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THE INFLUENCE OF LEADERSHIP, ORGANIZATIONAL CLIMATE, AND WORK MOTIVATION ON EMPLOYEE'S PERFORMANCE

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ABSTRACT

Background: Employee performance is one of the main factors that affect the progress of the agency, so the higher or better the employee's performance, the easier the agency's goals will be achieved. A way that can be applied to improve employee performance is to apply effective leadership to employees. In addition to leadership, the organizational climate also affects the behavior of a worker. Then, in order to achieve organizational goals, employees need motivation to be more active in working so that work results become better and more punctual.
Aim: This study aims to determine the influence of leadership, organizational climate, and work motivation on the performance of employees of the West Kutai Regency Inspectorate, both separately and simultaneously.
Method: The approach used in this study is a quantitative approach. The data sources used in this study are primary data obtained from the results of direct interviews with respondents and secondary data obtained by collecting information from parties related to the West Kutai Regency Inspectorate.
Findings: Leadership, organizational climate and work motivation have a positive and significant influence on the performance of employees of the West Kutai Regency Regional Inspectorate, therefore the West Kutai Regency Regional Inspectorate needs to continue to maintain and improve these variables.

KEYWORDS
leadership, organizational climate, work motivation, employee's performance

INTRODUCTION

Employee performance is one of the main factors that affect the progress of the agency, so the higher or better the employee's performance, the easier the agency's goals will be achieved. The way that can be applied to improve employee performance is to apply effective leadership to employees (Cahyono et al., 2014). It is hoped that leaders can be democratic to employees and leaders can apply the company culture agreed upon by job training and motivation provided by leaders to their employees.

The success of an agency depends largely on the good and bad performance of employees (Septiani, 2015). Good performance of employees has a direct impact on the progress or setbacks obtained by the agency (Karundeng et al., 2022). Employee performance can be seen from the employee's ability to carry out all the tasks for which he is responsible (Negara, 2014). Employee performance is very important for an agency or company to know the abilities, skills, quality of work, quantity of work, and time used by employees to work (Nasution, 2019). Thus, employee performance also determines the achievement of a goal expected by an agency or company.

Effective leadership is one of the very important factors for the overall success of the organization (Santika, 2017). Therefore, the issue of leadership has become an issue that has

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attracted the attention of theoreticalists and researchers in the field of organizational theory. The behavior of a leader in directing subordinates can be grouped in one-way communication and two-way communication (Pasaribu, 2021). One-way communication is the extent to which a leader involves himself in influencing and directing his subordinates, including establishing the role that the follower should perform, informing about what should be done, and carrying out strict supervision (Mundung et al., 2015). While two-way communication is the behavior of the leader in supporting his subordinates, for example listening, providing support, facilitating interaction, and involving employees in decision making (Faturahman, 2018).

In addition to leadership, the organizational climate also affects the behavior of a worker, which affects his way of life, to whom he relates, who he likes, how his work activities are, what he wants to achieve, and how he adjusts to the organization. The organizational climate is much more important in influencing a person's behavior at work than the skills or techniques that he has. Changes in the organizational climate make an agency need to align the circumstances that occur inside with the circumstances outside a work environment (Katili, 2021). In the organizational climate, there is a human environment in which the employees of an organization do their jobs. The organizational climate concerns all existing environments or those faced by employees who are in an organization that affects employees in carrying out organizational activities because the environment that is either directly or indirectly greatly affects the organizational climate (Setiawan, 2015).

In order to achieve organizational goals, employees need motivation to be more active in working so that work results become better and more punctual (Amalia et al., 2020). Seeing the importance of employees in the organization, employees need to be more serious in carrying out their duties so that organizational goals can be achieved. In an attempt to achieve the goals of the organization that have been set before, it is the task of the leader to empower all the resources that exist in the organization especially its human resources through the provision of motivation (Candra & Fatimah, 2020). The best motivation is one that arises from within the employee's person (Gultom, 2014), so that the employees will give the best of themselves for the betterment of their organization.

Therefore, government agencies are required to create a good work environment so that employees can provide the best service and apply the principles of good governance. This requires policies that lead to improving the quality of services and changing the organizational climate that makes employees feel comfortable at work and providing motivation from the leadership so as to make the West Kutai Regency Inspectorate the best state apparatus institution.

Nufus (2021) found that the organizational climate had a positive and significant effect on employee performance with a regression equation value of Y = 17.765 + 0.699X, and a correlation coefficient value of 0.819 or having a strong relationship rate with a determination value of 67.0%. On another occasion, in their research, Tsani and Hariyanto (2020) showed that work motivation, organizational climate and leadership have a significant effect on employee performance. However, none of these researchers have conducted such study in West Kutai Regency. Therefore, it is necessary to explore more of the topic in the location.

Based on the background that has been stated above, the author is interested in conducting research entitled The Influence of Leadership, Organizational Climate and Motivation on the Performance of Employees of the West Kutai Regency Inspectorate. This study aims to

determine the influence of leadership, organizational climate, and work motivation on the performance of employees of the West Kutai Regency Inspectorate, both separately and simultaneously.

METHOD

The type of research used in this study is quantitative research. The data sources used in this study are primary data obtained from the results of direct interviews with respondents and secondary data obtained by collecting information from parties related to the West Kutai Regency Inspectorate.

The population in this study was all employees of the West Kutai Regency Inspectorate which amounted to 61 (sixty-one) people. The researchers took 100% of the total population to be sampled using saturation sampling.

The data collection methods in this study were interviews, questionnaires (Using the Likert scale), and literature studies. The existing data are then analyzed validity tests, reliability tests, multiple linear regression analysis, and hypothesis tests; all using SPSS.

RESULTS AND DISCUSSION

Validity Test Results

Validity testing is carried out to determine whether or not a questionnaire of each of these variables is valid. The validity test that has been carried out in this study will be presented in the table as follows:

Table 1. Data Validity Test Results

Variable	Indicator	R_{count}	R_{table}	Information
Leadership (X1)	X1.1	.665	0,252	Valid
	X1.2	.651	0,252	Valid
	X1.3	.349	0,252	Valid
	X1.4	.705	0,252	Valid
Organizational Climate (X2)	X2.1	.557	0,252	Valid
	X2.2	.540	0,252	Valid
	X2.3	.296	0,252	Valid
	X2.4	.316	0,252	Valid
Work Motivation (X3)	X3.1	.459	0,252	Valid
	X3.2	.372	0,252	Valid
	X3.3	.587	0,252	Valid
	X3.4	.553	0,252	Valid
	X3.5	.506	0,252	Valid
Performance (Y)	Y1.1	.717	0,252	Valid
	Y1.2	.436	0,252	Valid
	Y1.3	.444	0,252	Valid

	Y1.4	.492	0,252	Valid
	Y1.5	.396	0,252	Valid

Source: Data Processed, 2022

Based on the table of validity test results above, the questionnaire consisting of items of statement of leadership variables, organizational climate and work motivation as well as employee performance has been filled out by 61 respondents in this study. The formula r_{table} is df=N-2 so 61-2=59 so it gets a r_{table} of 0.252. From the calculation results in the table above, it can be seen that all questionnaires have $r_{count} > r_{table}$ so that all are declared valid.

Reliability Test Results

Reliability tests were used to measure whether or not the questionnaire was consistent in this study. The test was performed by comparing the standard variable Cronbach's Alpha value of 0.6. If the value of Cronbach's Alpha exceeds 0.6 then the indicator or questionnaire is declared reliable. The results of the reliability test can be seen in the table as follows:

Table 2. Data Reliability Test Results

Variable	Cronbach's Alpha	Reliability Limits	Information
Leadership (X1)	.780	0,60	Reliable
Organizational climate (X2)	. 639	0,60	Reliable
Work motivation (X3)	. 732	0,60	Reliable
Employee Performance (Y)	. 734	0,60	Reliable

Source: Data Processing Results, 2022

Based on the reliability test result table above, all variables consisting of leadership variables, organizational climate, work motivation and employee performance each have a Cronbach's Alpha value greater than 0.6 so that all variables are declared reliable and can be used in subsequent analysis.

Multiple Linear Regression Analysis Results

Multiple linear regression analysis is used to determine the magnitude of the influence of free variables, namely leadership, organizational climate, work motivation on bound variables, namely employee performance. The results of the calculation of multiple linear regression in this study can be seen in the table as follows:

Table 3. Multiple Linear Regression Analysis Results

Model		Unstandardized Coefficients		Standardized Coefficients
		B	**Std. Error**	**Beta**
1	(Constant)	.822	.356	
	Leadership X1	.488	.094	.564
	Organizational Climate X2	.065	.072	.061
	Work motivation X3	.342	.114	.345

Source: Data Processing Results, 2022

Based on the table above, the regression equation formed in the regression test in this study is as follows:

Y = a + b1X1+ b2X2 + b3X3 + e

Y = 0.822 + 0.488X1+ 0.065X2 + 0.342X3

From the results of the equation above, the conclusions that can be explained are as follows:

1) The value of the constant (a) of 0.822 with a positive sign states that if the variables of leadership, organizational climate and work motivation are considered constant then the value of Y is 0.822
2) The value of the regression coefficient of the leadership variable (X1) of 0.488 with a positive sign states that if the increase in one unit of the leadership variable will result in an increase in the employee performance variable (Y) by 0.488 units assuming that other factors are constant or fixed.
3) The value of the regression coefficient of the organizational climate variable (X2) is 0.065, with a positive sign stating that if the increase in one unit of the organizational climate variable will result in an increase in the employee performance variable (Y) by 0.065 units assuming that the other factors are constant or fixed.
4) The regression coefficient value of the work motivation variable (X3) is 0.342, this explains that each increase in the unit of the work motivation variable will result in an increase in the employee performance variable (Y) of 0.342 units assuming that the other factors are constant or fixed.

Hypothesis Testing Results

T Test Results (Partial Test)

The t test is used to determine the partial (own) influence of the free variables, namely leadership (X1), organizational climate (X2) and work motivation (X3) on the bound variables, namely employee performance. The criteria used is that if the calculation > ttabel or sig < 0.05 then the variable X concerned has a significant influence on employee performance. The value of ttabel at a significance level of 5% and free degree (df) = n-k-1 = 61-3-1=57 then a ttable value of 2.002 is obtained. The results of the t-test analysis in this study, which was assisted by the SPSS for windows application program, can be seen in the table as follows:

Table 4. T Test Results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.822	.356		2.308	.025
	Leadership X1	.488	.094	.564	5.197	.000
	Organizational climate X2	.065	.072	.061	.082	.935
	Work motivation X3	.342	.114	.345	3.004	.004

a. Dependent Variable: Performance Y

Source: Data Processing Results, 2022

Based on the table above, the t_{count} value for the leadership variable (X1) is 5.197 with a significance level of 0.000. Therefore, t_{count} (5.197) > t_{table} (2.002) and the resulting significance value of 0.000 which is smaller than 0.05. Therefore, the leadership-free variable (X1) partially has a significant positive influence on the employee performance bound variable (Y).

Based on the table above, the calculated value for the organizational climate variable (X2) was obtained at 0.082 with a significance level of 0.000. Therefore, the calculated value (0.082) < ttabel (2.002) and the resulting significance value of 0.935 which is greater than 0.05, it can be concluded that the organizational climate-free variable (X2) partially does not have a significant influence on the employee performance bound variable (Y).

Based on the table above, the calculated value for the work motivation variable (X3) was obtained at 3.004 with a significance level of 0.004. Therefore, t_{count} (3.004) > t_{table} (2.002) and the resulting significance value of 0.004 which is smaller than 0.05. Hence, the work motivation free variable (X3) partially has a significant influence on the employee performance bound variable (Y).

Test F Results (Joint Test)

Test F was carried out to determine the influence of leadership (X1), organizational climate (X2) and work motivation (X3) simultaneously (together) on performance (Y). while the criteria used were if F_{count} > F_{table} or sig < 0.05 then Ho was rejected and H1 was accepted. The Ftabel value at a significance level of 5% and the free degree (df1)= n-k-1 = 61-3-1=57, then the F_{table} value of 2.766 was obtained. The results of the F test (simultaneous test) assisted by using the SPSS for windows program in this study can be seen in the table as follows:

Table 5. F Test Results

ANOVA[b]						
	Model	**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	5.403	3	1.801	53.289	.000[a]
	Residual	1.927	57	.034		
	Total	7.330	60			

a. Predictors: (Constant), Work Motivation X3, Organizational Climate X2, Leadership X1

b. Dependent Variable: Performance Y

Source: Data Processing Results , 2022

Based on the simultaneous model testing table above, a F_{count} value of 53.289 with a significance of 0.000 was obtained. Therefore, the calculated F_{count} value (53.289) > F_{table} (2.766) and the resulting significance value of 0.000 and this value is much smaller than the α (0.05) it can be concluded that the leadership variables (X1), organizational climate (X2), and work motivation (X3) simultaneously have a significant influence on the employee performance variable (Y).

Coefficient of Determination Results

To find out how strong the relationship of free variables to bound variables is and how much influence free variables have on bound variables can be seen in the values of the correlation coefficient and coefficient of determination in the table as follows:

Table 6. Coefficient of Determination Results

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.859[a]	.737	.723	.18384

a. Predictors: (Constant), Work Motivation X3, Organizational Climate X2, Leadership X1

Source: Data Processing Results , 2022

The given criteria for interpreting the degree of the correlation coefficient are as follows:

Table 7. Estimation of the Magnitude of the Correlation Coefficient

Coefficient Interval	**Relationship Levels**
0,000 – 0,199	Very Weak
0,200 – 0,399	Weak
0,400 – 0,599	Keep
0,600 – 0,799	Strong
0,800 – 1,000	Very Powerful

Source: Sugiyono, 2020.

Based on the table above, the value of the coefficient of multiple correlation (R) of 0.859 is obtained, this shows that between free variables and bound variables have a very strong level of relationship in the category. As for knowing the magnitude of the contribution of the influence of free variables on bound variables, it can be seen from the value of the coefficient of determination (R2). The value of the coefficient of determination (R2) was obtained at 0.737 or around 73.7%, meaning that the free variable had an influence on the bound variable by 73.7% while the remaining 26.3% was influenced by variables outside the research variable.

Most Dominant Variables

The free variables that have the most dominant effect on bound variables can be seen in the ranking of standardized coefficients (β) or Standardized of Coefficients of each free variable as stated in the table as follows:

Table 8. Calculation Results of the Most Dominant Variables

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.822	.356		2.308	.025
	Leadership X1	.488	.094	.564	5.197	.000
	Organizational climate X2	.065	.072	.061	.082	.935
	Work motivation X3	.342	.114	.345	3.004	.004
a. Dependent Variable: Y performance						

Source: Data Processing Results, 2022

Based on the table above, the leadership variable has the largest coeficent value of β (beta), which is 0.564 which is the largest value among other free variable variables. Therefore, the most dominant variable influencing employee performance is the leadership variable.

The Effect of Leadership on Employee Performance

Partially, the test results show that leadership has a positive effect on employee performance. The positive influence is seen from the regression coefficient value of 0.488 with a significant prob of 0.000 which is smaller than $\alpha = 0.05$. Positive influences show that leadership is in the same direction as employee performance where the better a person leads, the better it will improve employee performance and vice versa.

Based on the t-test, the results were obtained that leadership variables have a significant effect on employee performance, this can be seen from the calculation value of $t_{count} > t_{table}$ (5.197 > 2.002) and the level of significance that is smaller than the degree of trust used, which is 5% (0.000 < 0.05). From the results of this test, evidence was obtained that leadership had a partial effect on the performance of employees of the Regional Inspectorate of West Kutai Regency so that the first hypothesis could be accepted.

This result supports several previous research results conducted by several researchers including Tsani and Hariyanto (2020) who concluded that leadership has an influence on the performance of PT Astra International BMW Sunter employees.

The Effect of Organizational Climate on Employee Performance

The test results partially showed that work motivation had a positive effect on employee performance. The positive influence is seen from the value of the regression coefficient of 0.065 with a significant prob of 0.935 which is greater than $\alpha = 0.05$. Positive influences show that the organizational climate is in the same direction as employee performance where the better the organizational climate, the more employee performance will also increase and vice versa.

Based on the t-test, the results were obtained that the organizational climate variables did not have a significant effect on employee performance, this can be seen from the indigo $t_{count} < t_{table}$ (0.082 > 2.002) and the level of significance greater than the degree of trust used, which is 5% (0.953 < 0.05). From the results of this test, evidence was obtained that the organizational climate did not have a partial effect on the performance of employees of the Regional Inspectorate of West Kutai Regency so that the second hypothesis could be rejected.

This result is not in line with a study conducted by Nufus (2021) entitled the influence of organizational climate on the performance of Alfamart employees in Bintaro and Tsani and Hariyanto (2020) with the title of the influence of work motivation, organizational climate and leadership on employee performance which concluded that the organizational climate has a significant positive influence on the performance of Inspectorate employees.

The Effect of Work Motivation on Employee Performance

The partial test results show that work motivation has a positive effect on employee performance. The positive influence is seen from the regression coefficient value of 0.342 with a significant prob of 0.001 which is smaller than $\alpha = 0.05$. Positive influence shows that work motivation is in the same direction as employee performance where the more work motivation increases, the more employee performance will increase and vice versa, the decrease in work motivation, the more employee performance will decrease.

Based on the t-test, the results were obtained that the work motivation variable had a significant effect on employee performance, this can be seen from the indigo $t_{count} > t_{table}$ (3.004 > 2.002) and the degree of significance that is smaller than the degree of trust used, which is 5% (0.004 < 0.05). From the results of this test, evidence was obtained that work motivation had a partial effect on the performance of employees of the Regional Inspectorate of West Kutai Regency so that the third hypothesis could be accepted.

This result is in line with the results of research by Tsani and Hariyanto (2020) which shows that work motivation has a positive and significant influence and relationship on employee performance. This shows that there is a positive and significant influence or relationship between work motivation variables and performance variables.

The Influence of Leadership, Organizational Climate and Work Motivation on Performance

The simultaneous test results showed that the variables of leadership (X1), organizational climate (X2) and work motivation (X3) together had a positive and significant effect on the performance of employees of the West Kutai Regency Regional Inspectorate. This can be seen from the significant value of 0.000 smaller than α=0.05 (0.000 < 0.05) with a calculated F value of 53.289 greater than the F_{table} value (53.289 > 2.766). From the results of this test, evidence was obtained that leadership (X1), organizational climate (X2) and work motivation (X3) together have a positive and significant effect on the performance of employees of the West Kutai Regency Regional Inspectorate so that the hypothesis can be accepted.

The Most Dominant Influence on Employee Performance

Based on the test results consisting of leadership variables (X1), organizational climate (X2) and work motivation (X3) it can be seen that the leadership variable has the largest coeficent value of β (beta), which is 0.564 which is the largest value among other free variable variables. So it can be concluded that the most dominant variable affecting the performance of employees of the Regional Inspectorate of West Kutai Regency is the leadership variable. So that the hypothesis is acceptable.

CONCLUSION

Partially, the leadership has a positive and significant effect on the performance of employees of the Regional Inspectorate of West Kutai Regency. Partially, the organizational climate did not have a positive and significant effect on the performance of employees of the Regional Inspectorate of West Kutai Regency. Partially, work motivation has a positive and significant effect on the performance of employees of the Regional Inspectorate of West Kutai Regency. Simultaneously, the leadership, organizational climate and work motivation have a positive and significant effect on the performance of employees of the Regional Inspectorate of West Kutai Regency. The leadership variable has the most dominant influence on the performance of employees of the Regional Inspectorate of West Kutai Regency.

The results of this study show that leadership, organizational climate and work motivation have a positive and significant influence on the performance of employees of the West Kutai Regency Regional Inspectorate. Therefore, the West Kutai Regency Regional Inspectorate needs to continue to maintain and improve these variables. It is expected that future research could dive deeper to the topics to reveal more insight regarding them.

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