

INFLUENCE OF ORGANIZATIONAL CLIMATE AND COORDINATION ON THE PERFORMANCE OF RIAU PROVINCE GENERAL ELECTION COMMISSION EMPLOYEES

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ABSTRACT

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This research aims to determine the influence of organizational climate and coordination on employee performance. This research uses primary data obtained from respondents through questionnaires. The population in this study were employees who worked at the Riau Provincial General Election Commission office. The sample research method used the census method, while the analysis method used in this research was the multiple linear regression analysis method and was processed using the SPSS version 26 program application. The number of respondents in the sample in this study was 36 respondents. From the research results, it was found that the multiple linear regression analysis equation $Y = 13,419 + 1,268 X_1 + 0.923 X_2$ research concludes that organizational climate and coordination simultaneously have a significant influence on employee performance at the Provincial General Election Commission with a calculated f value $(51,201) > f$ table (3.27) and $\text{Sig. } (0.00) < 0.05$, this means H_a is accepted and H_o is rejected. Meanwhile, the value of R Square in the coefficient of determination (R^2) is 0.756. This shows that the organizational climate and coordination variables as a whole have an influence of 75.6% on performance, while the remaining 24.4% is influenced by other variables not examined in this research.

1. INTRODUCTION

Employee performance is the result of an employee's thoughts and energy towards the work he or she does, it can be tangible, seen, and counted, but in many cases, the results of thought and energy cannot be counted and seen, such as ideas for solving a problem, innovations. a product of goods or services could also be the discovery of a more efficient work procedure. Employee performance greatly influences the success of an organization. If employee performance is good, agency performance will increase. On the other hand, if employee performance is poor, it can cause a decline in agency performance. Human resources are the company's most important assets because of their role as implementing subjects for company policies and operational activities. For a company to continue to exist, it must have the courage to face challenges and their implications, namely facing change and winning the competition.

Performance is influenced by many factors, one of the factors that has the potential to influence performance is organizational climate. Organizational climate has an important role in improving employee performance. According to Tagiuri and Litwin (in Wirawan: 2007), "organizational climate is the quality of the internal environment that is relatively ongoing, experienced by members of the organization, influencing the behavior of

each member". Meanwhile, Litwin and Stringer (in Wirawan: 2007) state that organizational climate is a *concept describing the subjective nature or quality of the organizational environment. Its properties can be perceived or experienced by members of the organization and reported by them in an appropriate questionnaire.* Handoko (2001) states that organizational climate is an organizational atmosphere created by several components that form cultural values whose implementation is in the interests of the workgroup.

The General Election Commission (KPU) is a state institution that organizes general elections in Indonesia, including the General Election for Members of the DPR, DPD, DPRD, General Election for President and Vice President, as well as General Election for Regional Heads and Deputy Regional Heads. All aspects related to the implementation of elections are the responsibility of the KPU and not other institutions. As a state institution that is national, permanent, and independent in organizing elections, the position of the KPU is contained in Article 22e paragraph (5) of the 1945 Constitution which states that general elections are held by a General Election Commission that is a national, permanent, and independent. Regarding the KPU's working area, this institution has a working area covering the entire territory of the Unitary State of the Republic of Indonesia (NKRI).

The General Election Commission in the last few years has achieved several achievements and has been able to improve the performance achievement graph. Therefore, the performance achievements obtained by an agency can be used to measure performance in the organization. In this case, at the Riau Province General Election Commission there are several statistics from the Government Agency Performance Accountability Report (LAKIP) for the last 4 (four) years at the Riau Province KPU:

Table 1.1 Riau Province KPU LAKIP Data

No	Year	Performance Achievements	Category
1	2019	92.37	Good
2	2020	94.36	Good
3	2021	97.45	Good
4	2022	116.94	Good

Source: (Riau Province General Election Commission)

Based on the table above, shows that the performance achievements of the Riau Province General Election Commission have increased every year and are in the good performance category. Employee performance will increase with an increase in organizational climate and coordination. Likewise, poor organizational climate and coordination will result in poor employee performance which ultimately has an impact on employee performance. The LAKIP data above shows increased performance achievements over the last four years, which shows that organizational climate and coordination influence employee performance. This shows that there is a correlation between organizational climate and coordination with profitable performance.

The several explanations above show that the organizational climate supports employee performance in carrying out their competencies to work productively and provides long-standing basic patterns, values, and norms that are adhered to by its members which can influence mindsets in solving problems to achieve common goals. The relationship between coordination and employee performance is that coordination within an organization can encourage increased employee performance so that it can be ensured that employee work results will be achieved by previously planned organizational goals.

Based on this description, the author feels it is necessary to research to further examine the existing phenomenon. The title of the research carried out is " **The Influence of Organizational Climate and Coordination on the Performance of Riau Province General Election Commission Employees** ".

2. METHOD

The type of research used in this research is quantitative research. This research was conducted on employees at the General Election Commission of Riau Province whose address is Jl. Gajah Mada No. 200, Simpang Empat, Kec. Pekanbaru City, Pekanbaru City, Riau 28127. In this research, the population is all 35 employees of the General Election Commission of Riau Province

The sampling technique in this research used the sense method. Because the population is relatively small, namely 35 employees, the sampling technique used in the research was the census method, where all members of the population were used as samples (Sugiyono, 2014).

Table 3.1 Population in the Riau Province KPU

No	Information	Amount	
		Population	Sample
1	An employee at the Riau Province General Election Commission office	35	35

Source: Processed Data for 2023

In this research, data collection techniques were used using questionnaire techniques. and interviews. This research uses descriptive statistics, namely statistics that function to compile and analyze data (conditions, symptoms, problems) in the form of numbers and make them understandable so that they are described regularly, briefly, and clearly (Supardi, 2013). To analyze this, the author uses the formula:

$$P = \frac{F \times 100\%}{N}$$

Information:

P: Percentage Number

F: Frequency/number of respondents' answers

N: Number of cases (number of respondents / many individuals)

Data quality testing is divided into 2, namely validity testing and reliability testing. The classical assumption test is divided into 3, namely the normality test, multicollinearity test, and heteroscedasticity test.

Based on the description that has been used on the types of variables used, namely dependent variables and independent variables, the analysis used by the author is a Multiple Linear Regression analysis type, using the SPSS 20.00 for window software program, namely:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$$

Information:

Y = Performance

X1 = Organizational Climate

X2 = Coordination

α = Constant

β = Regression coefficient

Hypothesis testing is divided into 3, namely the F-test (simultaneous), T-test (partial), and coefficient of determination (R²).

3. R RESULTS AND DISCUSSION

5.1 Data Quality Test

5.1.1 Validity test

Validity testing is carried out to test whether the answers to the questionnaire from respondents are truly suitable for use in this research or not.

Table 5.8 Recapitulation of Validity Tests

Variable	Items Question	r count	r table	Information
Organizational Climate (X1)	X1.1	0.517	0.329	Valid
	X1.2	0.446	0.329	Valid
	X1.3	0.440	0.329	Valid

	X1.4	0.4 63	0.329	Valid
	X1.5	0.5 52	0.329	Valid
	X1.6	0.4 60	0.329	Valid
	X1.7	0.4 65	0.329	Valid
	X1.8	0.4 51	0.329	Valid
	X1.9	0.5 58	0.329	Valid
	X1.10	0.4 81	0.329	Valid
	X1.11	0.5 97	0.329	Valid
	X1.12	0.6 37	0.329	Valid
	X1.13	0.6 37	0.329	Valid
Coordinati on (X2)	X2.1	0.4 43	0.329	Valid
	X2.2	0.7 10	0.329	Valid
	X2.3	0.7 63	0.329	Valid
	X2.4	0.4 60	0.329	Valid
	X2.5	0.4 81	0.329	Valid
	X2.6	0.6 03	0.329	Valid
	X2.7	0.6 89	0.329	Valid
	X2.8	0.7 30	0.329	Valid
	X2.9	0.5 99	0.329	Valid
	X2.10	0.6 62	0.329	Valid
	Y.2	0.7 18	0.329	Valid
Performan ce (Y)	Y.2	0.7 88	0.329	Valid
	Y.3	0.8 90	0.329	Valid
	Y.4	0.9 46	0.329	Valid
	Y.5	0.6 71	0.329	Valid
	Y.6	0.6 46	0.329	Valid
	Y.7	0.7 88	0.329	Valid
	Y.8	0.8 61	0.3 29	Valid
	Y.9	0.8 05	0.3 29	Valid
	Y.10	0.7 40	0.3 29	Valid
	Y.11	0.6 82	0.3 29	Valid
	Y.12	0.9 27	0.3 29	Valid
	Y.13	0.8 39	0.3 29	Valid
	Y.14	0.6 78	0.3 29	Valid
	Y.15	0.8 85	0.3 29	Valid

	Y.16	0.9 30	0.3 29	Valid
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Source: SPSS23 Processed Data, 2024

Based on the Validity Test recapitulation table for each statement above, it can be seen that the Correlation value or calculated r value for each variable is > 0.329 . By the formula $(df) = n-2$, in this case, n is the number of respondents. So we get $df = 36 - 2 = 34$ with a significance level of 5% or 0.05. The r table value with degrees of freedom (df) 34 is 0.329. The results of the validity test using SPSS Version 26 show that all items total correlation (R Count) $>$ R Table, which means all statements are declared valid. This shows that the questionnaire data distributed is valid because it meets the assumptions of the Validity Test.

5.1.2 Reliability Test

Table 5.9 Reliability Test Recapitulation

Variable	Cronbach's Alpha	Information
Organizational Climate (X1)	0.769	Reliable
Coordination (X2)	0.813	Reliable
Performance (Y)	0.963	Reliable

Source: SPSS26 Processed Data, 2024

Based on the reliability test recapitulation table, it can be seen that *Cronbach's Alpha value* for each variable is > 0.60 . This test was carried out in variables, namely organizational climate variables (X1), coordination (X2), and performance variables (Y), not per question item contained in the research questionnaire. For each variable, it can be seen that the result is that *Cronbach's alpha value* is greater than 0.60, so this shows that each variable in the research is reliable and worth testing.

5.2 Classic assumption test

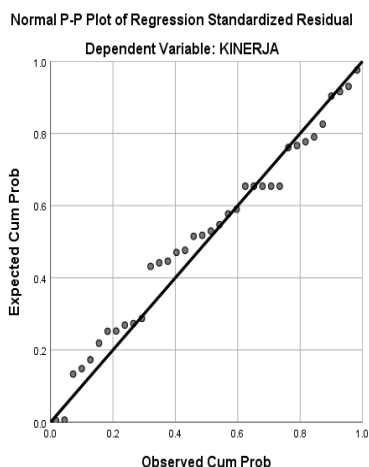
5.2.1 Normality test

Table 5.10 Normality Test Results

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residuals
N		36
Normal Parameters ^{a, b}	Mean	.0000000
	Std. Deviation	4.06725214
Most Extreme Differences	Absolute	.124
	Positive	.092
	Negative	-.124
Statistical Tests		.124
Asymp. Sig. (2-tailed)		.178 ^c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Source: SPSS26 Processed Data, 2024

Figure 5.1 Normality Test



Source: Processed Data SPSS 23, 2024

Based on Table 5.9 above, the Kolmogorov-Smirnov significance value for the Organizational Climate (X1) and Coordination (X2) variables for the Performance variable (Y) above obtained a significant value showing a value of 0.178 which means it is greater than 0.05. Furthermore, based on Figure 5.1 above, it can be seen that the dots are spread around the diagonal line and follow the direction of the diagonal line. So from the research results it can be concluded that the data in the research above is normally distributed.

5.2.2 Multicollinearity Test

Table 5.11 Multicollinearity Test Results

Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	CLIM_ORGANIZATION	,501	1,994
	COORDINATION	,501	1,994

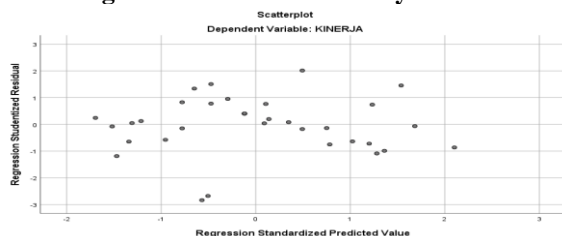
a. Dependent Variable: PERFORMANCE

Source: SPSS26 Processed Data, 2024

Based on table 5.11 above, shows that the independent variables, namely Organizational Climate of 1,994 and Coordination of 1,944 have a variance inflation factor (VIF) figure below 10. So it can be concluded that the regression equation that can be used as an analysis model does not have multicollinearity problems.

5.2.3 Heteroscedasticity Test

Figure 5.2 Heteroscedasticity results



Source: SPSS26 Processed Data, 2024

Based on Figure 5.2 above, it can be seen that the distribution of residual data is spread randomly above and below the 0 Y axis and there is no particular pattern, so it

can be stated that the regression model does not have symptoms of heteroscedasticity.

5.3 Multiple Linear Regression Analysis

Table 5.12 Regression Coefficient Values

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	Constant	13,419	5,734		2,340	,000
	CLIMATE ORGANIZATION	1,268	,272	,566	4,665	,000
	COORDINATION	,923	,301	,372	3,065	,004

a. Dependent Variable: PERFORMANCE

Source: SPSS26 Processed Data, 2024

Based on the table above, the results of the multiple linear regression above, the resulting regression equation is:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \dots + e$$

$$Y = 13.419 + 1.268 X_1 + 0.923 X_2 + e$$

From the results of multiple linear regression analysis, the results showed that organizational climate variables (X1) and coordination (X2) had a linear effect on employee performance (Y). Based on the table above, it can be seen that the influence of the multiple linear regression equation is $a = 13.419$, which means that if the organizational climate (X1) and coordination (X2) variables have a value of 0, then employee performance (Y) will be influenced by other variables. The regression coefficient for the organizational climate indicator variable (X1) is 1.268 and coordination (X2) is 0.923, which will influence employee performance (Y).

5.4 Hypothesis testing

5.4.1 Simultaneous Test (F Test)

Table 5.13 Simultaneous Hypothesis Test Results (F Test)

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1796,650		98.325	51.201	,000 ^b
	Residual	578,989	3	7,545		
	Total	2375,639	5			

a. Dependent Variable: PERFORMANCE

b. Predictors: (Constant), COORDINATION, CLIMATE_ORGANIZATION

Source: SPSS26 Processed Data, 2024

Based on Table 5.13, it can be seen that the significance value of 0.000 means it is smaller than 0.05 and the calculated f value of 51.201 is greater than the f table of 3.27. A significance level of 0.000 indicates that the regression coefficient is significant because the probability value is <0.05. In addition, the calculated f value > table f so that H_a is accepted. It means climate organization and coordination influential in a way simultaneous to performance employee Commission Election General Riau Province

5.4.2 Partial Test (T-Test)

Table 5.14 Partial Hypothesis Test Results (t-Test)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13,419	5,734		2,340	,000
	CLIMATE_ORGANIZATION	1,268	,272	,566	4,665	,000
	COORDINATION	,923	,301	,372	3,065	,004

a. Dependent Variable: PERFORMANCE

Source: SPSS26 Processed Data, 2024

From the table above you can see the calculated t value and the significance of the independent variables. It is known that the t table value is at a significance level of 5% (2-tailed) with the following equation:

$$\begin{aligned}
 T \text{ table} &= n - k - 1: \alpha / 2 \\
 &= 36 - 1 - 1: 0.05/2 \\
 &= 34: 0.025 \\
 &= 1.360
 \end{aligned}$$

Description = n: Number of samples
k: Number of independent variables
1: Constant

Based on Table 5.14 above, it can be seen that the calculated t has the following values:

1. Organizational Climate Variable (X1) It is known that t count (4.665) > t table (1.360) and Sig. (0.000) < 0.05 H_0 Rejected H_a accepted. This means that Organizational Climate has a significant effect on the dependent variable (Employee Performance).
2. Coordination Variable (X2) It is known that t count (3.065) > t table (1.360) and Sig. (0.004) < 0.05 H_0 Rejected H_a accepted. This means that coordination has a significant effect on the dependent variable (Employee Performance).

5.4.3 Coefficient of Determination Test (R^2)

Table 5.15 Coefficient of Determination Test Results (R^2)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,870 ^a	,756	,742	4,189

a. Predictors: (Constant), COORDINATION, CLIMATE_ORGANIZATION

b. Dependent Variable: PERFORMANCE

Source: Processed Data SPSS 26, 2024

Based on the table above, it can be seen that the resulting correlation value (R) is 0.870. While the *R Square* value is 0.756, determining the *R square* value can be seen through the equation below, namely:

$$Kd = r^2 \times 100\%$$

Information :

Kd = Coefficient of Determination

r^2 = Correlation Coefficient

So you get the results:

$$\begin{aligned}
 Kd &= r^2 \times 100\% \\
 &= 0.870^2 \times 100\% = 0.756
 \end{aligned}$$

The *R Square* value is 0.756. This shows that the Organizational Climate variable as a whole has an influence of 75.6% on performance, while the remaining 24.4% is influenced by other variables not examined in this research. So it can be concluded that there is a relationship and an influence of 75.6% between the independent variable (X) and the dependent variable (Y)

5.5 Interview result

The interview method is a process of interaction between researchers and respondents that aims to gain an in-depth understanding of qualitative data which is useful for expanding, testing, and clarifying quantitative research results. The following are the results of interviews conducted by researchers with 3 sources, namely the Head of Division and 2 employees at the General Election Commission of Riau Province.

The results of the T-test for organizational climate (X1) on employee performance (Y) show a sig value of 0.000 and t calculated 4.665, meaning that the significant value is smaller than the probability value of 0.05 (0.000<0.05) and the calculated t value is greater than t table (4,665>1,360). So the conclusion that can be drawn is H_a accepted and H_0 rejected. This means that organizational climate has a significant positive effect on employee performance at the General Election Commission of Riau Province.

The results of the T-test for coordination (X2) on employee performance (Y) show a sig value of 0.004 and the calculated t value is 3.065, meaning the significant value is smaller than the probability value of 0.05 (0.000<0.05) and the calculated t value is greater than the t table (3,065>1,360). So the conclusion that can be drawn is H_a accepted and H_0 rejected. This means that coordination has a significant positive effect on the performance of employees at the General Election Commission of Riau Province

Based on the data obtained through *F hitung*, it can be seen that the simultaneous test determination carried out by researchers shows that the value of *F hitung* is 51.201. *Ftabel* in this study is 3.27. So *F hitung* is 51.201 > *Ftabel* is 3.27 and the significant value is 0.000 < 0.005. So the conclusion that can be drawn is that H_a is accepted and H_0 is rejected. This means that the variables of organizational climate and coordination simultaneously and significantly influence the employee performance variable at the General Election Commission of Riau Province. Therefore, to strengthen the results of the quantitative test, the researcher asked the following interview questions:

1. Do you think that a good organizational climate influences performance in an agency?

Interviewee 1 an. Nirson as Head of the Technical Division for ELECTION Organizers, Participation, and Public Relations of the Riau Province KPU said

"Yes, in my opinion regarding performance issues in an agency or organization, there needs to be cooperation, and collaboration in achieving its goals so that fellow employees must be in line, because if in an agency there are employees who are not in line then it will be difficult for the organization to achieve its goals, therefore the climate Organizations need to be created so that those who are not aligned can be aligned in achieving their goals."

(interviewed, 04 April 2024)

Based on the results of descriptive analysis of the Organizational Climate variable (X1), the average was 4.01. So it shows that the majority of respondents answered in agreement with the statement that was proposed in the Organizational Climate variable. Then, to strengthen the results of the descriptive test, the researcher asked the following interview questions:

2. How do you create a harmonious, comfortable, and harmonious organizational climate within this agency?

Interviewee 1 an. Nirson as Head of the Technical Division for ELECTION Organizers, Participation, and Public Relations of the Riau Province KPU said

"Yes, in my opinion, every task or job assigned to an employee must be in harmony or by the abilities he has, and always discuss solving problems that occur, and you can also give rewards to employees in the form of tasks or activities in a place that is also useful for refreshing and going for a walk." (interviewed, 04 April 2024)

Based on the results of descriptive analysis of the Organizational Climate variable (X1), the average was 4.01. So it shows that the majority of respondents answered in agreement with the statement that was proposed in the Organizational Climate variable.

3 In your opinion, how is coordination between employees and other employees and employees and their superiors?

Interviewee 1 an. Nirson as Head of the Technical Division for ELECTION Organizers, Participation, and Public Relations of the Riau Province KPU said

"So far, coordination between employees is very good, there are no barriers between employees in the agency. Differences of opinion are things that can be avoided but do not lead to hatred or other negative things. If coordination with the leadership is good, the leadership space is always open to anyone who wants consultation regarding their work" (interviewed, 04 April 2024)

Based on the results of the descriptive analysis of the Coordination variable (X2), the average was 4.09. So it shows that the majority of respondents answered in agreement with the statement that was proposed in the Coordination variable.

4. How do you involve employees in the coordination process to ensure their involvement in achieving common goals?

Interviewee 1 an. Nirson as Head of the Technical Division for ELECTION Organizers, Participation, and Public Relations of the Riau Province KPU said

"In my opinion, there must be open communication, and collaboration between employees from different departments, as well as getting appreciation for contributions, building strong interpersonal relationships between employees, and facilitating the sharing of

knowledge and learning. With this, I can ensure that employees feel actively involved in the coordination process which ultimately improves performance in this agency." (interviewed, 04 April 2024)

Based on the results of the descriptive analysis of the Coordination variable (X2), the average was 4.09. So it shows that the majority of respondents answered agreeing with the statement that was put forward on the variable.

5. Do you think that organizational climate and coordination influence improving employee performance?

Interviewee 1 an. Nirson as Head of the Technical Division for ELECTION Organizers, Participation, and Public Relations of the Riau Province KPU said

" I agree. Employees can feel more motivated and better at their jobs if they are in a positive work environment where they feel supported, appreciated, and have opportunities to grow. Additionally, good coordination between teams and departments ensures that tasks are carried out efficiently and effectively, resulting in better employee performance. " (interviewed, April 04, 2024)

The results of this interview are in line with the f test (simultaneous) that organizational climate and coordination variables simultaneously and significantly influence the performance of Riau Province General Election Commission employees.

5.8 Discussion

5.8.1 The Influence of Organizational Climate on the Performance of Riau Province General Election Commission Employees

Based on the results of testing the first hypothesis, shows that organizational climate has a positive relationship with employee performance. Coefficient of determination = 0.1268 with calculated $t = 4.665 > t \text{ table} = 1360$ and $\text{Sig. (0.00)} < 0.05$. This means that the organizational climate variable has a significant effect on employee performance. A positive relationship means that the more conducive the organizational climate, the higher the performance of employees at the Riau Province General Election Commission.

A positive organizational climate will trigger employees to express their dissatisfaction and interests without fear because employees have high confidence and believe in the fairness of managerial decisions and actions so that the organization can positively handle employee dissatisfaction and interests. A positive organizational climate will give rise to innovative behaviors that arise from new, unfettered thoughts and receive support from the organization, and employees have a positive perception of the functioning of the organization.

This is by the definition of performance as well, namely as the results achieved by someone in carrying out a job. In improving employee performance, it is necessary to improve the quality of human resources, to obtain satisfactory work results.

Organizational climate has a positive influence on improving performance. As something that is positively related to performance, commitment is an attitude and behavior that is seen as driving a person's motivation at work. Higher performance means increased efficiency, effectiveness, and higher quality in completing a series of tasks assigned to an employee in an organization.

5.8.2 The Influence of Coordination Climate on the Performance of Riau Province General Election Commission Employees

Based on the results of testing the first hypothesis, shows that coordination has a positive relationship with employee performance. Coefficient of determination = 0.923 with calculated $t = 3.065 > t \text{ table} = 1360$ and $\text{Sig. } (0.004) < 0.05$. This means that the coordination variable has a significant effect on employee performance. A positive relationship means that the more conducive coordination is, the higher the performance of employees at the Riau Province General Election Commission.

Coordination is an activity carried out by the Divisions to provide information to each other and regulate together which is normatively seen in the form of balance, common direction, and control between the Divisions of the Riau Province General Election Commission. Based on statistical hypothesis testing, it has been tested and proven that there is an influence of coordination on the performance of Riau Province General Election Commission employees.

The results of measuring the correlation coefficient between the independent variable Coordination and the dependent variable. The performance of Riau Province General Election Commission employees falls into the strong relationship level category. This correlation coefficient is considered positive and significant, where the independent variable Coordination, and the dependent variable Performance of Riau Province General Election Commission Employees have a causal relationship mechanism. It is positive, meaning that if the independent variable Coordination experiences an increase, then this increase will be balanced by an increase in the dependent variable Employee Performance of the General Election Commission of Riau Province.

Thus, based on the reference to the Coordination theory put forward, and referring to research results, it is proven that Coordination has a strong influence on the Performance of Riau Province General Election Commission Employees. Improving the performance of Riau Province General Election Commission employees can be done through efforts to pay attention to the four characteristics of coordination, namely mobilizing, harmonizing, harmonizing, and balancing. By improving these four dimensions of coordination, it is predicted that the performance of Riau Province General Election Commission employees will improve.

5.8.3 Simultaneous Influence of Coordination Climate on the Performance of Riau Province General Election Commission Employees

Based on the results of data analysis, show that the independent variables organizational climate (X1) and coordination (X2) jointly influence the employee performance variable (Y) at the General Election Commission of Riau Province. This can be shown in the F test results, namely F count ($51.201 > F \text{ table } (3.27)$) or the sig value. < 0.05 .

The contribution made by the organizational climate and coordination variables simultaneously to the employee performance variable or Determination Coefficient (R^2) = 0.756. This shows that 75.6% of employee performance variables are influenced by organizational climate and coordination variables, while the remainder is explained by other variables not examined in this research.

Referring to the results of hypothesis testing, it has been proven that there is an influence of organizational climate and coordination together on the performance of Riau Province General Election Commission employees. The causality relationship mechanism can be interpreted as a process of situational relationships, conditional relationships, or functional relationships between organizational climate and coordination indicators together with the Riau Province General Election Commission Employee Performance indicators. Based on the results of statistical calculations of the coefficient of determination, it is known that the high and low performance of Riau Province General Election Commission employees is largely influenced by organizational climate and coordination. Apart from that, other factors were not examined in this research but also influenced it,

4. CONCLUSION

Based on the results of the discussion regarding the research "Organizational Climate and Coordination on the Performance of Riau Province General Election Commission Employees", it can be concluded that:

1. There is an influence of organizational climate on employee performance at the General Election Commission of Sumatra Riau Province, with the results of the t-test showing the calculated t value $> t \text{ table } (4.665 > 1.360)$ with a significance value of $0.000 < 0.05$, so the organizational climate variable has a significant effect on the employee performance variable. . and there is also the influence of coordination on employee performance at the General Election Commission of Riau Province, with the t-test results showing the calculated t value $> t \text{ table } (3.065 > 1,360)$ with a significance value of $0.004 < 0.05$, so the coordination variable has a significant effect on the employee performance variable.

2. Based on the results of the F test which shows Fcount $> \text{table}, 51,201 > 3.27$ and a significance value of $0.000 < 0.05$. This means that organizational climate and coordination have a simultaneous and significant effect on employee performance. The hypothesis which states "organizational climate and coordination simultaneously influence employee performance" is empirically proven and acceptable.

3. Based on the results of the coefficient of determination test (R Square) of 0.756, which means that the ability of the Organizational Climate (X1) and Coordination (X2) variables in Employee Y's performance is 75.6%, while the remaining 24.4% is explained by other variables outside Research Model.

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