

American Journal of Humanities and Social Sciences Research (AJHSSR)

e-ISSN :2378-703X

Volume-5, Issue-4, pp-189-201

www.ajhssr.com

Research Paper

Open Access

The Effect of Organizational Climate, Work Stress, and Conflict on Motivation and its Impact on the Performance of Labor Inspectors at the Directorate General of Labor Inspection

Eddy Guridno, SugitoEfendi

Universitas Nasional Jalan Sawomanila Pejaten Pasar Minggu Jakarta Selatan Indonesia

ABSTRACT: The conclusion from the research results found that good social relations will affect the level of motivation of labor inspectors. Increased motivation will then have an impact on the performance of labor inspectors. which indicates that there is a direct influence between motivation and the performance of labor inspectors. This influence is positive in that the higher the motivation, the higher the performance of labor inspectors. The most influential indicator is social needs. Based on the data obtained from respondents, the social need that most influences motivation is the need for interaction and a harmonious relationship between organizational actors.

Motivation as an impetus will provide a purpose for doing something and provide direction for behavior. So one's success in growing and increasing one's motivation will affect optimal productivity

Keywords: Intervening variable motivation to improve performance

I. INTRODUCTION

1.1 Background of the problem

Organizations both private, business and government have their own objectives to be achieved. Relatively fast environmental or market changes, which are marked by changes in technology, advances in information, changes in market tastes, changes in demographics, socio-economic conditions, and changes in policy require organizations to respond to changes in order to survive. Experts say that big organizations are organizations that can always adapt.

Work can also have an influence on motivation and will have an impact on worker performance. Changes in the environment and organizational climate can cause stress for employees. Apart from organizational climate, job stress is also a factor that influences employee motivation and performance. Schuler and Jackson (1996) state that there are four "S" common causes of stress for employees are Supervisor (tasan), Salary (salary), Security (Security), and Safety (Safety). Another definition of stress is put forward by Gibson (1993) in Ferijani and Rahutami (2001; p.21), which defines stress in three categories, namely stress defined in the definition of stimulus, response definition and a combination of the two, namely stimulus-physiological definitions.

The definition of a stress stimulus is a force that stimulates or suppresses an individual causing a response to the strain, where the tension in a physical sense changes shape. Meanwhile, when viewed in terms of response, stress is a physiological or psychological response from a person to pressureenvironment, where the stressor is in the form of a dangerous external event or situation. From these two definitions, the third definition arises which is a combined approach of stimuli and physiology, namely stress is a consequence of the reciprocal influence (interaction) between environmental stimuli and individual responses. Job stress itself will have an influence on work effectiveness and employee performance.

Conflicts that have been stated can interfere with and even hinder the achievement of emotions or stress which affects work efficiency and productivity (Wijono, 1993, p.4).

Reicher and Schneider (1990, p.22) suggest that organizational climate leads to perceptions of organizational policies, work practices, and procedures between formal and informal groups in the organization. The existence of conflict and organizational climate change will have an influence on the motivation and behavior of individuals in the organization.

Motivation itself can be interpreted as a state in a person so that the person is compelled to take certain actions. Each - each individual has a different background and character to the existing stimuli, so that the motivation that appears in each individual is different.

This research was conducted at the Directorate General of Labor Inspection, Ministry of Manpower and Transmigration of the Republic of Indonesia. Labor inspectors as one of the functional positions in the Ministry of Manpower face labor problems that must be resolved every day. Labor inspectors face more complicated cases of work as industry and technology develop as their daily work.

Table 1

LABOR SUPERVISION DATA 2018-2020											
Year	Supervisory Data		Inspection Activities					Coaching Activities			Information
	Number of Cases	Number of Supervisors	A	Periodical	Reset	Special	Amount	NP. 1	NP. 2	NP. 3	
2018	1,619	176	528	476	83	88	1,351	489	93	-	
2019	177	318	654	248	986	91	139	450	396	2	
2020	195	121	055	950	189	94	143	651	399	-	

Source: 2014 Annual Report of the Directorate General of Labor Inspection

Based on the Labor Inspection statistical data for the period 2018 - 2020, labor cases increased by 5 - 10% per year, while the number of inspections and guidance for labor cases in the same period only increased by 2 - 3% per year. The increase in the number of inspections and guidance for labor cases is not proportional to the increase in the number of cases per year.

From the table above, it can also be concluded that the number of labor case inspections per year is not proportional to the number of complaints on labor cases. In 2012, the number of labor cases was 1,619 while the number there were 1,351 inspections conducted by the Labor Inspector. Meanwhile, in 2013, the number of labor cases was 1,773, while the inspections conducted by the Labor Inspectors were 1,394. From these statistics, it can be seen that the performance of labor inspectors in conducting annual inspections cannot keep up with the number of labor cases. The imbalance in the comparison of the increase is a problem in this study. And the extent to which organizational factors, stress and conflict have an influence on inequality in the ratio of an increase in the number of labor cases to the number of examinations and guidance of these cases.

II. LITERATURE REVIEW

2.1. Theoretical Review

2.1.1. Organizational Climate

Organizational climate has many definitions. The first definition was put forward by Forehand and Gilmer in 1964, which states that organizational climate is a series of descriptions of organizational characteristics that last for a long time (Toulson & Smith, 1994, p.455). According to Reichers and Schneider (1990, p.22), organizational climate is defined as the perception of organizational policies, practices, and procedures that are felt and accepted by individuals in the organization.

Davis and Newstrom (2001, p.25) view organizational climate as the personality of an organization that differentiates it from other organizations which leads to the perception of each member in viewing the organization. So it can be concluded that the climate organization is a series of descriptions of organizational characteristics that distinguish an organization from other organizations that lead to the perception of each member in viewing the organization.

2.1.2. Job Stress

Stress is a condition of tension that affects one's emotions, thought processes, and physical conditions, if this stress is too great it can threaten one's ability to deal with the environment (Davis and Newstrom, 1985, p. 195). In everyday life, stress can be interpreted as something that makes us experience mental stress or the burden of life, an urgent or gripping force that causes tension, disturbs balance due to problems or demands for adjustment.

According to Selye H. (in Sunaryo; 2004, p.214) "Stress is a nonspecific human response to any demands that exist in him". According to Donnelly (1985, p.204) states: Job stress is an adaptive response, mediated by individual differences and / or psychological processes, namely a consequence of any activity (environment), situation, or external event that burdens psychological demands.

2.1.3. Conflict

2.1.3.1. Definition of Conflict

The quantity and quality of conflicts that occur in Indonesia in the future tends to increase. This trend arises because of the development of civil society. The diversity of individuals in society can also be a factor in the occurrence of conflict.

The term conflict comes from the Latin verb *conficere* which means to hit each other. According to Nardjana (1994), conflict is the result of a situation where the desires or wills are different or contradictory to one another, so that one or both of them are disturbed by each other. Killman and Thomas (1978) argue that conflict is a condition where there is a mismatch between values or goals to be achieved, both in individuals and in relation to others. The conditions that have been stated can interfere and even hinder the achievement of emotions or stress which affects work efficiency and productivity (Wijono, 1993, p.4).

2.1.4 Definition of Motivation

The word motivation comes from Latin, *moovere* which means to push or move. Humans and organizations must have a purpose in life. To achieve this goal, the human management involved in it becomes very important. To move people to fit what the organization wants, it must be understood that the motivation of the people who work in the organization is the motivating factor for humans to work. Robbins and Timothy (2009) define motivation as a process that describes the intensity, direction and persistence of an individual to achieve his goals. Intensity is related to how hard a person works and tries. Motivation has a dimension of persistence which is a measure of how long a person can maintain his business.

According to Gibson and Ivancevich (1992), motivation is a concept that we use when we describe the forces that work on or within individuals to initiate and direct the individual's behavior. Morrison provides an understanding of motivation as a person's tendency to engage in activities aiming at the target. If the behavior leads to an object that becomes the target, then with this motivation the maximum achievement of targets or targets can be obtained so that the implementation of tasks can be carried out as well as possible and work effectiveness is achieved.

2.1.5. Employee Performance

2.1.5.1. Definition of Performance

Performance according to Mangkuprawira (2009) is the work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve corporate goals legally, does not violate the law and does not conflict with morals or ethics. Performance is determined by the factors of ability, motivation and opportunity. Sulistiyani and Rosidah (2009) suggest that performance appraisal is a way of measuring the contributions of individuals made to the organization. The contribution of the results of the assessment is very useful for planning organizational policies. Organizational policies can involve individual aspects and organizational aspects. Hasibuan (2009) suggests that performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience and seriousness and time.

III. RESEARCH METHODOLOGY

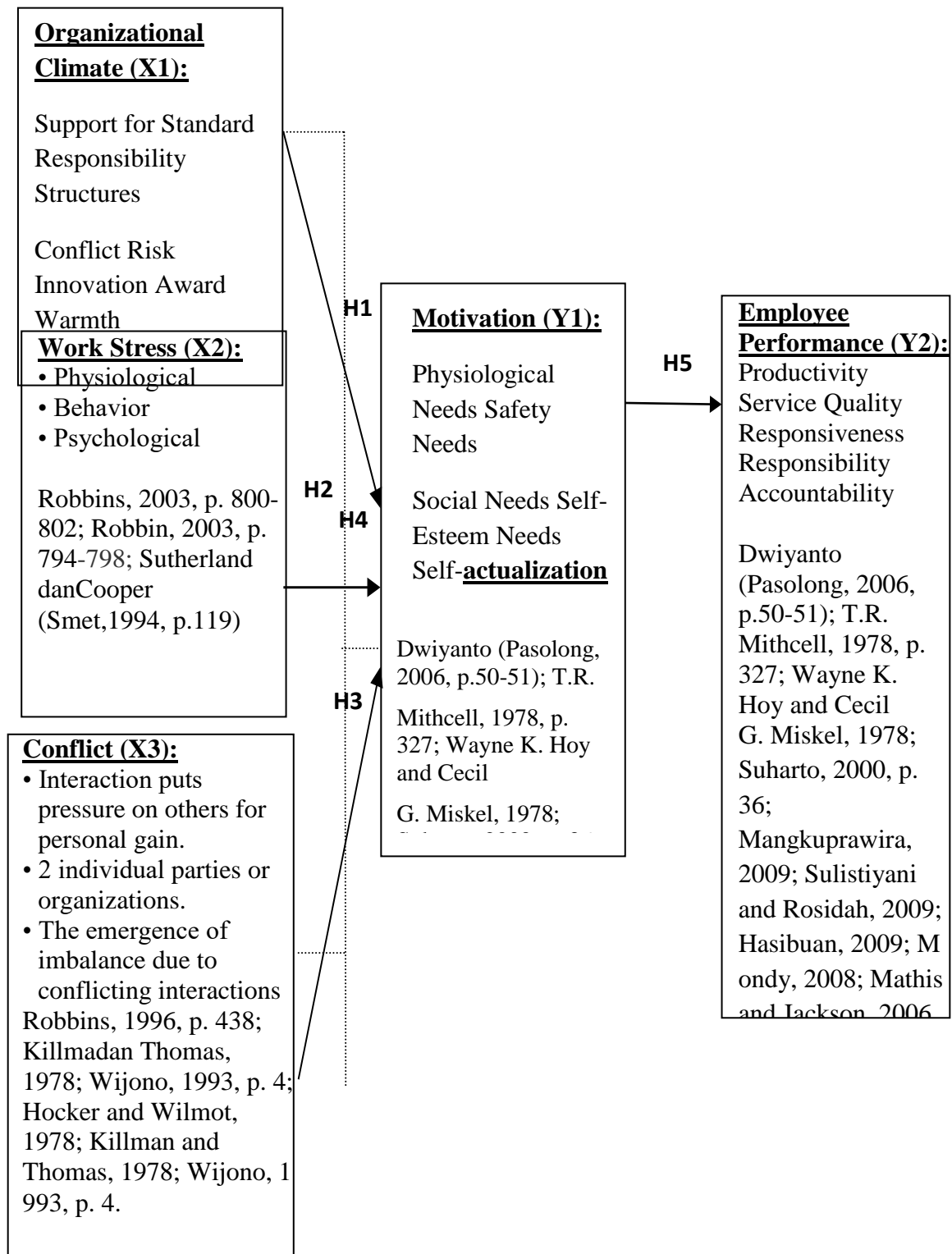
3.1. RESEARCH FRAMEWORK

This study has several variables studied which consist of 3 (three) independent variables, namely organizational climate, work stress, and conflict. This study has 2 (two) dependent variables, namely motivation and employee performance. In this thesis research, the author uses a survey research method with a quantitative approach, which is correlational to prove the existence of an influence relationship between the exogenous variables of organizational climate, work stress, and conflict on the dependent variable of motivation and performance of Labor Inspector employees in the Directorate General of Labor Inspection. Ministry of Manpower and Transmigration. To examine the relationship between the independent variable and the dependent variable, the authors use a correlative approach, or what is often referred to as the associative method. The associative method (correlative) is a study that seeks to find the influence of one variable on another, Sugiyono (2009: 18).

Labor Inspectors as Civil Servants (PNS) as elements of the State apparatus who are tasked with providing services to the community in a professional, responsible, honest and fair manner are responsible and effective bearers of government and development tasks so that civil servants must submit to the organizational hierarchy. Therefore, the Labor Inspector is required to always appear excellent in carrying out their duties and serving the community. High performance and productivity will always be demands even though the circumstances and the influence of internal and external conditions are not conducive. Factors such as organizational climate, work stress, and conflict will greatly affect the motivation of labor inspectors. In the end it will affect the performance and productivity of labor inspectors.

Furthermore, to make it easier to conduct this research, a frame of mind related to the influence of the three independent variables (X) is made, namely, organizational climate (X1), work stress (X2), and conflict (X3) on the dependent variable, namely motivation (Y1) and the performance of the Labor Inspector (Y2) as depicted in the following frame of mind:

FIGURE 3.1.
FRAMEWORK OF THINKING



3.2. PREMISE

Starting from the framework that has been described, the premises that support the formation of the hypothesis are put forward, namely provisions or requirements that have been deemed correct so that they do not require empirical testing. The premise is a form of logic-based reasoning process that seeks to connect two different propositions to derive a conclusion (Badudu and Zain in Efendi, 2005). Premises are also called statements that support the hypothesis. Based on the framework of thought, the premises used in this study are:

Premise 1:

Organizational climate is a series of descriptions of organizational characteristics that distinguish an organization from other organizations that lead to the perceptions of each member in viewing the organization.

Forehand and Gilmer, 1964; Reichers and Schneider, 1990, p. 22; Davis and Newstrom, 2001, p. 25; Litwin and Stringer, 1968.

Premise 2:

Organizational climate can be equated with "organizational culture" or "company personality" which are the traits or characteristics that exist in the work environment and arise mainly because organizational activities are carried out consciously or not which are considered to influence individual behavior later.

Luthans in Simamora, 2004; Steers, 1995; Litwin & Stringer, 1968; Litwin & Meyer, 1971; Glimer, 1971; Steers & Porter, 1979; Oliver & Anderson, 1994; Church, 1995; shadur et.al, 1999.

Premise 3:

Organizational climate will affect organizational behavior such as policies, assessment systems, reward and punishment systems, and HR management systems.

Litwin & Meyer, 1971; Glimer, 1971; Steers & Porter, 1979; Oliver & Anderson, 1994; Church, 1995; shadur et.al, 1999

Premise 4:

Stress is a non-specific, adaptive human response to the demands of the needs that exist in them from every activity, situation and external event that can impose psychological or physical demands and can threaten a person's ability to deal with the environment.

Davis and Newstrom, 1985, p. 195; Selye H. in Sunaryo, 2004, p. 214; Donnelly, 1985, p. 204; Datzter & Kelley in Rini, 2002, p. 1; Sutherland and Cooper in Smet, 1994, p. 119; Robbin, 2003, p. 794-798.

Premise 5:

Types of stress include:

1. Eustress (which has a positive impact), namely stress that has a pleasant impact because it can provide a kind of stimulation and motivation to solve a problem so that it can achieve optimal results
2. Distress (which has a positive impact) is stress that results in decreased stimulation or motivation to solve problems.

Fawzi, 2001, p.394; Datzter & Kelley in Rini, 2002, p.1; Selye, 1976 in Jagaratman and Buchanan, 2004, p. 238; Robbins, 1996, p. 224.

Premise 6:

Job stress indicators include: Physiological, Psychological and Behavior.

1. Physiological indicators include changes in the body's metabolism, increased heart rate and breath rate, increased blood pressure, the onset of headaches and causing heart attacks.
2. Psychological indicators, namely: there is work relationship dissatisfaction, tension, anxiety, anxiety, irritability, boredom, decreased work motivation, often postpone work and reduce work performance and productivity.
3. Behavior has indicators, namely: there are changes in productivity, absenteeism in work schedules, changes in appetite, increased consumption of cigarettes and alcohol, speaking with fast intonation, easily agitated and insomnia. Robbins, 2003, p. 800-802; Robbin, 2003, p. 794-798; Sutherland and Cooper in Smet, 1994, p. 119

Premise 7:

Conflict is an interaction in the form of a condition of incompatibility or disagreement due to differences in values or goals to be achieved both in individuals and in relation to other people.

Nardjana, 1994; Killman and Thomas, 1978; Wijono, 1993, p. 4; Theodorson & Theodorson, 1979, p. 71; Gareth R. Jones, 1995; Wijono, 1993, p. 37.

Premise 8:

Conflict can have both positive and negative impacts. One of the negative impacts is negative attitudes and behaviors which will reduce work motivation, work commitment, absenteeism, job satisfaction, mutual trust, sabotage, and theft.

Robbins, 1996, p. 438; Killman and Thomas, 1978; Wijono, 1993, p. 4; Hocker and Wilmot, 1978; Killman and Thomas, 1978; Wijono, 1993, p. 4.

Premise 9:

There is a relationship between conflict with stress and employee performance. Conflict can interfere with or even hinder the achievement of emotions or stress which then affects efficiency and performance.

Robbins, 1996, p. 438; Killman and Thomas, 1978; Wijono, 1993, p. 4; Hocker and Wilmot, 1978; Killman and Thomas, 1978; Wijono, 1993, p. 4.

Premise 10:

Motivation is an impulse that generates and directs individual behavior to achieve goals to be achieved based on the individual's needs.

Robbins and Timothy, 2009; Gibson and Ivancevich, 1992; Wexley & Yukl in As'ad, 2001; Kartini Kartono, 1990, p. 71.

Premise 11:

Motivation comes from extrinsic and intrinsic factors. The extrinsic factors in question include wages, job security, working conditions, status, company procedures, quality of supervision, and quality of interpersonal relationships between colleagues or between superiors and subordinates. Extrinsic factors that affect motivation are considered as organizational climate, while the intrinsic factors include achievement, recognition, responsibility, advancement, the work itself, and the possibility to grow.

Moenir, 1990, p. 30; Sjabandhyani, 2001; Gitosudarmo, 2011; Sjabandhyani, 2001; Gibson and Ivancevich, 1992.

Premise 12:

There is a relationship between motivation, productivity, and employee performance as well as the achievement of company goals. Motivation to work is very important for the level of employee productivity. Employee motivation is very high, so this is a guarantee of the company's success in achieving its goals.

Moenir, 1990, p. 30; Sjabandhyani, 2001; Gitosudarmo, 2011; Sjabandhyani, 2001; Gibson and Ivancevich, 1992; Wexley & Yukl in As'ad, 2001; Kartini Kartono, 1990, p. 71.

Premise 13:

Performance is the work achieved by a person in carrying out the tasks assigned to him.

Mangkuprawira, 2009; Sulistiyani and Rosidah, 2009; Hasibuan, 2009; Mondy, 2008; Mathis and Jackson, 2006; Sulistiyani and Rosidah, 2009; Pierce, Dunham and Blackburn, 1979.

Premise 14:

There is a relationship between performance and ability and motivation. Performance (Human Performance) will be influenced by ability (ability) and motivation (motivation).

Dwiyanto in Pasolong, 2006, p.50-51; T.R. Mithcell, 1978, p. 327; Wayne K. Hoy and Cecil G. Miskel, 1978; Suharto, 2000, p. 36.

Premise 15:

Apart from being related to motivation, performance is also related to the work environment. Performance is a

function (motivation x ability) x work environment.

Dwiyanto in Pasolong, 2006, p.50-51; T.R. Mithcell, 1978, p. 327; Wayne K. Hoy and Cecil G. Miskel, 1978; Suharto, 2000, p. 36.

Premise 16:

Assessment of performance is divided into several elements, including: productivity, service quality, responsibility, responsiveness, and accountability.

Dwiyanto in Pasolong, 2006, p.50-51; T.R. Mithcell, 1978, p. 327; Wayne K. Hoy and Cecil G. Miskel, 1978; Suharto, 2000, p. 36; Mangkuprawira, 2009; Sulistiyani and Rosidah, 2009; Hasibuan, 2009; Mondy, 2008; Mathis and Jackson, 2006.

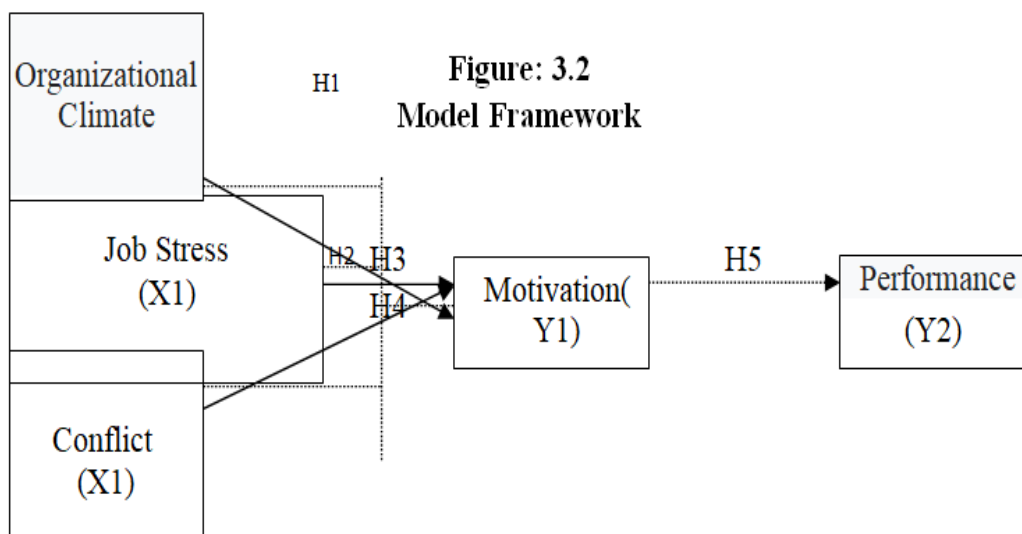
3.3. Hypothesis

Based on the research background and problem formulation that has been stated above, the hypothesis of this research can be stated in the following hypothesis:

1. There is an influence of organizational climate on the motivation of labor inspectors. (Premises 1, 2, 3, 11, and 15)
2. There is an effect of work stress on the motivation of Labor Inspectors. (Premises 4, 5, 6, 10, and 11)
3. There is a conflict effect on the motivation of the Labor Inspector. (Premises 7, 8, and 9)
4. There is an influence of organizational climate, work stress and conflict on the motivation of labor inspectors.(Premise 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, and 11)
5. There is a motivational influence on the performance of the Labor Inspector. (Premises 12, 13, 14, 15, and 16)

3.4. Model Framework

Based on the research framework described earlier, the following research model framework can be shown:



The analysis method used in testing the proposed hypothesis is structural equation modeling (SEM) which is processed using the SEM statistical program.

This study uses a quantitative design in which the descriptive data obtained will be translated into numerical figures so that they can be analyzed with statistics. Furthermore, the results of the analysis will be translated back into descriptive form so that it is easier to understand.

3.5. Population and Sample

This study uses a quantitative method before determining the population that will serve as the focus of the study. Population is the total number of units to be analyzed. Population is a generalization area consisting of objects / subjects that have certain quantities and characteristics that are determined to be studied and then conclusions drawn. This population consists of all employees who work as Labor Inspectors of the Directorate General of Labor Inspection, Ministry of Manpower and Transmigration of the Republic of

Indonesia with the highest to lowest positions and permanent employment status or Civil Servants with a total of 218 people.

3.6 Data Analysis Techniques

The model used in this study is a model of causality or influence relations. To test the hypothesis proposed in this study, the analysis technique used is SEM or Structural Equation Modeling which is operated through the AMOS program. Research modeling through SEM allows a researcher to answer research questions that are variable (i.e. measure what are the indicators of a concept) and regressive (measure the effect or degree of the relationship between the factors that the variables have identified). Ferdinand (2006) states that the reasons for using the SEM program as an analysis tool are that SEM is suitable for:

- Confirming the univariability of various indicators for a variable / construct / concept / factor.
- Testing the suitability / appropriateness of a model based on the empirical data studied.
- Testing the suitability of the model as well as the causality relationship between the factors built / observed in the research model.

This study uses two kinds of analysis techniques, namely:

a. Confirmatory Factor Analysis.

Confirmatory factor analysis in SEM is used to confirm the most dominant factors in a group of variables. In this study, confirmatory factor analysis was used to test the indicators that shape the role of organizational climate factors, work stress and conflict.

b. Regression Weight.

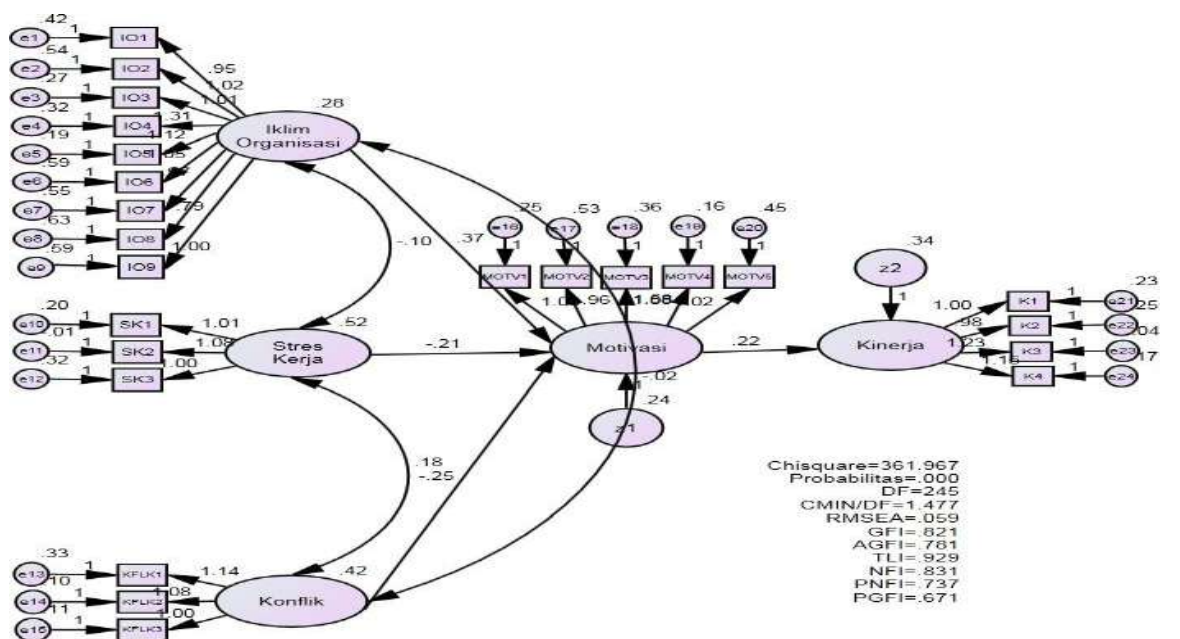
Regression Weight in SEM is used to examine how much influence the role variables of organizational climate, work stress and conflict have. In this study, regression weight was used to test the hypotheses H1, H2, H3, H4.

According to Ferdinand (2006), there are seven steps that must be taken when using the Structural Equation Model (SEM) modeling. A complete SEM modeling basically consists of a Measurement Model and a Structure Model. Measurement Model or measurement model is intended to confirm the variables developed on a factor. Structural Model is a model regarding the structure of relationships that form or explain causality between factors.

3.7 Confirmatory Test of Organizational Climate Constructions, Work Stress, Conflict, Motivation and Performance with Confirmatory Factor Analysis (CFA) Full Model

The full image of the structural equation model for research using AMOS version 21.0 can be seen below.

Figure 3.3
Full Structural Model



The structural equation model almost meets the criteria (Marginal), even though the Chi-square index, Probability does not meet the criteria.

After conducting a confirmatory test on the variables of Organizational Climate, Work Stress, Conflict, Motivation and Performance, it is found that the distribution of variable construct indicators has a probability value of $p < 0.05$ and also almost meets the convergent validity value with a loading factor of > 0.50 . So it can be concluded that only some of the data in the full model diagram are valid and some of them meet good convergence. The results of the CFA test can be seen in the following table of Regression Weights and Standardized Regression Weights.

Table 4.13
Organizational Climate Constructs, Work Stress, Conflict, Motivation and Performance

			Estimate	S.E.	C.R.	P	Lable
Motivation	<---	Organization Climate	.374	.112	3.354	***	par_19
Motivation	<---	Conflict	-.248	.084	-2.948	.003	par_20
Motivation	<---	Job Stress	-.209	.075	-2.798	.005	par_21
Performance	<---	Motivation	.223	.092	2.436	.015	par_22
IO9	<---	Organization Climate	.789	.171	4.626	***	par_23
IO8	<---	Organization Climate	1.000				
IO7	<---	Organization Climate	.968	.184	5.254	***	par_1
IO6	<---	Organization Climate	1.048	.196	5.356	***	par_2
IO5	<---	Organization Climate	1.125	.173	6.485	***	par_3
IO4	<---	Organization Climate	1.310	.206	6.362	***	par_4
IO3	<---	Organization Climate	1.009	.166	6.080	***	par_5
IO2	<---	Organization Climate	1.018	.189	5.389	***	par_6
IO1	<---	Organization Climate	.954	.172	5.546	***	par_7
SK3	<---	Job Stress	1.000				
SK2	<---	Job Stress	1.084	.080	13.488	***	par_8
SK1	<---	Job Stress	1.006	.084	11.919	***	par_9
KFLK3	<---	Conflict	1.000				
KFLK2	<---	Conflict	1.084	.078	13.843	***	par_10
KFLK1	<---	Conflict	1.135	.099	11.418	***	par_11
MOTV1	<---	Motivation	1.000				
MOTV2	<---	Motivation	.960	.131	7.304	***	par_12
MOTV3	<---	Motivation	1.580	.154	10.279	***	par_13
MOTV4	<---	Motivation	1.076	.104	10.362	***	par_14
MOTV5	<---	Motivation	1.022	.128	8.005	***	par_15
K1	<---	Performance	1.000				
K2	<---	Performance	.978	.101	9.701	***	par_16
K3	<---	Performance	1.227	.096	12.727	***	par_17
K4	<---	Performance	1.150	.102	11.294	***	par_18

1.3.5. Model Suitability Test (Goodness of Fit Test)

This test is done to find out how well the Goodness of Fit Test level of a model will be used as a reference whether the structural equation model is accepted or not. If a model is accepted as fit, it must meet the requirements of the predetermined index. The following are the results of testing research data using Amos version 21.0.

Table 4.14.
Goodness of Fit Research Test

No	Goodness of fit index	Cut-off Value	Analysis Results	Model Evaluation
1	χ^2 - Chi Square	Expected Small	361,967	Poor Fit
2	Significance Probability	$\geq 0,05$	0,000	Poor Fit
3	RMSEA	$\leq 0,08$	0,059	Good Fit
4	GFI	$\geq 0,90$	0,821	Marginal Fit
5	AGFI	$\geq 0,90$	0,781	Poor Fit
6	CMIN/DF	$\leq 2,00$	1,477	Good Fit
7	TLI	$\geq 0,90$	0,929	Good Fit
8	NFI	$\geq 0,90$	0,831	Marginal Fit

Source: Primary data processed (2015)

The results above, the chi-square value in this study amounted to 390,744 with a probability index of 0,000. Indices that meet the requirements are RMSEA, CMIN / DF, TLI, and the GFI and CFI indices, which show the marginal level of a model while - Chi Square, Significance Probability and AGFI show the Poor Fit level of a model.

IV. DISCUSSION

5.4.1. Hypothesis test

Hypothesis testing can be accepted (H_a = accepted) if the criterion for the critical ratio is more than 2.58 at a significance level of 0.01 or more than 1.96 for a significance of 0.05.

a. Structural Model Equations

The following are the results of the variable causality (β) value and the residual / error (z) value which will be used as constants in the structural equation of the study.

Table 4.16

Variable Causality Test

			Estimate	S.E.	C.R.	P	Label
Motivation	<---	Organization Climate	.374	.112	3.354	***	par_19
Motivation	<---	Conflict	-.248	.084	-2.948	.003	par_20
Motivation	<---	Job Stress	-.209	.075	-2.798	.005	par_21
Performance	<---	Motivation	.223	.092	2.436	.015	par_22

Source: Primary data processed (2015)

The results of testing all the hypotheses proposed in this study are as follows:

1. Discussion on the results of testing the First Hypothesis.

Based on the research results that have been presented in section 4.3.3. Testing the unidimensionality of each construct using CFA (Confirmatory Factor Analysis) and section 4.4.1. Hypothesis testing that there is an influence between organizational climate variables on the motivation of Labor Inspectors at the Directorate General of Binwasnaker. This influence is positive in that, the better the level of organizational climate in the Directorate General of Binwasnaker, the higher the level of work motivation of the Labor Inspector. The most influential indicator is the warmth indicator.

According to the results of the study, it is illustrated that the Labor Inspector at the Directorate General of Binwasnaker is indeed expected and has sufficiently communicated the results of work to colleagues or superiors. The work climate grows from the relationship between subordinates and their superiors that are not determined by the superior's personal policies, procedures or styles. In addition, the factors of leadership, managerial decisions and actions, organizational structure and the physical condition of an organization play an important role (Farland and Dalton, 1974). Good communication can create a warm relationship between fellow labor inspectors and superiors so as to create a good team harmony and create a conducive organizational climate.

Based on the first hypothesis, an increase in the motivation of labor inspectors can be realized by improving the quality of the quality of the DG Binwasnaker organizational climate by increasing the warmth of communication between labor inspectors and between superiors and subordinates. As an illustration of the environment and internal personality of an organization, organizational climate can directly influence the behavior of organizational actors within it. The conducive organizational climate of the Directorate General of Binwasnaker will then influence the motivation and work behavior of Labor Inspectors. Herzberg put forward

the theory that motivation comes from intrinsic and extrinsic factors. The extrinsic factors in question include wages, job security, working conditions, status, company procedures, quality of work, and quality of interpersonal relationships among colleagues or between superiors and subordinates. Meanwhile, the intrinsic factors include achievement, recognition, responsibility (responsibility), progress (advancement), work itself (the work itself), and the possibility to grow (the possibility to grow) (Frederick Herzberg in Hasibuan, 1990 .p.177). A conducive organizational climate will have a double impact both for the organization and for the actors in it. A good organizational climate shown through the support and appreciation of the organization for organizational actors will encourage innovation, responsibility, motivation and improvement of the quality of the relationship or the warmth of the work team relationship which in turn will have an impact on improving the performance of labor inspectors.

2. Discussion on the results of testing the Second Hypothesis

The results of testing the second hypothesis illustrate that there is a direct influence of the work stress variable on the motivation of labor inspectors at the Directorate General of Binwasnaker. This influence is negative in that the higher the level of work stress felt by labor inspectors, the lower their motivation will be. The most influential indicator in this variable is the behavior indicator.

Based on the results of the study, it can be concluded that for Labor Inspectors the work stress load will cause a change in behavior. This is in line with Donnelly's (1985, p. 204) theory, job stress is an adaptive response, mediated by individual differences and / or psychological processes, namely a consequence of any activity (environment), situation, or external event that burdens psychological demands or physical overload towards someone. As an adaptive reaction, job stress can have both positive and negative effects. According to Robbins (2003, p800-802), in general, someone who experiences stress at work will display symptoms that include 3 aspects, namely: Physiological, Psychological and Behavior.

1. Physiological, has indicators, namely: there are changes in the body's metabolism, increased heart rate and breath rate, increased blood pressure, the onset of headaches and causing heart attacks.
2. Psychological, has indicators, namely: there is a work relationship dissatisfaction, tension, anxiety, anxiety, irritability, boredom, often delaying work decreases or loss of work motivation.
3. Behavior, has indicators, namely: there are changes in productivity, absences from work schedules, changes in appetite, increased consumption of cigarettes and alcohol, speaking with a fast intonation, easily agitated and insomnia.

The biggest influence of job stress is on behavior or changes in behavior. An increase in workload and tight deadlines will increase the job demands of labor inspectors. Labor inspectors are required to complete large workloads in a short time and with as few errors as possible. The weight of the pressure will require considerable time and effort and focus. This will affect behavior. The easiest to see is a change in diet and rest. In addition, there is also the possibility of changing behavior in the form of decreased motivation and increased cigarette consumption. This change in behavior can have an impact on the performance of labor inspectors. So based on the results of the second hypothesis test, increased motivation and performance can be realized by implementing work stress management. Work stress management is done by accommodating the factors that cause work stress, especially those from the organization. Factors originating from the organization include an unclear organizational structure, job demands, and a less detailed and descriptive division of tasks. So, to increase the motivation and performance of labor inspectors, the organization must be able to compile a descriptive and detailed organizational structure and job descriptions (Robbin, 2003, p. 794-798).

3. Discussion on the results of the third hypothesis

Based on the research results that have been presented in section 4.3.3. Testing the unidimensionality of each construct using CFA (Confirmatory Factor Analysis) and section 4.4.1. Testing the hypothesis that there is an influence between the conflict variables on the motivation of the Labor Inspector at the Directorate General of Binwasnaker. This influence is negative, the higher the level of conflict in the Directorate General of Binwasnaker, the lower the level of work motivation of the Labor Inspector. The most influential indicator is the indicator of conflict as a means of achieving personal interests and desires.

The results of the study indicate that differences in personal desires or interests play a major role in the emergence of conflict within the Directorate General of Binwasnaker. The personal diversity of organizational actors in the Directorate General of Binwasnaker allows for different interests to lead to different goals. The conflict is created as a result of a situation where the desires or wills are different or opposite to one another, so that one or both of them are disturbed by each other (Nardjana, 1994; Hocker and Wilmot, 1978). The difference in objectives between the Labor Inspectors will increase the risk of conflict at the Directorate General of Binwasnaker itself so that conflict becomes unavoidable.

As an unavoidable interaction, conflict can have a positive and negative effect. is a conflict that adds to the performance gains of the organization called functional conflict. Functional conflict can be used by organizations as a means of expressing opinions which can then be directed at correcting problems in the

organization. Meanwhile, conflicts that harm the organization or prevent the achievement of organizational goals are called dysfunctional conflicts. Dysfunctional conflict is detrimental to the organization because it inhibits the achievement of emotions or stress that affects work efficiency, motivation and productivity. (Wijono, 1993, p. 4). Given this viewpoint it becomes clear that to say that a conflict is entirely good or bad is not correct. Leaders must be able to maintain a minimum degree of conflict.

4. Discussion on the results of the fourth hypothesis

Based on the research results that have been described in the hypothesis testing that there is an influence between organizational climate variables, work stress and conflict on the motivation of Labor Inspectors in the Directorate General of Binwasnaker.

The results of the study illustrate that both organizational climate, work stress and conflict will influence the behavior of labor inspectors as illustrated in Maslow's Need Theory (Gibson and Ivancevich, 1992). Then Policy makers must be able to accommodate the needs of Labor Inspectors for a conducive organizational climate, good management of work stress and conflict management so that motivation is maintained and productivity can be increased. Simultaneously, stress, organizational climate, and conflict will affect employee motivation. Based on Herzberg's theory, the theory of motivation comes from intrinsic and extrinsic factors. The extrinsic factors referred to include wages, job security, working conditions, status, company procedures, quality of supervision, and quality of interpersonal relationships among colleagues or between superiors and subordinates. Meanwhile, the intrinsic factors include achievement, recognition, responsibility, advancement, the work itself (the work itself), and the possibility to grow. Where job stress, organizational climate and conflict are extrinsic and intrinsic factors that affect motivation.

V. CONCLUSIONS AND SUGGESTIONS

5.1. CONCLUSION

Based on the results of research that has been conducted regarding the influence of organizational climate, work stress, and conflict on motivation and its impact on the performance of labor inspectors at the Directorate General of Labor Inspection (Ditjen Binwasnaker), the Ministry of Manpower and also the discussion in the previous chapters, some conclusions can be made. as follows :

1. The research objective in hypothesis 1 is accepted which indicates that there is a direct influence between the organizational climate variable on the motivation variable of labor inspectors at the Directorate General of Binwasnaker. The influence of organizational climate on motivation is positive, where the better the organizational climate conditions of the Directorate General of Binwasnaker, the higher the motivation of the Labor Inspector. Based on research, indicators of warmth in organizational climate get the greatest response as the most influential indicator in organizational climate. This indicates that a conducive organizational climate will be created through the embodiment of warm relations between Labor Inspectors.
2. The research objective in hypothesis 2 is accepted which indicates that there is a direct influence between the variables of work stress experienced by employees on the motivation of labor inspectors at the Directorate General of Binwasnaker. The effect of work stress on motivation is negative, that the higher the work stress, the lower the level of motivation. The indicator that gets the greatest response from the work stress variable is the behavior indicator. This indicates that job stress is detected through changes in behavior.
3. The research objective in hypothesis 3 is accepted which indicates that there is a direct influence between the conflict variables on the motivation of labor inspectors in the Directorate General of Binwasnaker. Like the influence of stress on motivation, conflict also has a negative effect against motivation. The higher the level of conflict, the lower the motivation of the workers. Interaction is in the form of conditions of incompatibility or disagreement due to differences in values or goals to be achieved both in individuals and in relation to people. The indicator that has the greatest influence on the conflict variable is the indicator of conflict due to differences in goals and personal interests.
4. The research objective in hypothesis 4 is accepted which indicates that there is an influence of organizational climate, work stress and conflict simultaneously on the motivation of labor inspectors. So in order to increase the work motivation of Labor Inspectors, the leadership must be able to create policies that support a conducive organizational climate, manage employee work stress and prevent conflicts in the workplace.

REFERENCES

Books:

- [1] Buford, J.A., & Bedeian, A.G. (1988). *Management in Extension*. Auburn: Alabama Cooperative.

- [2] Dunnette, M.D., & Hough, L.M. (1976). *Handbook of Industrial and Organizational Psychology*. Jaico Publishing House.
- [3] Echols, J.M., and Shadily, H. (1983). *Kamus Inggris-Indonesia*. Jakarta: P.T. Gramedia.
- [4] Eggen, P. & Kauchak D. (2004). *Educational Psychology Sixth Edition*. New Jersey: Merrill Prentice Hall.
- [5] Fisher. (2002). *Mengelola Konflik, Keterampilan Dan Strategi Untuk Bertindak*. London: The British Council.
- [6] Herzberg, F. (1959). *The Motivation to Work. Second Edition*. London: Chapman & Hall Limited.
- [7] Kartono, K. (1980). *Teori Kepribadian*. Bandung: Alumni.
- [8] Robbin, S.P. (1984). *Essentials of Organizational Behavior*. New Jersey: Prentice-Hall Inc.
- [9] L.C., Franklin, G.M., & Byird, M.J. (1995). *Human Resources Management*. Ohio: South Western College Publishing.
- [10] Luthan, F. (1981). *Organizational Behavior*. New York: McGraw-Hill Book Company.
- [11] Miner, J.B. 1988. *Organizational Behavior: Performance and Productivity*. New York: Random House. Inc.
- [12] Owens, R.G. (1995). *Organization Behavior in Education (Fourth Edition)*. Boston: Allyn and Bacon Inc.
- [13] Retnasningtyah, Dwi. (2005). *Hubungan antara Stress Kerjadengan Kinerja di bagian Linting Rokok*. Semarang: PT. Gentong Gotri Semarang.
- [14] Robbins, S.P. (1998). *Essentials of Organization Behavior*. New Jersey: Prentice-Hall, Inc.
- [15] Robbins, S.P. (2001). *Perilaku Organisasi. Jilid I. Alih Bahasa: Hadyana Pujaadma*. Jakarta: Pearson Education Asia Pte. Ltd dan PT. Prenhallindo Megginson.
- [16] Santoso, Singgih, 2007. *Structural Equation Modelling: Konsep dan Aplikasi dengan AMOS*, Jakarta: PT. Elex Media Komputindo.
- [17] Stinger, Robert. 2002. *Leadership and Organizational Climate: The Cloud Chamber Effect*. Upper Saddle River, NJ: Alfabeta.
- [18] Sugiyono. (2009) *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Bandung: Alfabeta.
- [19] Husaini, Usman. (2006). *Pengantar Statistika*. Jakarta: Bumi Aksara.
- [20] Wexley, Kenneth N, dan Gary A. Yukl. 2002. *Perilaku Organisasi dan Psikologi Personalis*, Alih Bahasa: Much. Shobaruddin. Jakarta: Bina Aksara.
- [21] Winardi. (1994). *Manajemen Konflik (Konflik Perubahan Dan Pengembangan)*. Bandung: CV. Mandarmaju.
- [22] Ariani, Emma Dwi. (2014). *Organizational Climate Towards Job Satisfaction and Organizational Motivational Workplace*. <https://books.google.co.id/books?hl=en&lr=&id=6WLVAgAAQA&oi=fnd&pg=PA119&dq=organizational+climate+jurnal>
- [23] Asmui, Mas'udah; Adibah Hussin; Halil Pain. (2012). *The Importance of Work Environment Facilities*. <http://www.macrothink.org/journal/index.php/ijld/article/view/1325>.
- [24] Moningka, Sheila. (2014). *The Influence Of Job Stress, Job Rotation, And Feedback On Public Service Motivation At Service Office Of State Property And Auction (Kpkn) Manado*. <http://ejournal.unsrat.ac.id/index.php/emba/article/view/5751>
- [25] Rosnah, and M.T Azmi. (2008) *Occupational stress and personality characteristics: are they related?* Jurnal Kesehatan Masyarakat, 14 (2). pp.78-85. ISSN 1675-1663.
- [26] Suandi, Turiman; Ismi Arif Ismail; Zulfadli Othman. (2013). *Relationship Between Organizational Climate, Job Stress And Job Performance Officer At State Education Department*. <http://www.journals.aiac.org.au/index.php/IJELS/article/view/234>.