients are also estimated which identify the strength of the relationship between the independent variable and the dependent variable. The measurement model consists of relationships between items of observable variables and latent constructs measured by these items.

5. RESEARCH RESULT :

The results of the study based on the Estimated Path Coefficient of data processing that has been done can be seen in the below. To assess the significance of the prediction model in testing structural models, it can be seen from the *t-statistical value* between the independent variables to the dependent variable in the *Path Coefficient* table in the *SmartPLS output* below:

Table 1. Results Coefficient Path (*Path Coefficients*)

Influence Between Variables	Coefficient	t Statistics	t Table	P Value	Inf.
Work Climate -> Work motivation (X -> Z)	0.632	9,384	1,960	0,000	Sig
Work Climate -> Work productivity (X -> Y)	0.266	2,015	1,960	0.044	Sig
Work motivation -> Work Productivity (Z -> Y)	0.661	5,807	1,960	0,000	Sig
IK -> MK -> PK	0.684	8,798	1,960	0,000	Sig

Based on the table above it can be seen that:

Work Climate has a positive and significant influence seen from the path coefficient of 0.632 to Work Motivation with a value of Value of 0.000. The first hypothesis states that "It is suspected that there is a positive and significant influence of Work Climate on Work Motivation". This means that the more comfortable the work climate atmosphere, the higher the work motivation of the Head of the General Subdivision and Staffing at the Regional Work Unit in the Central Lombok Regency Government. The realization of a good work climate can have an impact on work motivation or can motivate one's work, this said that a conducive work climate can encourage high morale, so as to be able to grow work motivation towards employees in order to create increased work productivity.

Work Climate has a positive and significant influence seen from the path coefficient of 0.266 for Work Productivity with a value of 0.044. The second hypothesis states that "It is suspected that there is a positive and significant influence of the Work Climate on Work Productivity". This means that work climate can provide benefits to the organization, namely increasing work productivity that can improve one's performance. This states that the factors that can influence the work climate directly or not will have an impact on employee work productivity, the more positive the work climate created by the organization the higher the productivity of work.

Work Motivation has a positive and significant influence seen from the path coefficient of 0.661 to Work Productivity with a value of Value of 0.000. The third hypothesis states that "It is suspected that there is a positive and significant influence of Work Motivation on Work Productivity of the Head of the General Subdivision and Staffing at the Regional Work Unit in the Central Lombok Regency Government Environment". This means that the role of work motivation on productivity can increase employee morale where employees will work optimally and like their work environment and the benefits gained in an organization are to gain benefits that increase organizational performance from year to year if this motivation continues. Motivation is an important element in spurring the productivity of one's work to achieve organizational goals. Work motivation has the aim of increasing work productivity which is one of the personal factors that affect work productivity. The higher the work motivation, the higher the work productivity of the Head of the General Subdivision and Staffing at the Regional Work Unit in the Central Lombok Regency Government Environment.

Work Climate has a positive and significant influence seen from the path coefficient of 0.684 to Work Productivity through Work Motivation with a value of Pvalue 0,000. The fourth hypothesis states that "It is suspected that there is a positive and significant influence of the Work Climate on Work Productivity through Work Motivation". The meaning of a conducive work climate will bring a person to a high level of work productivity, while an unsafe, unhealthy work environment will cause a decrease in work productivity. The climate in an organization has an impact on someone's high and low morale. So, the high and low morale of a person's work is also influenced by the state of work that takes place in their place of work, therefore a good work climate will increase employee work productivity and be supported by high work motivation.

Predictive Relevance (Q^2) can represent *synthesis* from *cross-validation* and *fitting* functions with predictions from *observed variables* and estimates of construct parameters. Value $Q^2 > 0$ indicates that the model has *predictive relevance*, while the value of $Q^2 < 0$ indicates that the model lacks *predictive relevance*. Q^2 can be calculated as follows:

$$Q^2 = 1 - (1 - R_1^2) (1 - R_2^2) (1 - R_n^2)$$

Information:

$Q^2 = Q$ Square (*predictive relevance*)

$R^2 =$ coefficient of determination

$Q^2 = 1 - (1 - 0,400) (1 - 0,730)$

$Q^2 = 1 - 0.6 \times 0.27$

$Q^2 = 0.838$

Based on the above calculations, the results are 0.838. These results indicate that the model has a *predictive-relevance* value because the resulting value is > 0 .

6. DISCUSSION :

6.1. Effect of Work Climate on Work Motivation

The results showed that the work climate had an effect on the work motivation of the Head of the General Subdivision and Staffing at the Regional Work Unit in the Central Lombok District Government. In this study the work climate uses four indicators developed into fourteen items, namely openness, responsibility, communication and relationships. From the work climate variable shows there is an influence on work motivation. The results of this study are supported by several previous studies that have been carried out by Coal (2012), Winanti (2013), and Budianto (2016).

A healthy work climate will motivate employees to work well, in this case the workers will do the work with enthusiasm. This shows the positive attitude of workers in facing their jobs. However, the unhealthy work climate will not motivate workers to work properly, workers in doing work are not passionate. This shows the negative attitude of workers in facing their work. A pleasant and comfortable work climate can increase the work motivation of its employees. Likewise, the opposite of an uncomfortable and unpleasant working climate will lead to boredom and depressive attitude (Anoraga in Winanti, 2013).

The results of this study are in accordance with the statements in Siagian's theory (2013), Timpe (2004) and Sinungan (2000) that the creation of a good work climate can encourage employee work motivation and lead to openness to weaknesses or weaknesses faced by employees that have previously been resolved, thus contributing in fixing it in the future, which will make all elements of company personnel work as expected. A pleasant environment is a key driver for employees to produce the best work motivation. A conducive work climate can encourage high morale, so that it can foster work motivation towards employees. Therefore, with the increasing work climate and work motivation it will affect employee performance.

6.2. The Effect of Work Climate on Work Productivity

The results showed that the work climate had an effect on the work productivity of the Head of the General Subdivision and Staffing at the Regional Work Unit in the Central Lombok District Government. In this study work productivity that was influenced by the work climate used three indicators developed into twelve items, namely, use office equipment correctly, ability to follow work systems and procedures, current ability to support work, adjusting capabilities with work demands, finding ways to solve good work, having targeted work completion, planning work every day, improving work methods, wanting to give the best for organizations, work results are oriented towards organizational goals, desire to maintain the quality of work results and provide good work results.

From the indicators of work productivity variables can be influenced by the work climate, where the results of this study there is an influence of the work climate on work productivity. The results of this study are supported by several previous studies that have been carried out by Huda (2012) , Wirawan and Dermawan, (2011) , and Rayuwanto, (2016) , proving that the work climate influences employee productivity. Work climate is one of the factors that can affect the work productivity of workers in the workplace (Depnaker RI, 1999). The work climate will provide benefits to the organization namely increasing employee work productivity, improving employee performance, work discipline, and decreasing *burn out rates* (Suyanto, 2001).

A healthy work climate in the workplace contributes significantly to effective work, through a conducive work environment that makes all employees perform their duties and roles optimally. Until now there has been no understanding of the notion of climate, some say the work environment is also known as the work climate, climate can be seen as an "personality" of an organization as seen by its members. Work climate is an environmental condition created in an organization that is perceived by members as good and conducive to being developed based on the norms and norms that apply in an organization. A conducive work climate will bring employees to a high level of work productivity (Rayuwanto, 2016).

6.3. Effect of Work Motivation on Work Productivity

The results showed that work motivation had an effect on the work productivity of the Head of the General Subdivision and Staffing at the Regional Work Unit in the Central Lombok District Government. In this study work motivation uses two indicators developed into six items, namely, feeling happy to work, conformity of work with desire, feeling in accordance with the policies of the leader, feeling happy if the target desired by the organization is fulfilled, having high loyalty to the organization and having work discipline high.

From the indicators of work motivation variables can affect work productivity. The results of this study are supported by several previous studies conducted by Huda (2012) , Adiwinata and Sutanto, (2014) , Prasetyo and Wahyuddin, (2003) , Budiarta, Bagia and Suwendra, (2015) , Wartono, (2014) , prove that work motivation affects employee work productivity.

According to Amni, (2014: 14) motivation is an important element in spurring employee productivity to achieve organizational goals. Basically an organization or company not only expects its employees to be capable, capable and skilled, but most importantly they want to work hard and want to achieve optimal work results. Therefore work motivation is very important and needed to achieve high work productivity, so that the goals of the company can be achieved. The impact that occurs if there is no work motivation in the company, where employees will do their jobs with mediocrity and lack of enthusiasm in carrying out their duties (Alimuddin, 2012: 36).

Employees can work with high productivity because of the motivation to work. Work motivation has a purpose, namely to increase work productivity of employees (Hasibuan, 2005: 97). Agreeing with Ilyas (2002) says that motivation is one of the personal factors that affect work productivity.

6.4. Effect of Work Climate on Work Productivity Through Work Motivation

The results showed that the work climate had an effect on work productivity through work motivation of the Head of the General Subdivision and Staffing at the Regional Work Unit in the Central Lombok Regency Government Environment. The results of this study are supported by several previous studies that have been conducted by Prasetyo and Wahyuddin, (2003), Dermawan, (2011), and Batubara (2012), Huda, (2012), Wirawan and Winanti (2013), Adiwinata and Sutanto, (2014), Wartono, (2014), Budiarta, Bagia and Suwendra, (2015), and Rayuwanto, (2016), prove that the work climate influences work productivity through work motivation. In the research of Rayuwanto (2016), that work productivity will be achieved if the organization has employees who have high morale that is supported by a conducive work climate so as to facilitate the achievement of organizational goals efficiently and effectively.

Work climate has a major impact on employee motivation and ultimately has an impact on improving employee performance, because the work climate is one of the factors that can affect human attitudes and behavior in general and employees in particular (Budianto, 2016). According to Suyanto, (2001) the work climate will provide benefits to improve work productivity and improve employee performance and work discipline. Work motivation is also one of the personal factors that influence work productivity where motivation is an important element in spurring work productivity. So according to Munandar in Raviyanto (1985), the factors that influence productivity are the pattern of relationships with colleagues, clarity of roles, work procedures, tasks that are in accordance with the ability of the workforce, workload, work ethics, discipline, internal and external motivation. Whereas Ilyas (2002) explains the factors that influence productivity are personal factors, namely motivation, goals, abilities, morals, education, income level, nutrition and health and organizational factors, namely structure, technology, work climate.

Huber (2000) states that work climate is also referred to as an organizational personality that can be felt as a member of an organization, when employees express public perceptions or opinions that are influenced by attitudes and behavior. Motivation is a factor that encourages a person to do a certain activity. Therefore, motivation is often interpreted as a driving factor for one's behavior (Hamali, 2013).

7. RESEARCH IMPLICATIONS:

The research model and hypothesis developed, are based on various theories and results of previous studies. Therefore, the results of this study will bring some implications for the theories and the results of the previous research that underlie them, namely:

This study found the theoretical implications that support and reinforce the theory used as research tools, namely the theory put forward by Anoraga (2004), which states that the factors that can affect work productivity are work motivation factors and work climate. In addition, this study refers to several sources of theory from Mathis and Jackson (2006), Hasibuan (2003), Timpe (2000), Rivai (2005), Marihot (2003), Mathis (2001), Suwatno and Priansa, (2011) , and Risanti (2012).

The results of this study indicate that there is an influence of the work climate on work productivity through work motivation. The results of this study are supported by previous studies namely Prasetyo and Wahyuddin, (2003), Dermawan, (2011), and Batubara (2012), Huda, (2012), Wirawan and Winanti (2013), Adiwinata and Sutanto, (2014), Wartono , (2014), Budiarta, Bagia and Suwendra, (2015), and Rayuwanto, (2016), prove that the work climate influences work productivity through work motivation.

From the results of this study, it is expected that research interested in the same topic can conduct a review first in the initial step of the study and need to study the literature a lot so that it will assist in making judgments, and have a method or approach to examine the object so that it gets good results develop the results of this study and examine deeper variables and supporting theories so that the results of the study are more comprehensive.

The results of this study are used as input for employees and leaders as determinants of policies and decisions. In the work climate that is in the Regional Work Unit in the Central Lombok Regency Government, it is seen that the work climate is very conducive to the convenience of employees in the work environment and the high morale can increase work productivity.

8. CONCLUSION :

In the results of research and discussion that has been described, the conclusions from the research can be taken, namely :

- a) Work Climate has a positive and significant effect on Work Motivation. The more conducive or comfortable the work climate, the higher the work motivation or work spirit of the Head of the General Subdivision and Staffing at the Regional Work Unit in the Central Lombok Regency Government Environment.
- b) Work Climate has a positive and significant effect on Work Productivity. The more supportive the work climate in the organization, the higher the level of work productivity, the Head of the General Subdivision and Staffing at the Regional Work Unit in the Central Lombok Regency Government.
- c) Work Motivation has a positive and significant effect on Work Productivity. The higher the work motivation possessed, the higher the level of work productivity of the Head of the General Subdivision and Staffing at the Regional Work Unit in the Central Lombok Regency Government Environment.
- d) Work Climate has a positive and significant effect on Work Productivity through Work Motivation. Work productivity will be achieved if the organization has employees who have a high morale supported by a conducive work climate so as to facilitate the achievement of organizational goals efficiently and effectively. The more comfortable the atmosphere of the work climate and the high motivation in work, the more it will improve work productivity. The Head of the General Subdivision and Staffing of Regional Work Units in the Central Lombok Regency Government.

9. SUGGESTION :

Some suggestions can be recommended that can contribute to the organization and employees of the Regional Work Unit in the Central Lombok Regency Government, namely :

- (1) The work climate perceived by respondents is that most feel comfortable with the quality of the organization's internal environment which is felt in the interaction between employee behavior and leadership behavior that has created a conducive working climate at the Regional Work Unit in the Central Lombok Regency Government.
- (2) The Work Motivation variable perceived by the respondent mostly gives a high category value. Things that need to be maintained in the indicators of work motivation are feeling happy working with a very high category, this shows the attitudes and behavior possessed by the Head of the General Subdivision and Staff who can motivate themselves to work, this is indicated by the interest in working with feelings of pleasure in the Government Central Lombok Regency. Things that need to be improved in work motivation are always being considered and evaluated for the suitability of the work with the desires and policies taken by the leadership that can be discussed for the common interest in achieving organizational goals.
- (3) The next researcher who is interested in the same topic who uses *Smart PLS* analysis , should pay attention to things such as subjects, research samples also need to be expanded with a greater number of respondents so that the accuracy of the model with variations in influence can be higher in finding the optimal model in the variable examined and added to the number of independent variables to make it more complex influence on work productivity.

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